At Plummer Youth Promise, we envision a world in which every young person has a family unconditionally committed to nurture, protect, and guide them to successful adulthood.

No matter the state, country, or jurisdiction, the goal of child welfare intervention must always be to help children:

**STAY HOME**
by preserving their family of origin and preventing entry into the foster care system,

**GO HOME**
by reunifying children with family safely and as quickly as possible, or

**FIND HOME**
by engaging new family relationships forever committed to the child.
Dear Friends

Every day at Plummer Youth Promise, we recognize the importance of family; it is the focal point of our work and drives every decision we make. We care deeply for the young people we serve, and at the same time, know that we are not their family. It is not Plummer’s job to raise children. No organization or government entity, no matter how well-intentioned, can replace the role of a parent. Young people need families.

Plummer operates as part of the child welfare system – often referred to as the foster care system. This system exists to help children and families when they’re struggling. While physical safety of children must always be first and foremost, the reality is that the vast majority of children who encounter foster care do so because of neglect, often stemming from issues related to a family’s poverty, mental health, and/or addiction, all of which are exacerbated in times of crisis.

Ideally, children who encounter the foster care system are able to STAY HOME with support to ensure their well-being. Children love their parents and their parents love them; keeping them together is better for everyone when it can be done safely.

When that’s not possible and a child is removed from their family, it’s important to help them GO HOME as soon as possible. Separating a child from the parent they know and love can cause long-term emotional harm even when it may be necessary for a period of time.

Finally, as soon as it becomes clear that a young person cannot stay home or go home, we need to help them FIND HOME. Spending years bouncing around a child welfare system and becoming a young adult with nobody to count on should never be the outcome.

At Plummer, we developed a shorthand way of describing the work to be done:

STAY HOME, GO HOME, FIND HOME.

As we reflect on 2019, we are both heartened by our success and humbled by the need to do better. In the midst of a pandemic and societal upheaval, we acknowledge the uncertainty that lies ahead while moving relentlessly forward.

We envision a future where every young person has a family unconditionally committed to nurture, protect, and guide them to successful adulthood. This vision beckons us onward and inspires us to invite other organizations to join us.

Nicole McLaughlin    Kathy Truscott
Executive Director    Board Chair
Every youth has a safe, stable, 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

Plummer Intervention and Outcome Model

Successful Adulthood

Permanency

Family & Parenting

Safe, Stable Family Living Environment

Safe, Stable Community Living Environment

Social Skills

Community Connectedness

Educational

Economic

Health & Wellness

Preparedness

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**Programs**

**Plummer Child Welfare Services**

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

**Supported Apartment** - For young men ages 16-22 referred by DCF.

**Community Apartments** - One-bedroom or studio apartments for youth ages 18-22 who turned 18 while in foster care.

**Foster Families** - For youth ages birth-22 living with foster families trained and supported by Plummer Youth Promise.

**Intensive Permanency Services** - Specialized services for youth ages 4-20 living in a foster family or group home that is not connected to Plummer.

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**Community-Based Collaborative Service**

**OnPoint** - An afternoon program serving youth ages 10-18 who are at-risk of being removed from their families as well as other at-risk youth. It is a collaborative effort of Plummer Youth Promise, the Salem Police Community Impact Unit, and Essex County Juvenile probation. In FY19 we reached 160 youth.
Permanency is the bedrock of our work. It exists when a child has a safe, stable, emotionally-secure, legally-recognized parenting relationship, regardless of their age or circumstance.

A Safe, Stable, Emotionally-Secure Parenting Relationship is:

- Physically and psychologically safe
- Consistent, continuous, meant to go on indefinitely
- One in which the youth feels belonging and acceptance
- Unconditionally committed regardless of youth’s behavior or the adult’s/family’s changing circumstances
Staying Home

Ebony was at a crossroads. She was depressed and overwhelmed with family responsibility. As a result, she was acting out. She was at risk of becoming involved with the juvenile justice system and being taken away from her family.

Luckily, Ebony told us that she loved music. OnPoint’s music program provided a space for Ebony to learn and grow. For the first time in her life, she was setting aside time for herself.

Through music and clinical therapy, Ebony learned coping strategies and life skills. Spending time fueling her passion helped her reduce stress and boost her self-esteem. Ebony now attends OnPoint voluntarily and hopes to pursue a career as a musician. Most importantly, Ebony isn’t going anywhere. She’s staying home, where she belongs.
Upon starting with Plummer’s child welfare services, a young person has **ZERO**
stable parenting relationships.

**Going Home**

Matt’s mom always knew in her heart that he would come back home, while also understanding, that for a period of time, that wasn’t possible. As a young teen, he was struggling and had gotten into some legal trouble. Mom loved Matt deeply, but she was also working two jobs to support her family and couldn’t give Matt what he needed.

While living at Plummer, Matt learned a new range of coping and conflict resolution skills. Knowing that it was critical that he make his way back to family, we convinced the court to increase the number of times he could go home and then personally drove him; this gave him the chance to show that he could behave safely when not at Plummer. We scheduled meetings at atypical hours to make sure that his mom was central to all decision-making, honoring and retaining her position as his parent.

After less than a year at Plummer, Matt returned home where he always belonged with this mom.
Finding Home

When she was just two weeks old, Juanita moved in with her Plummer foster parents, Maria and Carlos, and their young children. Her birth mother struggles with drug addiction and simply couldn’t parent her.

Maria and Carlos knew almost immediately that they wanted to be Juanita’s permanent family and, before long, they started the adoption process. Months later, the adoption was finalized; Juanita now has a forever family to protect and guide her through whatever lies ahead.

Knowing that as Juanita grows up, she needs to understand her own story and needs to connect with her birth family, Maria and Carlos are committed to building a relationship with her birth mother when that becomes possible.
Our Mission

Plummer’s mission is to set a standard of excellence that improves outcomes for young people in or at risk of entering state care by deeply engaging youth, families, and the systems that impact them to develop permanent family relationships, skills, and community connections.
Plummer’s Impact

Permanency Practice Leadership
It is critical that the child welfare system use effective practices to provide services that keep young people safe while maximizing their health and well-being within lifelong family relationships. Though Plummer’s direct service footprint is limited to Massachusetts, our impact is nationwide. Through our Permanency Practice Leadership division, we provide fee-based consulting and training in permanency best practices to service providers and government agencies across the country. Much of this work is done in partnership the Annie E. Casey Foundation or Casey Family Programs.

In FY19, training was provided in the following states:

<table>
<thead>
<tr>
<th>State</th>
<th>1 In collaboration with Casey Family Programs</th>
<th>2 In collaboration with the Annie E. Casey Foundation</th>
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<td>Utah</td>
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MA Permanency Practice Alliance
Plummer Youth Promise is a founding member of the MA Permanency Practice Alliance (MPPA). The MPPA is a collaboration of organizations committed to improving permanency practice within their respective agencies to better serve the children of the Commonwealth of Massachusetts.

As part of the MPPA, Plummer Youth Promise leads a three-day training based on our Intervention and Outcome Model to professionals who work with children, youth, and families in residential and community-based settings. Through in-depth, interactive learning, we explore national permanency best practices, core competencies, key strategies, and tools. In FY19, MPPA trained 82 participants.

MPPA Members Include
Financial Strength

**FY19 Revenue**

- 70.25% Commonwealth of MA
- 13% Individual Gifts & Fundraising Events
- 11.25% Consulting and Training
- 5% Corporate & Foundation
- .5% Miscellaneous

**FY19 Expenses**

- 71% Management & General
- 14% Fundraising
- 10% Services
- 5% Consulting and Training

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**Board of Trustees**

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Whitney Savignano, Vice Chair  
Paul Nightingale, Clerk  
Phil Coughlin, Treasurer ***

Kim Meader, Treasurer *  
Darren Ambler  
Dianne Brand **  
Molly Cook

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Sally Hayes *  
Erin Heiskell, M.D.

Dennis King  
Shawn Newton  
Brendan R. Walsh, Ph.D  
Robert Wentworth

* Served through FY19  
** Joined board in FY20  
*** Treasurer as of FY20

Plummer Youth Promise
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It Takes All Of Us...

More than 650 Volunteers

90 Paddlers

Over 150 Years of Service
Thank You

100 Volunteer Food Deliveries

More than 68 Kids Sponsored for Holidays

63 Employees

5 Sites

100

68

5