What would it take?

That’s a question we ask ourselves every day.
Dear Friends,

What would it take?

That’s a question we ask ourselves every day at Plummer.

It’s a question that assumes anything is possible.

Children and young people need families that are committed to them forever. They need skills and they need connections with their community.

Every day, we ask ourselves how we can make that happen.

Sometimes, the answer is remarkably simple. Other times, it’s extraordinarily complex.

Sometimes, it’s about an individual child.

What would it take to make sure this young woman has a lifelong family? What would it take to help this young man develop the skills necessary to sustain positive relationships? What would it take to help this young adult live successfully in an apartment?

Other times, it’s about our organization as a whole.

What would it take for us to do our work most effectively? What would it take for us to reach more young people? What would it take to shift long-standing beliefs that by the time children in foster care are teens, they’re beyond the need for family, or that no family will want them?

Always, you help provide the answers.

Perhaps you support us financially, or maybe you donate time. Perhaps you work at Plummer. Maybe you’re a foster parent, or you work for the Department of Children and Families. Maybe you’re a lawyer, or a judge, or a local business person.

Whoever you are, you care about children. You recognize that childhood is finite, and that there’s no time to waste. Every day, you help us do whatever it takes.

Thank you.

James E. Lister
Executive Director

Kathy Truscott
Board Chair
Austin couldn’t enroll in his second semester of college because he owed back taxes of $1,200. He’d saved some money to pay his debt, but needed help. You paid the rest and he enrolled. Thank you.
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 parenting and lack of education.

Plummer Youth Promise is changing that by deeply and effectively engaging families for each young person we serve, while building their skills and community connections and sharing our knowledge with others.

**Childhood is finite.**

*A young person has 7,665 days before they turn 22.*

Every day in care is a day of childhood lost.

On average, when young people enter our care, they have been without a permanent family for more than 1/4 of their childhood, or 5-6 years.

**Our Vision: Family for Everyone**

*This means a safe, emotionally secure parenting relationship that has the following elements and, ideally, is legally recognized:*

- Physical and psychological safety
- Consistent, continuous, meant to go on indefinitely
- Unconditional commitment regardless of youth’s behavior or the adult’s/family’s changing circumstances
- Youth claimed by parent as part of the family; youth feels that s/he belongs and is accepted as a family member
Sometimes the answer is remarkably simple

It took...

paying a phone bill,
an UBER ride,
a couch

Jeanine wasn’t allowed to stay overnight with her mother because there was only one bed. So you bought a pull-out couch. 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
It took...

a funeral guest book,
a lunch lady,
permission to love someone new

Mary and Benjamin’s mother, Jennifer, struggled with addiction and couldn’t parent them, but she loved them and they loved her. The children struggled with feelings of disloyalty as the date of their adoption by a new family approached. You helped Jennifer make a video telling her children how much she loved them and giving them permission to love their new family. 

Thank you.
Programs

RESIDENTIAL PROGRAMS

**Group Home** for young men ages 13–18 referred by the Department of Children and Families (DCF).

*23 young men served in FY 18*

**Supported Apartment** for young men ages 16–22 referred by DCF; located in the same building as our Group Home.

*9 young men served in FY 18*

**Community Apartments**

One-bedroom or studio apartments serving young men or women ages 18–22 who turned 18 while in the foster care system.

*15 young men and women served in FY 18*

COMMUNITY-BASED PROGRAMS

**Foster Care**

Girls and boys ages birth–22 living with foster families trained and supported by Plummer Youth Promise.

*36 girls/boys/youth served in FY 18*

**Intensive Permanency Services (IPS)**

Specialized permanency services to young people living in a foster family or group home that is not connected to Plummer.

*34 youth served in FY 18*

**OnPoint**

A collaborative effort of Plummer Youth Promise, the Salem Police Community Impact Unit, and Essex County Juvenile Probation. OnPoint serves youth ages 10–18 who are at risk of being removed from their families as well as other neighborhood youth. OnPoint operates on weekday afternoons and Saturday mornings.

*197 youth served in FY 18*

<table>
<thead>
<tr>
<th>NUMBER SERVED</th>
<th>FY 17</th>
<th>FY 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Home</td>
<td>25</td>
<td>23</td>
</tr>
<tr>
<td>Supported Apt</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Community Apts</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>Foster Care</td>
<td>35</td>
<td>36</td>
</tr>
<tr>
<td>IPS</td>
<td>18</td>
<td>34</td>
</tr>
<tr>
<td>OnPoint</td>
<td>165</td>
<td>197</td>
</tr>
<tr>
<td>TOTAL</td>
<td>258</td>
<td>314</td>
</tr>
</tbody>
</table>

It took... permission to love... someone new...
It took...

a computer, driving lessons, a washing machine

After Brian left our group home to return to his family, he started skipping school. Turns out, he had no clean clothes; their washing machine was broken and they didn’t live near a laundromat. You bought a washing machine. Thank you.
Leadership

We are teaching agencies across the country

PERMANENCY PRACTICE LEADERSHIP  Two years ago, we added a Practice Leadership Division to help us reach young people beyond those in our direct care. We’ve written articles, delivered keynotes, and provided a wide variety of training and consulting. Below is a partial listing of our FY 18 engagements.

CONNECTICUT
• Dept. of Children and Families*

INDIANA
• Dept. of Child Services*

LOUISIANA
• Dept. of Children and Family Services*

MASSACHUSETTS
• Dept. of Children and Families – Lynn Area Office
• Caring Together Permanency Learning Communities
• Dept. of Mental Health
• MA Adoption Resource Exchange
• Cambridge Children and Family Services
• Justice Resource Institute – Northeast/Southeast Regions
• The Home for Little Wanderers
• MA Permanency Practice Alliance
• Kids Insight

NEW YORK
• Dutchess County, Dept. of Social Services
• Dept. of Child Services*

NEVADA
• Dept. of Family Services**

NEW HAMPSHIRE
• Dept. of Children, Youth and Families*

NORTH CAROLINA
• Mecklenburg County Youth and Family Services**

PENNSYLVANIA
• Allegheny County, Children, Youth and Families*
• City of Philadelphia Dept. of Human Services*

RHODE ISLAND
• Dept. of Children, Youth & Families**

UTAH
• Rise, Inc.

NATIONAL ORGANIZATIONS
• Association of Children’s Residential Centers (national conference)
• Building Bridges Initiative: webinars in Michigan, Texas and Virginia; project guidance in Louisiana

PUBLICATIONS
• North American Council on Adoptable Children, Adoptalk, 2018: Issue 1, The Plummer Youth Promise: Infusing Permanency in Residential Care, Lister, J. and McLaughlin, N.

* In collaboration with Casey Family Programs
** In collaboration with the Annie E. Casey Foundation
Sometimes it’s about the organization as a whole

It took...

a new phone system,
a stronger finance office,
a technology overhaul

Plummer has grown tremendously in the last five years, but our technology hadn’t kept pace. This was hurting our ability to deliver the best service possible to as many young people as possible. You helped make sure social workers who are on the road have computers, that all of our sites have working copiers and printers and that our technology system is secure.

Thank you.
## Financials

**FY 2018**

### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practice Leadership</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>471,065</td>
<td>685,479</td>
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<tr>
<td>Commonwealth of MA</td>
<td>2,049,715</td>
<td>2,101,625</td>
<td>2,175,839</td>
<td>2,658,151</td>
<td>3,390,830</td>
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<tr>
<td>Individual Gifts and Fundraising Events</td>
<td>781,134</td>
<td>716,123</td>
<td>527,419</td>
<td>999,850</td>
<td>632,111</td>
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<tr>
<td>Corporate and Foundation Grants</td>
<td>198,998</td>
<td>100,196</td>
<td>182,500</td>
<td>74,500</td>
<td>217,388</td>
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<tr>
<td>Miscellaneous</td>
<td>35,562</td>
<td>32,227</td>
<td>7,025</td>
<td>31,523</td>
<td>41,191</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>3,065,409</td>
<td>2,950,171</td>
<td>2,892,783</td>
<td>4,235,089</td>
<td>4,966,999</td>
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### Expenses

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<tr>
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<th>FY 16</th>
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<tbody>
<tr>
<td>2,877,699</td>
<td>3,125,202</td>
<td>3,337,957</td>
<td>4,033,611</td>
<td>4,917,634</td>
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### Assets

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<tr>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
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</thead>
<tbody>
<tr>
<td>686,151</td>
<td>609,684</td>
<td>504,283</td>
<td>1,094,580</td>
<td>1,232,924</td>
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<td>488,907</td>
<td>437,492</td>
<td>390,845</td>
<td>397,880</td>
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<td>221,051</td>
<td>225,619</td>
<td>126,969</td>
<td>34,677</td>
<td>-</td>
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<tr>
<td>2,122,939</td>
<td>2,181,305</td>
<td>2,034,868</td>
<td>2,199,141</td>
<td>2,285,001</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>3,519,048</td>
<td>3,454,100</td>
<td>3,056,965</td>
<td>3,726,278</td>
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### Liabilities

<table>
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<th>FY 14</th>
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<th>FY 17</th>
<th>FY 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>196,919</td>
<td>229,000</td>
<td>232,440</td>
<td>535,916</td>
<td>627,703</td>
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<tr>
<td>-</td>
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<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Liabilities</strong></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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<th>FY 14</th>
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<th>FY 17</th>
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</thead>
<tbody>
<tr>
<td>3,322,129</td>
<td>3,225,100</td>
<td>2,824,525</td>
<td>3,190,361</td>
<td>3,328,585</td>
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</tbody>
</table>
What would it take?  

Always, you help find the answer

Thank you

66% male  
34% female

Gender breakdown of the youth served in FY 18.
6,941 UBER miles used to connect youth and family.

520 gallons of milk consumed per year at our group home.
Vision

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