Dear Friends,

Listening builds strength. Learning fuels progress. Leading propels change.

In 2022, with a construction project on the horizon, we leaned into listening, learning, and leading more than ever as we looked toward an exciting future.

We listened to youth and families as we designed a new, trauma-informed campus. Meeting regularly with our young people, we created opportunities for them to provide feedback that led to several significant design changes. It was inspiring to hear them as they considered their own needs and the needs of the youth who will live here in the future.

We listened to youth and adults, heard their needs, and developed individualized plans to form forever families. The willingness of adults - including parents, foster parents, and social workers - to always put the best interests of youth first, even in difficult circumstances was profoundly moving.

We listened to the priceless expertise of our staff, who work tirelessly every day to connect youth with families, all while prioritizing safety and emotional well being.

And we learned. We learned that the country-wide aftermath of the pandemic includes increasing mental health needs amid a critical shortage of services. We learned that, though the medical urgency of COVID had diminished, recurring illness continued to make family visits hard to achieve. We learned that the path to permanency was more challenging, but that with your help, we can overcome barriers and get youth back home.

Listening and learning are foundational to leadership. Throughout 2022, we incorporated real-time lessons into trainings and workshops across the country. In doing so, we are paving the way for better interventions that will inform the care of 15,000 youth nationwide.

It takes an entire community to do this work – volunteers, staff, supporters, and our many partners at youth-serving agencies. Thank you for being a part of our mission last year – and thank you for continuing this journey with us. You enable us to learn, grow, and evolve in an ever-changing world, all while making Family for Everyone possible for the youth we serve.

Sincerely,

Nicole McLaughlin    Robert Wentworth
Executive Director    Board Chair

Our 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.

Our Vision is that every young person has a family unconditionally committed to nurture, protect, and guide them to successful adulthood.

Dear Friends,
Listen

At Plummer, we believe in the power of deep listening. We value the voices of youth and their families, our foster families, and our team. Through focus groups, surveys, or just by asking questions and lending an ear, we learn from the people who know our work best. As soon as we meet a young person, we ask questions like:

Who do you wish was in your life who isn’t?

Who was the last person who made you smile?

And then we act on what they tell us. This builds trust.

We also listen to our staff. This year, more than 80% of our employees responded to a detailed survey about their experience working at Plummer. Coming on the heels of a global pandemic, the results speak volumes.

Meet Julio

When we met him, 19-year-old Julio had been in foster care for over nine years of his precious childhood.

We listened when he told us that he wanted to return to his home community when he left Plummer’s group home. We listened when he told us he was not in regular contact with his mom, and that he had few other family relationships. We learned through talks with his mom that she loved Julio and wanted to be in his life, but she was overwhelmed at the prospect of caring for him full-time. And we acted, searching for family members who might be able to offer Julio a place in his community where he can live and establish lasting connections.

Seeing an opportunity, we invited his mom, uncle, and cousins to come to celebrate Julio’s graduation from high school. It was a jubilant scene as the family surprised Julio and showered him with hugs. After this initial reunion, his Uncle Nelson emerged as a parental figure. He began to invite Julio to his home to visit his children, Julio’s cousins.

Julio now lives with his Uncle Nelson, where he wanted to be. He helped Julio get a job, taught him to ride the bus, and helped him learn other useful life skills. Because we listened and learned, Julio was able to transition happily and successfully to living with his family. He now has a circle of people who love him and support his well-being.
Learn

Successful Adulthood

Evaluation is critical to improving outcomes for youth in foster care, both locally and nationally. Plummer’s Intervention & Outcome Model informs and guides our practice to rebuild families around youth in a safe, measurable way. Of the many data points we measure and evaluate, permanent family relationships are of paramount importance.

Building relationships takes time and we often don’t have control of how long we will work with a youth. This influences whether they have relational permanency by the time they discharge, even if we have begun the process.

We define relational permanency as a safe, emotionally-secure parenting relationship that is unconditional and forever.

2022 Direct Services

In 2022, Plummer served 363 young people and their families across our direct care programs.

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

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.

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.

52 youth discharged from foster families, group care, intensive permanency
33 discharged with relational permanency
12 were developing permanency
7 did not have permanency

* Of the 7 youths discharged without permanency, 4 went to facilities that offer a higher level of care, and 3 were over 18 years old and have secure housing.

We define relational permanency as a safe, emotionally-secure parenting relationship that is unconditional and forever.
Lead

Training & Consulting

Plummer Youth Promise is a leader in the field of child welfare. Our Training & Consulting Team provides training, coaching, and consulting to other child welfare providers and public agencies, expanding our impact beyond our direct reach.

In 2022, we taught leadership, supervision, and practice implementation skills to more than 2,300 child welfare professionals across 9 states, informing the care of more than 15,000 children and youth.

The Training & Consulting team also provides internal training and coaching to our direct care teams. In the process, the training team listens closely for new learning it can incorporate into curricula used with consulting clients.

I love the phrasing of “don’t rule people out for what they can’t provide, but rule them in for what they can.” It really shifts how to look at family situations and is so much more strengths-based.

~ Trainee

Loved this training. New tools to use when supervising and to coach Social Workers in supervision.

~ Trainee

15,000* Youth Reached

* Based on the average caseload of each child welfare professional trained

2,300 Professionals Trained

67 Trainings & Workshops in 9 States

Massachusetts Permanency Practice Alliance

Plummer is a co-founder 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 trains clinical staff of member agencies Bridges Homeward, Justice Resource Institute, Youth Villages, and The Home for Little Wanderers.

Association of Children’s Residential and Community Services

The Association of Children’s Residential & Community Services promotes excellence in residential interventions. In 2022, Plummer staff, along with one of our youth, Chris, presented at the 2022 ACRC Annual Conference in Louisville, KY. Having Chris presenting with us was powerful for him, for us, and for the audience who sat there riveted as he spoke.

It was a great opportunity to travel which I don’t get a chance to do very often. I got to see the other side of Plummer and how the social workers work “behind closed doors.” I feel it should be a requirement for social workers to go to these speaking events so that they may relate more closely with the youth they’re working with and hear directly from foster youth.

~ Chris, 20, Supported Apartment Resident
Lead

Our Future Campus

In 2022, Plummer launched a capital project to rebuild our flagship campus in Salem, MA and reimagine residential foster care as we know it.

The new campus will provide the young people in our care with dignified living spaces and help propel them out of the foster care system and back home to family.

The design was informed heavily by input from current and former residents and will include single occupancy bedrooms and bathrooms that support privacy and healing. Each bedroom will have ample personal storage for the treasured personal items each youth arrives with, releasing them from continuous worry that their few items will be lost among the belongings of others. There will be welcoming, culturally responsive space conducive to family visits and relationship-building.

Rebuilding Families

We will break ground on a new residential facility in 2023. Youth will move out of our current building and into the new one a year later. Once youth move into the new building, we will renovate our current historic building to restore its beauty and make better use of its function. The renovated building will feature a family visiting apartment, support our business and administrative offices, and have ample meeting and training spaces.

“At Plummer, I prefer to have my visits with family off-site because the space is almost non-existent. There isn’t much privacy, and it just feels weird. I think a private visiting apartment would encourage more visits. It will feel more natural, and homey.”

– Chris, 20, Supported Apartment Resident

This campus will set a standard of excellence that aligns with the groundbreaking clinical work we do every day and will inform our nationwide consulting work.
Operating Financials

- **Revenue:**
  - FY22: 76%
  - Government Contracts
  - Training & Consulting
  - Programs
  - Management & General
  - Philanthropic Revenue (Foundations, Individuals, Events)

- **Expenses:**
  - FY22: 84%
  - Programs
  - Management & General
  - Fundraising
  - Consulting & Training

Balance Sheet

<table>
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<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
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<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
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<td>Consulting &amp; Training</td>
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<td>Individual Gifts &amp; Fundraising Events</td>
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<td>130,149</td>
<td>655,498</td>
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<td>Total Revenue</td>
<td>4,966,990</td>
<td>5,879,591</td>
<td>6,899,876</td>
<td>8,654,827</td>
<td>11,370,038</td>
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|           |            |            |            |            |            |
| **Expenses** |            |            |            |            |            |
| Program Services | 4,222,715 | 4,766,390 | 5,603,138  | 5,731,990  | 6,133,862  |
| Management & General | 429,041   | 578,447   | 558,848    | 682,014    | 701,707    |
| Fundraising | 265,878    | 278,614    | 352,105    | 395,482    | 459,738    |
| Capital Campaign | -         | -          | -          | 258,916    |            |
| Total Expenses | 4,917,634 | 5,623,451 | 6,514,091  | 6,809,486  | 7,554,223  |

|           |            |            |            |            |            |
| **Assets** |            |            |            |            |            |
| Current Assets | 1,232,924 | 1,591,681 | 2,661,760  | 3,390,880  | 6,354,181  |
| Property & Equipment | 438,363   | 447,259   | 417,416    | 372,011    | 391,237    |
| Pledges Receivable | -         | -          | -          | 200,000    | 1,244,331  |
| Investments | 2,285,001  | 2,490,527  | 2,662,149  | 3,279,727  | 2,898,605  |
| Total Assets* | 3,956,288 | 4,529,467 | 5,741,325  | 7,242,618  | 10,888,354* |

|           |            |            |            |            |            |
| **Liabilities** |            |            |            |            |            |
| Current Liabilities | 627,703   | 732,020    | 1,384,261  | 688,388    | 647,041    |
| Long Term Debt | -          | -          | -          | -          | -          |
| Total Liabilities | 627,703   | 732,020    | 1,384,261  | 688,388    | 647,041    |

|           |            |            |            |            |            |
| **Net Assets** |            |            |            |            |            |
| Total Assets | 3,328,585  | 3,797,447  | 4,357,066  | 6,803,259  | 10,241,314* |

*FY22 increase in net assets is driven largely by gifts and grants restricted for construction of a new facility.

Board of Trustees

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- Dennis King
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- Shawn Newton
- Destinee Waiters, Esq.

* Through December 2022
Plummer would not be the organization we are today without our dedicated community! Thank you for being a part of our learning journey, and for bringing joy to our youth and staff!