When John, a twenty-year-old who’d lived in our residential programs for four years, heard our new name last spring, his reaction was immediate: “That’s it! That’s who you are! That’s what you do!”

That was all the affirmation I needed. We’d spent a long time thinking about the history of our organization, who we’d become, and what we were trying to accomplish. We tried to capture all of those things in our new name and tagline:

**Plummer Youth Promise**
*Family for Everyone*

John’s spontaneous reaction told me we’d done just that.

Started in 1855 through the visionary bequest of Caroline Plummer, we’ve withstood the test of time. Our services have evolved based on current best practices. Through it all, we’ve remained true to Ms. Plummer’s desire to create the brightest possible future for young people whose lives have included profound challenges.

2017 has been busy. In addition to changing our name, we’ve once again increased the number of youth we serve. While continuing to provide our residential, foster care and community-based programs, we’ve added a new program called Intensive Permanency Services. Through this program, we work with young people who are living in residential or foster care programs operated by other organizations, providing our specialized services to connect (or reconnect) them with family who will be with them forever.

DEAR FRIENDS,

To hear Carlos’s and Jackie’s story, go to: [https://bit.ly/2fZLjeP](https://bit.ly/2fZLjeP)
Demand for the consultation and training offered by the Practice Leadership Division we created in 2016 has far exceeded our expectations, giving us the opportunity to impact young people all over the country. This revenue-producing activity is changing the nature of our finances, creating additional stability.

We are continuing to develop our measurement and evaluation system. Though still in its infancy, this system is already providing us with important data-driven insights into the needs and experiences of our youth, as well as the most appropriate tools to connect them with families while building their skills and community connections.

Perhaps you work with the Department of Children and Families or the Juvenile Court. Maybe you’re connected with a charitable foundation. Perhaps you volunteer to do something like cook, drive, stuff envelopes, or staff our events. Or maybe you provide us with critical financial support.

Wherever you fit into the Plummer family, we thank you. You are making a difference.

Sincerely.

James Lister, Executive Director

Paul Nightingale, Board Chair

“I can’t thank you enough. If it wasn’t for you, I wouldn’t be seeing my family and planning to move there.”

18-year-old young man to Plummer social worker
Steven spent a total of 10 years bouncing around the child welfare system. He was with us for four. While living here, he was struggling with addiction and had to enter a 90-day rehabilitation program. Without private support to hold his bed open, he would have been sent to a different group home when completing that program. That would have been yet one more move, one more set of people to get to know, one step further away from family.

You made sure that didn’t happen. Thank you.

When Steven returned to Plummer from the 90-day program, we continued the work we’d begun to build a strong family network around him. This included work with his birth family and a mentor he now calls his second Dad. You funded this specialized work. Thank you.

Steven was able to leave Plummer when he was 19. He moved into an apartment on the same block as his second Dad. He was also in regular contact with his birth parents and siblings.

In FY 17, young people in our residential programs had experienced as many as 27 moves in the foster care system.
Steven is now 20. He lives independently and works in the construction industry. He talks with his second Dad almost every day, and remains in close contact with his birth family.

Steven has also started to speak to audiences about his experience as a young person who bounced between foster families and group homes. During his first presentation, he said, “Plummer was my family until they set me up so I didn’t need them to be.”

Last month, Steven told his story to an audience of 700 professionals who’d gathered to learn more about using residential care to get kids back to families or on to new ones.

Without you, Steven may never have made it back to Plummer after his treatment program. He may never have rebuilt sustainable relationships with his birth family, or met the mentor who became his second Dad. He almost certainly would not have been talking to hundreds of social workers at an international conference. Thank you.
Every youth has a safe, emotionally secure parenting relationship in a life-long, legal family.

- Every youth has a safe place to live, a sense of belonging and a chance to positively contribute to the community.
- Every youth has the skills and support to meet his or her physical, emotional, educational, and economic needs.
PROGRAMS

RESIDENTIAL PROGRAMS

Group Home. Located on Winter Island in Salem, the Group Home is our oldest program and serves young men, ages 13 to 18.

25 young men served in FY 17

Supported Apartment. Located in the same building as our Group Home, this apartment houses up to 6 young men, ages 18 to 22.

8 young men served in FY 17

Community Apartments. One-bedroom or studio apartments in various communities, serving young men or women who turned 18 while in foster care.

7 young men and women served in FY 17

FOSTER CARE

Our foster care program serves girls and boys from birth to age 22 in foster families throughout Essex and Middlesex County.

35 girls/boys/youth served in FY 17

72 hours

Within 72 hours of when young people enter one of our residential programs, they help us establish their goals in each area of our Intervention Model. Progress is assessed quarterly.
PROGRAMS

ONPOINT

OnPoint is a collaborative effort of Plummer Youth Promise, the Salem Police Community Impact Unit and Essex County Juvenile probation. The Program serves youth ages 10 to 18 who are at-risk of being removed from their families, as well as other youth living in Salem’s Point neighborhood. OnPoint operates on weekday afternoons and Saturday mornings.

165 youth served in FY 17

INTENSIVE PERMANENCY SERVICES

Plummer provides specialized clinical services to young people living in foster families or group homes that aren’t connected to Plummer. As with all our services, the objective is to make sure young people have lifelong families.

18 youth served in FY 17

In FY 17, 83% of young people in our foster care program and 61% of older youth in our residential programs left our care having a safe, emotionally secure parenting relationship.
**PRÁCTICE LEADERSHIP**

Determined to share knowledge, in 2016 we added a Permanency Practice Leadership Division. Financially self-sustaining, this division operates nationwide. Services range from one-time trainings to multi-year engagements, and often involve collaboration with the Annie E. Casey Foundation or Casey Family Programs. *In FY 17, this division consulted to 16 child welfare organizations and agencies in 13 states.*

CT - Department of Children and Families  
IA - Department of Human Services  
IN - Department of Child Services  
LA - New Orleans Children and Youth Planning Board  
MA - The Home for Little Wanderers  
MA - Department of Children and Families  
MA - Justice Resource Institute  
MA - Kids Insight  
ME - Office of Children and Family Services  
MI - Department of Health & Human Services  
NC - Mecklenburg County Youth and Family Services  
NH - Department of Children, Youth and Families  
NV - Clark County Department of Family Services  
OH - Office of Families and Children  
PA - City of Philadelphia Department of Human Services  
RI - Department of Children, Youth & Families
Plummer has grown significantly over the last 5 years by investing in the development of additional services focused on making sure youth have families they can count on forever. Our emerging role as a leader in this work is reflected in the FY 17 revenue and expenses attributable to our new Permanency Practice Leadership Division.

### Financials

#### FY 2017 Revenue: $4,235,089

- **63%** Government Contracts
- **25%** Philanthropic
- **11%** Practice Leadership
- **1%** Other

#### FY 2017 Expenses: $4,033,611

- **46%** Residential Programs
- **21%** Foster Care
- **15%** Fundraising, Management & General
- **10%** Practice Leadership
- **6%** OnPoint Intensive Permanency Services
- **2%** Other

#### Revenue

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<tr>
<th></th>
<th>FY 13</th>
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<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
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<tbody>
<tr>
<td>Practice Leadership</td>
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<td>-</td>
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<td>Commonwealth of MA</td>
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<td>Individual Gifts and Fundraising Events</td>
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<td>Miscellaneous</td>
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<td><strong>Total Revenue</strong></td>
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<td>2,950,171</td>
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#### Total Expenses

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#### Assets

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#### Liabilities

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<tr>
<td><strong>Total Liabilities</strong></td>
<td>182,924</td>
<td>196,919</td>
<td>229,000</td>
<td>232,440</td>
<td>535,916</td>
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#### Net Assets

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Board of Trustees (Current and FY 2016)

Paul Nightingale, J.D., Chair
Kathy Truscott, Vice-Chair
Stephen Manning, Treasurer
Marshall Strauss, Clerk
Darren Ambler
Rick Cormier (former resident)
David Guilbeault (former resident)
Sarah M. Hayes

Erin Heiskell, M.D.
Kathleen Kenahan (through 3/17)
Holly Jannell (Vice Chair FY 17)
Kevin McCarthy (FY 17)
Kim Meader (Treasurer FY 17)
Whitney Savignano (FY 18)
Brendan R. Walsh, Ph.D.
Robert Wentworth

Mission

Young people who leave the foster care or juvenile justice system without safe, stable, permanent family connections face grim outcomes, including high rates of homelessness, unemployment, early parenthood and lack of education.

Plummer Youth Promise is changing that by helping youth establish deep, highly-engaged familial relationships while building their skills and community connections, and by sharing our knowledge with others.
VISION

Every young person has a family unconditionally committed to nurture, protect and guide them to successful adulthood.