Dear Friends,

As the multiple crises of 2020 pounded the world, the strength of Plummer’s vision shone bright and informed our every move. From adrenaline-fueled pandemic decisions to deeper reflections about who we are, what we do, and why we do it, Plummer’s vision was a resolute and steady guide.

Amid the chaos, pain, and fear of 2020, we adopted an aspirational plan to set a standard of excellence in our operations and facilities while sharing best practices nationwide. The clarity of our interrelated priorities are fueled by our values and the vision you helped us define.

Crisis could have clouded the horizon; instead, it cleared our sight.

2020 forcefully reminded us of the fundamental human need to feel safe, experience love, be treated with dignity, and maintain hope. We experienced that strength comes from drawing on our collective talents, our network of supporters, and other resources. Among the many challenges of 2020, we tackled the challenge of keeping young people healthy in a dilapidated facility built in the 1860s. And we were prompted to examine whether our policies and practices reinforce racial inequity, despite our best intentions.

More than ever, we witnessed that young people need families they can count on.

Generosity abounded. Organizations like Plummer collaborated extensively, sharing everything from safety protocol ideas to critical supplies. Community partners responded immediately to requests for support. Foundations lifted grant restrictions, giving us the flexibility to spend funds as needed in a time of great uncertainty. You were an essential part of our team.

Above all, we recognize the importance of our staff. As the world tried to understand the nature of COVID-19, our day to day was scary for those who work directly with youth and families. They could have quit. But they didn’t. Instead, they found themselves caring for others in new ways, at all sorts of hours, every day. Throughout this report you’ll find photos of our courageous, determined team. Amid the multiple crises of 2020, they never stopped.

With crisis came clarity.

Through it all, you stuck with us. We can’t thank you enough.

Nicole McLaughlin  
Executive Director

Kathy Truscott  
Board Chair

COVID-19 couldn’t stop the adoption of 2 year-old Jayden.

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

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.

Operating Principles

**Committing** to racial equity by actively examining our services, behaviors, and structure.

**Engaging and including** families and other adults and partners on a collaborative team to help move youth toward a permanent family.

**Embracing** continuous learning, utilizing experience, data, research, and best practices.

**Empowering** young people and their families to identify, understand, and express their needs and capitalize on their unique strengths.

**Leading** other child welfare providers and systems toward the delivery of permanency best practices.

**Leveraging** the knowledge, learning, and experiences between our service delivery programs and our permanency practice leadership work.

**Addressing and dismantling** injustices faced by marginalized/vulnerable populations/youth.

**Advancing** the development of social-emotional, educational, vocational, and life skills in the populations we serve.

**Protecting** the continuity of youths’ relationships and attachments to family and other caring adults.

**Creating and following** a youth-guided, family driven, individualized, trauma-informed treatment plan that recognizes prioritizes permanency and recognizes family members as the primary healing agents.

Childhood is finite. On average, when we start working with youth they have already spent 6.5 years of precious childhood without a permanent family to count on.

In 2020, Plummer kept our vision front and center as we continued building family relationships for youth despite daunting barriers.

Jerome's Story

When the pandemic hit, 12-year old Jerome was suddenly unable to see his mother. This had the potential to be devastating. Jerome and his mother Kim had been rebuilding a relationship after 6 years apart and were on their way to being able to live together. The pandemic threatened this progress.

Recognizing that visual connection was essential for Jerome’s well-being and his reunification with his mother, a Plummer social worker knew what was necessary. Because Jerome’s mother did not have a smartphone or computer, for several months our social worker drove to her house so she could stay in regular, visual contact with her son.

As part of our strategic planning process, staff at all organizational levels examined and clarified the principles that guide our work every day.
Clear Direction

Not withstanding the pandemic, in 2020 we adopted a strategic plan. It’s ambitious. At the end of four years, Plummer Youth Promise will have solidified a sustainable leadership position in the child welfare field by setting a standard of excellence in operation, facilities, and the proliferation of permanency best practices.

Strategic Priorities

Data and Knowledge
Complete the design and full implementation of organization-wide data collection and evaluation systems enabling board and staff to make organizational, programmatic and treatment decisions based on reliable data.

Permanency Practice Leadership
Leverage permanency best practices in our own services and in the training of others to prevent young people from entering the child welfare system or help them exit the system as quickly as possible with a safe, stable, emotionally secure parenting relationship.

Facilities
Align our facilities with our values and the delivery of our Intervention and Outcome Model, helping drive positive outcomes and setting a standard for excellence residential facilities akin to the standard we’re setting for the interventions that are delivered in those facilities.

Organizational Competencies
Directly tie our values, practices, and organizational systems to our mission through increased competency in the areas of: diversity equity & inclusion, human resources, and information technology.

Clear Model

Permanency
Permanency is achieved when a youth has a safe, stable, emotionally-secure parenting relationship in a life-long family. Ideally, this relationship is legally recognized.

Community
Community is achieved when a youth has a safe place to live, a sense of belonging, and a chance to positively contribute to the community.

Preparedness
Preparedness is achieved when a youth has the skills and support to meet his or her physical, emotional, educational, and economic needs.
Clear Tactics

Plummer provides direct services to youth in the foster care system through a variety of programs. We apply our Intervention and Outcome Model in each, emphasizing each element to varying degrees depending on the youth and the program. Achieving permanency is always the highest priority.

Fiscal Year 2020 Child Welfare Services

- **Group Care**
  - **Youth Served:** 27
  - For young men ages 13-22 referred by the Department of Children and Families (DCF).

- **Foster Families**
  - **Youth Served:** 45
  - For youth ages birth-22 living with foster families trained and supported by Plummer Youth Promise.

- **Community Apartments**
  - **Youth Served:** 27
  - One-bedroom or studio apartments for youth ages 18-22 who turned 18 while in a foster family or group care setting.

- **Intensive Permanency**
  - **Youth Served:** 68
  - Specialized services for youth ages 4-20 living in a foster family or group home that is not connected to Plummer.

- **Permanency Mediation**
  - **Youth Served:** 68
  - An alternative to a contested court proceeding for children in the Massachusetts foster care system, Permanency Mediation addresses the unique issues involved in care and protection, guardianship and termination of parental rights proceedings.

- **OnPoint**
  - **Youth Served:** 61
  - 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. OnPoint was closed for an extensive period of time due to the pandemic.

**Total youth receiving child welfare services**

- FY18: 117
- FY19: 169
- FY20: 256

**Fiscal Year 2020 Child Welfare Services**

- **Total youth receiving child welfare services**
  - FY18: 117
  - FY19: 169
  - FY20: 256

Clear Leadership

The job of the child welfare system is to keep young people safe while maximizing their health and well-being within lifelong family relationships. Plummer wants to increase the number of youth for whom this result is a reality, which is why we are spreading best practice. Our direct service footprint is in Massachusetts; our impact is nationwide.

Through our permanency practice leadership division, we provide training, consultation and coaching to service providers and government agencies. In FY 20, our team worked in the following states, often in partnership with the Annie E Casey Foundation and Casey Family Programs:

- Delaware
- Louisiana
- Massachusetts
- New Mexico
- New York
- North Carolina
- Pennsylvania
- Rhode Island

**FY 20 Massachusetts clients.**

- Cambridge Family and Children Services
- Justice Resource Institute
- MA Department of Children and Families
- The Home for Little Wanderers

In FY 20, we trained approximately 2,000 child welfare professionals in 8 states, influencing the lives of 14,000 young people.

**MA Permanency Practice Alliance**

Plummer Youth Promise is a founding member of the MA Permanency Practice Alliance (MPPA), a collaboration of organizations committed to improving permanency practice within their respective agencies. As part of our commitment to the Alliance, Plummer regularly leads a three-day training for incoming clinical staff of MPPA member agencies Cambridge Family and Children Services, Justice Resource Institute and The Home for Little Wanderers.
Clear Outcomes

Achieving Permanency During COVID

Lalu’s Story

Time was running out for 21-year-old Lalu, a refugee from Myanmar who arrived in the U.S. at 15. Alone.

At age 17, Lalu moved into Plummer’s residential facility. Though he spoke little English and was emotionally distraught, he was eager to learn and connect with people. He worked tirelessly with his Plummer team to build skills and establish deep relationships with mentors and a local mosque, healing from his trauma all the while.

Together, Lalu and his team located cousins in Arizona. Thanks to generous donors, he visited them several times, strengthening his bonds with them each time. In July 2021, only months before he would have aged out of foster care alone, Lalu moved in with family in Arizona.

Caleb’s Story

When 13-year old Caleb found out the Graham family wanted to adopt him, he was conflicted. Caleb worried that if he let the Graham’s adopt him, it would change his deeply supportive relationship with his Dad, who lives in a nursing home. This fear could have grown during the pandemic, when visiting his Dad wasn’t possible. Instead, the Graham’s made sure Caleb talked with his Dad multiple times a week while Plummer facilitated a visit through his Dad’s window.

Meanwhile, with Plummer’s support, the Grahams became integrated into Caleb’s family. When Caleb’s adoption was finalized, Caleb was ready. He even decided to take the name of his forever family, the Grahams. And he still talks to his dad twice a week.

More Youth with Family

None of the youth who enter our residential programs and community apartments arrive with a stable parenting relationship.

In FY 16, by the time they discharged, 66% of the youth in these programs had developed a safe, stable emotionally secure parenting relationship. In FY 20, that percentage had increased to 74%.

Sarah and Elena’s Story

When first-time Plummer foster parent Alisha took in sisters Sarah and Elena, she didn’t know what to expect. But Alisha knew that the best outcome for these sisters would be to have them return to their birth mother. Despite the pandemic, she was determined to make that happen.

With the guidance of her Plummer team, Alisha developed strong and trusting relationships with both birth parents. When challenged by the pandemic, Alisha got creative, even helping the sisters record a video wishing their mother a happy birthday when they couldn’t see her in person.

After 585 days in foster care, Sarah and Elena went home to Mom. Foster-parent Alisha has continued to be a support for them all.
## Financials

### Revenue

<table>
<thead>
<tr>
<th>FY20</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting and Training</td>
<td>-</td>
<td>471,065</td>
<td>685,479</td>
<td>766,079</td>
<td>666,112</td>
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<tr>
<td>Commonwealth of MA</td>
<td>2,175,839</td>
<td>2,658,151</td>
<td>3,390,830</td>
<td>4,124,828</td>
<td>4,815,174</td>
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<tr>
<td>Individual Gifts &amp; Fundraising Events</td>
<td>527,419</td>
<td>999,850</td>
<td>632,111</td>
<td>669,668</td>
<td>1,082,316</td>
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<tr>
<td>Corporate &amp; Foundation Grants</td>
<td>182,500</td>
<td>74,500</td>
<td>217,388</td>
<td>289,000</td>
<td>206,125</td>
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<tr>
<td>Miscellaneous</td>
<td>7,025</td>
<td>31,523</td>
<td>41,191</td>
<td>30,016</td>
<td>130,149</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>2,892,783</td>
<td>4,235,089</td>
<td>4,966,990</td>
<td>5,879,591</td>
<td>6,899,876</td>
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### Expenses

<table>
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<tr>
<th>FY20</th>
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<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
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<tbody>
<tr>
<td>Program Services</td>
<td>2,774,714</td>
<td>3,427,501</td>
<td>4,222,715</td>
<td>4,766,390</td>
<td>5,603,138</td>
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<td>Management &amp; General</td>
<td>305,596</td>
<td>341,973</td>
<td>429,041</td>
<td>578,447</td>
<td>558,848</td>
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<td>Fundraising</td>
<td>257,647</td>
<td>264,137</td>
<td>265,878</td>
<td>278,614</td>
<td>352,105</td>
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<td><strong>Total Expenses</strong></td>
<td>3,337,957</td>
<td>4,033,611</td>
<td>4,917,634</td>
<td>5,623,451</td>
<td>6,514,091</td>
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### Assets

<table>
<thead>
<tr>
<th>FY20</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
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</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>504,283</td>
<td>1,094,580</td>
<td>1,232,924</td>
<td>1,591,681</td>
<td>2,661,769</td>
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<tr>
<td>Property &amp; Equipment</td>
<td>390,845</td>
<td>397,880</td>
<td>438,363</td>
<td>447,259</td>
<td>417,416</td>
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<tr>
<td>Pledges Receivable</td>
<td>126,969</td>
<td>34,677</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Investments</td>
<td>2,034,868</td>
<td>2,199,141</td>
<td>2,285,001</td>
<td>2,490,527</td>
<td>2,662,149</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>3,056,965</td>
<td>3,726,278</td>
<td>3,956,288</td>
<td>4,529,467</td>
<td>5,741,325*</td>
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### Liabilities

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<tr>
<th>FY20</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>232,440</td>
<td>535,916</td>
<td>627,703</td>
<td>732,020</td>
<td>1,384,261</td>
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<tr>
<td>Long Term Debt</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>232,440</td>
<td>535,916</td>
<td>627,703</td>
<td>732,020</td>
<td>1,384,261*</td>
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</table>

### Net Assets

<table>
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<th>FY20</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>2,824,525</td>
<td>3,190,361</td>
<td>3,328,585</td>
<td>3,797,447</td>
<td>4,357,066</td>
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* The FY20 increase in Assets and Liabilities was driven primarily by a COVID Payroll Protection loan from the federal government.

## Board of Trustees

- Kathy Truscott, Board Chair
- Whitney Savignano, Vice Chair
- Paul Nightingale, Secretary
- Phil Coughlin, Treasurer

* Left the Board in FY21
** Joined the Board in FY21

- Manny Cruz**
- Darren Ambler
- Dianne Brand, CFP
- Molly Cook
- Caleb Friday
- David A. Guilbeault Jr.
- Erin Heiskell, M.D.
- Dennis King
- Shawn Newton
- Destinee Walters **
- Brendan R. Walsh, Ph.D*
- Robert Wentworth

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Clear Heroes

Thank you to our staff and community for helping us through 2020!

113 volunteer hours by Building Impact to create care packages for youth feeling the loneliness and isolation of COVID.

Soup donations for group home residents with COVID!

Socially-distanced beach clean up!

Donations of critical supplies.

Garden volunteers persisted through COVID.

Donated decorations brightened the holidays!

Outdoor pizza-making with Bambolina Pizza!

Fundraising events done virtually! We kicked off with “Trick or Treat Tag” on social media.

Ongoing grocery deliveries by a long-time volunteer.

30 care packages for OnPoint youth prepared by Jewish Teen Initiative!

Plummer staff took on a team of youth in a summer basketball game.