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.

Vision

We envision a world in which every young person has a family unconditionally committed to nurture, protect, and guide them to successful adulthood.

Values

We live and work by our values: Dignity, Compassion, Resilience, Learning, Integrity, Teamwork, and Joy.

Dear Friends,

When the world is in crisis and your mission is to make sure youth in the foster care system have families they can count on forever, there’s no time for distraction. If anything, the need for clarity, determination, and action becomes more pressing.

In 2020, standing in the dark of a new and poorly understood pandemic, Plummer braced for the worst. In 2021, we constantly assessed risk and revised protocols, responding to an unending barrage of changing information regarding vaccines and the emergence of new COVID variants. Throughout it all, we drew deeply on the stamina derived from a values-driven approach, laying the groundwork for achieving our impact in a world that was forever changed.

At Plummer, we prioritize sustainable success. This requires not only a clear vision and excellent service delivery, but also self-reflection and investment in organizational infrastructure. During 2021, we directed our efforts to adapting, improving, and driving substantial progress in important priorities identified in our 2020-2024 Strategic Plan.

We deepened our understanding of how race and ethnicity factor into Plummer’s work internally, as well as the child welfare field at large. We created a long-overdue plan to build facilities worthy of the youth who live in them, and the staff who work there. We took concrete steps toward creating a strategic approach in sharing with other child welfare providers nationwide what we do best—finding forever families.

These types of achievements don’t grab headlines, but they do lay the foundation for achieving positive outcomes for youth in the foster care system regardless of whether we are operating in a world in crisis.

We could not do our work without you. From our partners at the Department of Children and Families to individual and institutional supporters, local businesses, and our incredible staff and remarkable families, we rely on all of you. Thank you for believing in us, for supporting us, and for helping us to adapt, overcome, and achieve in 2021.

Sincerely,

Nicole McLaughlin    Robert Wentworth

Executive Director    Board Chair
A Vision for the Future

2020-2024 Strategic Priorities

Data and Knowledge
Embrace data as an asset used by board and staff to drive decision making and deliver our mission.

Permanency Training and Consulting
Design and implement a sustainable plan that informs and strengthens internal practice, and spreads best permanency practices nationally through consulting and partnerships.

Facilities
Design and build facilities that set a standard of excellence by enhancing delivery of Plummer’s residential intervention.

Organizational Competencies
Increase competency in the structural areas of Diversity, Equity, & Inclusion, Human Resources, and Information Technology.

At the end of four years, we will have solidified a sustainable leadership position in the child welfare field by setting a standard of excellence in operations and facilities, refining, and expanding evaluation practices, and proliferating permanency best practices.

Diversity, Equity, & Inclusion

Plummer is committed to addressing the inequities known to exist in the child welfare system. Doing so requires first looking inward at our own organization.

In late 2020, a diverse staff committee identified Doris Tolliver, a race equity consultant with deep child welfare expertise, to guide us. In 2021, we completed a wide-ranging organizational assessment that included objective analysis as well as subjective experiences, resulting in the creation of a Race Equity Steering Committee composed of staff and board. The committee’s charter is to induce equitable systems change at Plummer by designing an equity action plan, monitoring accountability of said plan, and to serve as ambassadors across the organization. By looking inwards, thoroughly analyzing and understanding initial assessments, planning, and building for implementation, we are preparing for even more accomplishments as we increase our structural competency in Diversity, Equity, and Inclusion.

Dignity
We honor and respect the inherent value in every person and culture, recognizing that organizational strength is fulfilled only when diversity, equity, and inclusion are fully embraced and that interactions that do not treat people with fairness and dignity can be experienced as dehumanizing.
Successful Adulthood

Family & Parenting
Social Skills
Community Connectedness
Safe, Stable Community Living Environment
Health & Wellness
Economic
Educational

Permanency

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

Preparedness

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

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.

Our Model

Permanency

Successful Adulthood

Preparedness

Community

FY21 Direct Service Provision

Last year Plummer served 148 youth across a variety of foster care settings. We also served 212 youth through our new permanency mediation program.

Permanency Mediation

A short-term intervention that mediates important conversations among caring adults with the aim of achieving the best outcomes for youth in foster care or those at risk of entering care. Permanency mediation is a way to avoid expensive, lengthy, and often contentious court proceedings that traumatize children and adults alike.

Group Care

For youth ages 13-22 referred by the Department of Children and Families (DCF).

Intensive Permanency

Specialized services for youth ages birth-22 living in a foster family or group home that is not connected to Plummer.

Foster Families

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

Community Apartments

One-bedroom or studio apartments for youth ages 18-22 who turned 18 while in a foster family or group care setting.

FY17 50% Youth discharge* with permanency**

FY21 77% Youth discharge* with permanency**

% of youth who

* from our residential care programs
** a safe, stable, emotionally secure parenting relationship

Learning

We embrace continuous learning. Creative ideas are welcomed with curiosity and critical thinking. We’re willing to be vulnerable, recognizing that we all have something to learn about ourselves and the systems in which we live and work.
Reimagining our Facilities

Nobody should have to live or work in our current residential facility. Built in 1867, it has never been substantially renovated. And while it remains stunning from the outside, its aging frame and interior are falling apart.

The building is overcrowded and lacks any privacy or dignity. Families coming to visit their children get to sit in a cold conference room in our attic. Upon moving in, kids who have faced unthinkable trauma are forced to share bedrooms and locker-room style bathrooms with strangers who’ve also experienced trauma. Youth must walk through crowded administrative spaces just to get back home at the end of a long school day. Administrative staff must also walk-through residential space (the youth’s home) to access certain offices.

To align the quality of our facility with our standard-setting practice, staff, and youth worked with an architect, to design a facility that will help propel kids living in group care out of the foster care system, and into families. In doing so, we will set a bar for others in the field to think differently about the tools they have, or can add to, their arsenals.

Chris’ Story

18-year-old Chris has lived in Plummer’s residential facility for more than two years. He is an invaluable member of our facilities planning committee, whose input weighed heavily into the building’s design. Chris shared his experience about what it is like to have an endless rotation of roommates, all of whom have their own trauma and difficult pasts. He pointed out the importance of separating the younger youth in the Group Home program for 13–18-year-olds from the older youth in living in the Supported Apartments. He made clear the need for younger youth to connect with one another in large, common areas and thoughtful about the lack of privacy for families visiting. Chris’ input weighed heavily in the final design.

The youth living in our facility are experts in their own lives and experiences. Listening shows respect for their perspective and makes clear that we value their input and provides them with the experience of expressing and advocating their views, building self-esteem, and important life skills. Listening to them helps us to intentionally design a campus that will create positive outcomes.
“This opportunity with Plummer is a culmination of all of the best aspects of my work to date,” says Paula. “I appreciate Plummer’s deep sense of urgency regarding permanency and their commitment to the importance of family. I also admire Plummer’s focus on excellence, not only in learning and innovation, but also in practice and implementation. I am thrilled to be a part of this team and am looking forward to fostering partnerships to further this important work.”

At 16, Michael was living in a non-Plummer group home and struggling with mental illness. Michael’s mother was very committed to him and visited him regularly, but his relationship with the rest of his family was fragile. Everyone in this family loved one another deeply, but there were enormous obstacles preventing Michael from returning home.

Michael’s pursuit of permanency—in this case, to return to his family—was stuck and Michael was at risk of spending the rest of his youth in group care, separated from his loved ones. A Plummer Coach was hired to provide coaching to Michael’s clinical team at the group home.

The Plummer Coach worked shoulder to shoulder with Michael’s clinician and her colleagues, sharing knowledge and best practices to get Michael out of care and back with his family. She took a strengths-based approach, focusing on the many positive things that were happening with Michael and his family. She demonstrated the use of clinical tools to help Michael express his hopes and fears, and to prepare Michael and his family for reunification by practicing and preparing to live under the same roof after many years apart.

Six months later, Michael went home. And the professionals who had been working with him had learned a new way of engaging youth and family that they can use going forward, increasing the likelihood of positive outcomes well beyond Michael’s.
Financials

### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting and Training</td>
<td>471,065</td>
<td>685,479</td>
<td>766,079</td>
<td>666,112</td>
<td>547,155</td>
</tr>
<tr>
<td>Commonwealth of MA</td>
<td>2,658,151</td>
<td>3,390,830</td>
<td>4,124,828</td>
<td>4,815,174</td>
<td>5,328,457</td>
</tr>
<tr>
<td>Individual Gifts &amp; Fundraising Events</td>
<td>999,850</td>
<td>632,111</td>
<td>669,668</td>
<td>1,082,316</td>
<td>1,882,994</td>
</tr>
<tr>
<td>Corporate &amp; Foundation Grants</td>
<td>74,500</td>
<td>217,388</td>
<td>289,000</td>
<td>206,125</td>
<td>240,723</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>31,523</td>
<td>41,191</td>
<td>30,016</td>
<td>130,149</td>
<td>655,498</td>
</tr>
</tbody>
</table>

**Total Revenue**
- FY17: 4,235,089
- FY18: 4,966,99
- FY19: 5,879,591
- FY20: 6,899,876
- FY21: 8,654,827

### Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>3,427,501</td>
<td>4,222,715</td>
<td>4,766,390</td>
<td>5,603,138</td>
<td>5,731,990</td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>341,973</td>
<td>429,041</td>
<td>578,447</td>
<td>558,848</td>
<td>682,014</td>
</tr>
<tr>
<td>Fundraising</td>
<td>264,137</td>
<td>265,878</td>
<td>278,614</td>
<td>352,105</td>
<td>395,482</td>
</tr>
</tbody>
</table>

**Total Expenses**
- FY17: 4,033,611
- FY18: 4,917,634
- FY19: 5,623,451
- FY20: 6,514,091
- FY21: 6,809,486

### Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>1,094,580</td>
<td>1,232,924</td>
<td>1,591,681</td>
<td>2,661,769</td>
<td>3,390,880</td>
</tr>
<tr>
<td>Property &amp; Equipment</td>
<td>397,880</td>
<td>438,363</td>
<td>447,259</td>
<td>417,416</td>
<td>372,011</td>
</tr>
<tr>
<td>Pledges Receivable</td>
<td>34,677</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>200,000</td>
</tr>
<tr>
<td>Investments</td>
<td>2,199,141</td>
<td>2,285,001</td>
<td>2,490,527</td>
<td>2,662,149</td>
<td>3,279,727</td>
</tr>
</tbody>
</table>

**Total Assets**
- FY17: 3,726,278
- FY18: 3,956,288
- FY19: 4,529,467
- FY20: 5,741,325
- FY21: 7,242,618

### Liabilities

<table>
<thead>
<tr>
<th>Category</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>535,916</td>
<td>627,703</td>
<td>732,020</td>
<td>1,384,261</td>
<td>688,388</td>
</tr>
<tr>
<td>Long Term Debt</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Liabilities**
- FY17: 535,916
- FY18: 627,703
- FY19: 732,020
- FY20: 1,384,261
- FY21: 688,388

### Net Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>3,190,361</td>
<td>3,328,585</td>
<td>3,797,447</td>
<td>4,357,066</td>
<td>6,803,259</td>
</tr>
</tbody>
</table>

*FY21 Increase in revenues and net assets is driven largely by the forgiveness of debt incurred through the federally funded payroll protection loan and donor contributions that are restricted for an anticipated construction project.*

---

**Board of Trustees**

- Robert Wentworth, Board Chair
- Caleb Friday, Vice Chair
- Whitney Savignano, Secretary
- Phil Coughlin, Treasurer
- Darren Ambler*
- Dianne Brand
- Molly Cook, M.D.
- Manny Cruz
- Lisa Glahn, Esq
- David A. Guilbeault Jr.
- Erin Heiskell, M.D.
- Ivy Krull**
- Shawn Newton
- Paul Nightingale*
- Kathy Truscott
- Destinee Waiters

* Left the Board in FY22  ** Joined the Board in FY21

**Integrity**

We’re honest and transparent. We do what we say we’ll do. We’re accountable in all directions; to young people, families, each other, partners, and funders.
Thank you to our staff and community for helping make sure all young people have families they can count on!

Teamwork
We’re stronger together. We show up for and support one another so Plummer can always show up for the youth, families, and partners we work together with to achieve a common goal.

Joy
Our work is hard. Joy brings comfort to us and the people we serve. Laughter brings us together, makes the work easier, and feeds creativity.