

Intensive Permanency Services (IPS):

Specialized services delivered by Plummer to approximately 68 young people (ages 4-20) annually in the custody of other organizations to help those young people connect with permanent families.

Residential Care:

A Group Home and Supported Apartment at our Winter Island location in Salem, MA, which serving approximately 30 young people (ages 13-22) annually.

Community Apartments:

Apartments for more than 20 young men and women (ages 18-22) who aged out of care while in DCF custody.



Permanency Practice Leadership:

In FY 20 the Permanency Practice Leadership division provides consulting, coaching, and training in permanency best practices to more than 2,000 child welfare professionals at service providers and government agencies across the country.

Foster Care Families:

Foster families trained and supported by Plummer to care for more than 50 children and young people, from birth to age 22, each year.

Permanency Mediation:

Mediation services provided by our specially-trained mediators for the purpose of building and strengthening healthy family relationships while avoiding lengthy and traumatic court proceedings related to foster care or adoption.

General Reflections

Plummer is achieving permanency - an unconditionally committed forever family - for youth the foster care system would traditionally have given up on. We do this by treating our services not simply as care that can go on for years and until a youth becomes a young adult, but instead by delivering a purposeful intervention intended to get youth out of the foster care system and back to family as quickly as possible. Though we use this approach in all of our programs, it is our application of it in a residential context that most clearly sets us apart from our peers.

Further setting us apart is our determination to collect and rely on data to continually learn and improve our practices. Our outcomes and evaluation system is closely integrated with our intervention model, enabling us to collect data that will help us continually improve our work. We have built a robust system which we can now start to rely on to evaluate our work.

In 2016, we added a consultation and training department that helped strengthen our internal practices while generating consulting fees from others eager to learn about permanency best practices and about Plummer's work in residential programming. This work has the potential to impact thousands of young people, well beyond those served by Plummer's direct services.

Our residential facility is dilapidated and does not meet the quality standards of our service delivery. It is in dire need of replacement.

Finally, as the organization has grown, our infrastructure related to HR/ Employee Engagement and IT has not. In addition, though we are committed to non-discriminatory and culturally competent practices in both employment and service delivery, we have never done any intentional examination of whether our good intent is fully realized within the organization. Each of these areas is foundational to Plummer's organizational strength and permeates all aspects of our work.

2020-2024 Strategic Plan

Vision

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

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.

4-Year Ambition

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

Strategic Priorities

Data and Knowledge

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

Facilities

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

Permanency Practice Leadership

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

Organizational Competencies

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