



## 2013 ANNUAL REPORT

2013 was another year of growth for the Plummer Home. In addition to the Group Home we have operated for more than 150 years, Plummer Home also has a supported on-site apartment, community apartments, a foster care program and a non-residential program for youth at risk of being removed from their families. We operate on three sites and serve 70 -100 young men and women daily.

Our programs are based on the belief that teens in group care and / or foster care, and those who are at risk of being removed from their homes need three things to position them for success as adults: families, skills and connections to their community. Each of our five programs emphasizes these elements to a different degree depending on the needs of the youth.

### **KEEPING TEENS SAFE / HELPING THEM HEAL— OUR GROUP HOME, SUPPORTED APARTMENT AND FOSTER CARE PROGRAM**

Most teens who live at Plummer Home, in a Plummer apartment or with a Plummer foster family suffer from trauma, generally due to abuse or neglect. It is not uncommon for them to have been moved more than 20 times before they reach a Plummer program. This upheaval compounds their initial trauma and keeps them in a state of limbo. At Plummer Home we provide consistency and a safe environment where they can begin to heal.

Our Group Home, which serves up to 12 boys between the ages of 13 and 18, was full during much of 2013. Likewise, our on-site Supported Apartment, which serves up to four young men between the ages of 16 and 22, has been operating at or near capacity. Open for less than a year, our foster care program served 18 boys and girls this year. Our PYRAMID Community apartments, described below, vary in number based on demand. In 2013 we served 3 young men and 1 young woman in PYRAMID.

### **PREVENTING HOMELESSNESS — PYRAMID APARTMENT PROGRAM**

Started in 2011, Plummer Home's PYRAMID apartments are for young men or women who turn 18 while in state care and have no family with whom they can live. These young adults, who must be in school or working, can stay in a PYRAMID apartment until age 22. Without PYRAMID, they would almost certainly be homeless.

Plummer Home works with each youth to identify an affordable one-bedroom apartment in a community near his / her work or school. Plummer pays all deposits, furnishes the apartment, co-signs the lease and pays the rent. The youth pays rent to Plummer from money he or she earns. We put this rent into a bank account that gets turned over to the youth when he or she leaves the PYRAMID program.

In 2013, our first two young men turned 22 and “graduated” from PYRAMID. Each is now working full time and supporting himself with no state assistance.

Here's a brief look at the three young men currently in PYRAMID apartments:

**GUS** was removed from his family when he was 8. As a teen he lived in our on-site Supported Apartment. He currently lives in a PYRAMID apartment in Marblehead. Gus is in his third year studying and working at Marian Court College.



**JEFF** moved into the Group Home when he was 15. Not long after graduating from high school, he moved from the Group Home to our on-site Supported Apartment. Five days a week for nine months, he took 2 trains and walked a ½ mile to attend class at Le Cordon Bleu in Cambridge. Last spring he graduated, and in October, he moved into a PYRAMID apartment in Salem. He is currently working full time as a cook.

**CHRIS** came to Plummer Home at age 15, having been moved 22 times since he was two. He lived in our Group Home and then our on-site Supported Apartment. During that time, he graduated high school and was accepted to 5 colleges. He has since moved into a PYRAMID apartment and is in his first year at UMASS Boston.



## **KEEPING KIDS LIVING AT HOME AND OUT OF TROUBLE — ON POINT**

Opened in 2011, this non-residential program is a collaborative effort of Plummer Home, the Salem Police and Salem Juvenile Probation. At On Point, at-risk youth, some of whom are involved with the juvenile justice system, participate in structured programming with healthy adult role models.

For youth on probation or at risk of being removed from their families, we offer a structured 90-day program. For neighborhood youth, we offer recreation, music lessons, and positive adult role models.

Youth in the 90-day program participate in community service, therapeutic activities and educational activities. Among the offered activities are music lessons, job preparation, counselling, and speaker events. Speakers this year have included local business people, inmates, athletes and judges. Therapeutic groups include conflict resolution, substance abuse prevention and trauma-informed yoga. Since 2011, 42 youth have graduated from the 90-day program and have performed 2500 hours of service on projects ranging from graffiti removal to assisting at the Lifebridge Thrift Shop.

Until recently, On Point was funded exclusively with private donations. Once we were up and running, though, the Department of Children and Families (DCF) realized that On Point services were a cost-effective way to stabilize vulnerable youth in their own homes rather than removing them from their families. As a result, the state contracted with Plummer Home to pay for On Point services. While On Point will always rely on private donations, the state funding provides additional financial stability.



*“What a difference a year makes!”*

**Addition to On Point built by North Shore Technical High School students  
with help from many individuals and businesses.**

## FINDING FAMILIES

In late 2011, Plummer Home started piloting work to help boys in our Group Home connect with permanent families by reunifying them with their birth families (when safe) or seeking other families through kin, guardianship or adoption. In the child welfare field this is referred to as “permanency” work. We started doing permanency work because we knew that teens and young adults who leave group care or foster care without a family to rely on experience grim outcomes:

By age 24:

- 37% will experience homelessness
- 94% will have no college degree
- 64% will be unemployed
- 66% of the girls will become pregnant

In 2013, we expanded this work and opened a foster care program for boys and girls. In less than a year, we have increased the number of youth receiving permanency services from four to 36.

Though it is too early to have meaningful discharge data, we are thrilled to report that we have secured an adoption, a legal guardianship and several family reunifications. Each of these children was on track to leave care with no permanent family; Plummer Home changed that.

For three consecutive years we have been selected through a competitive process to present our permanency work at the national conference of the American Association of Children’s Residential Centers. Our workshops have included:

2012: Permanency and Preparedness for Youth in Residential Treatment

2013: Creating a Permanency Focused Milieu

2014: The Strategic Use of Permanency in Residential Care

*“I have had a lot of experiences in my life in DCF custody; but this permanency work is one of the best experiences I have ever had in my life. If it wasn’t for this permanency work I would most likely have nowhere to go once I aged out of the Department...Permanency is not just about finding a person it is about finding the right person.”*

*-Plummer Home Resident to State Social Workers, Spring 2013  
(This young man has been in DCF care for more than 10 years.)*

## KEEPING KIDS HEALTHY

One of our fundamental roles is to meet the health needs of the youth in our care. In the Group Home and Supported Apartment, staff makes sure the kids see doctors and dentists regularly, and mental health professionals as needed; in the foster care program, our foster parents fulfill this role.

Among the therapeutic tools we use is an evidence-based practice that helps youth understand their past so they can move forward. Because our youth have moved so many times, they often cannot even remember things like where they've lived, who they've lived with or why they moved. Our clinical approach helps them clarify what happened to them while answering questions like: What happened to me? Who Am I? Where am I going? How will I get there? For most teens, setting goals for the future is difficult if they don't understand their past.

But raising a healthy child goes far beyond providing clinical services. We think that growing up healthy also requires access to experiences and opportunities typically available to teenagers. In 2013, we provided support for summer camps, athletic events, museum visits, beach trips and many trips to the movies.

One of our most compelling programs is music. Instruction is offered two days a week at both On Point and in our Group Home. In addition, there are multiple chances for our kids to perform publicly. In 2013 we produced our fifth holiday CD.

*“If there were no music program, I don’t know how I would have moved forward and developed myself,” he said. “I really didn’t talk.”*

*-Plummer Home resident to the Boston Globe, December 2012*

## TEACHING NECESSARY SKILLS

Teens need skills to succeed as adults. In our Group Home and Supported Apartment, we work to advance kids' academic, social and vocational skills. We focus on simple things like how to order in a restaurant or take the bus, to more complex tasks like how to complete college applications and manage money.

At the Group Home and On Point, our vocational coordinator runs a 6-week course called “JobShop” to prepare youth for entry-level employment. Some graduates are then ready to work in local businesses, while others need a more supported position that we create in collaboration with local non-profits. In the supported positions, the non-profit organization provides the job opportunity, supervision and feedback while Plummer Home pays the youth’s wages through donations for our Preparedness work. In 2013, our kids worked at:

- The Hawthorne Hotel
- The House of the Seven Gables
- Walter Jacob Architects
- Winter Island Park
- Stop n Shop
- The Salem YMCA
- Salem Willows
- Northeast Animal Shelter
- Peppy’s Pizza
- Tilly’s Clothing Store
- Market Basket
- Ken’s Kickin’ Chicken
- SayMedia Studio at the YMCA
- Lifebridge Thrift Shop
- Kelly Honda
- Lime Rickey’s

Part of preparing kids for adulthood is providing support for schooling. Sometimes this support is financial, sometimes it’s academic, and sometimes it’s emotional. In 2013 we provided high school and college level tutoring as needed. In addition, we supported some of our young men in post-secondary pursuits at the following institutions:

Marian Court College

Le Cordon Bleu Culinary School

UMASS Boston

North Shore Community College



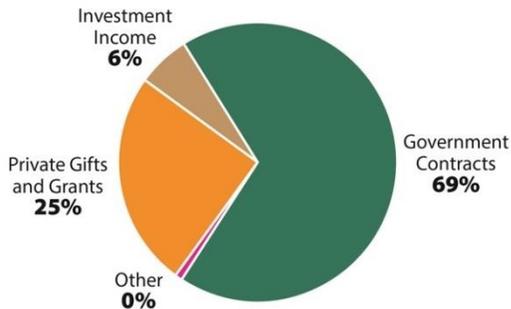
Photo credit: Angela Owens / The Daily Item

**Check out one of our young men giving the student commencement speech at Marian Court College in June 2013.**

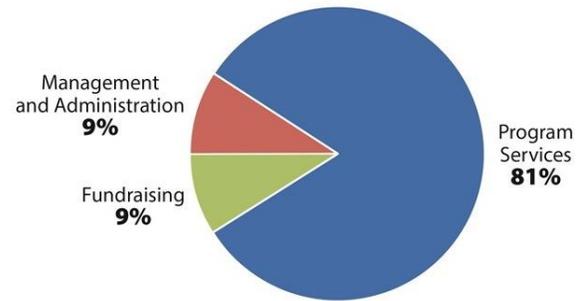
## FY 13 FINANCES (JULY 2012 – JUNE 2013)

We are careful to operate as efficiently as possible while maintaining the infrastructure necessary to operate effectively.

### Revenue



### Expenses



## 2013 BOARD OF TRUSTEES

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## FUNDING SOURCES

We could not do our work without the generous backing of hundreds of individuals each year. In addition, the following institutions helped us achieve our goals in 2013:

3P Consulting, LLC  
Advantage Engineering  
Ameriprise Financial PAC Match Program  
Arbella Insurance Group Charitable Foundation  
AT&T  
Bernard's Jewelers  
B&S Fitness Programs  
Beverly Cooperative Bank  
Beverly/Salem Lodge Elks 1309  
Bill & Bob's  
Blue Cross Blue Shield of Massachusetts

BNY Mellon  
Boston Outriggers  
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Casey Charitable Matching Programs  
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Club Richelieu of Salem, Inc.  
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Cummings Properties  
Daniel Provost Landscape Contractors

Danversbank Charitable Foundation  
Danversport Yacht Club  
Delta Dental Plan of MA  
Eastern Bank Charitable Foundation  
East Derry Village Improvement Society  
Edward S. And Winifred G. Moseley Foundation  
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First Parish Church  
FM Global Foundation  
Footprint Power  
Forever Young Foundation  
Fraternity Lodge No. 118  
Friend of Plummer Home  
Front Street Coffee House  
Garden City Quilters Guild  
Gardener Mattress Co.  
Glen Urquhart School  
Grand Circle Foundation  
Harbor Sweets  
Harvard Pilgrim Health Care  
Hawthorne Hotel  
Heritage Salem Five Charitable Foundation  
High Rock Equities Fund  
Holten-Richmond Middle School  
Home Depot  
House of the Seven Gables  
Houtzeel Manufacturing Systems  
Howling Wolf Taqueria  
Illinois Tool Works Foundation  
Independent Living Center of the North Shore  
& Cape Ann  
Insight Performance  
Instant Signal and Alarm Company  
It Starts With Me!  
James W. Rollins Charitable Trust  
John J. Walsh Insurance Agency  
John Kelley Real Estate  
Junior Aid Society  
Juniper Community Club  
Kensington Capital Children's Fund  
Knights of Columbus, 76  
KVAssociates  
Ladies Division 18 A.O.H  
Lausier & Lausier LLP  
Law Office of Welch & Muzio  
Liberty Mutual Group, Inc.  
Lincoln Investment  
Lodge of St. Andrews  
Lynne's Kids Inc.  
Marblehead Community of Friends  
Marblehead Cycle  
Marblehead Fire Department  
Marblehead Garden Center  
Marblehead Savings Bank  
Massport

McCarthy Insurance Agency  
McLarney & Company, LLC  
Mentor Charitable Fund  
MerryFox Realty  
Music Drives Us!  
Nathaniel and Elizabeth P. Stevens Foundation  
Natixis Global Asset Management  
Neighborhood Health Plan  
New England Chromachem  
NLG Enterprises  
Nonprofit Capital Management  
NorthEast Community Bank  
North Shore Medical Center- MRI  
Orange Leaf Frozen Yogurt  
O'Rourke Bros. Memorials  
Our Lady, Star of the Sea  
Partners for a Better World  
Patrum Associates  
Peabody B.P.O. Elks No. 1409  
Peabody-Lynn Emblem Club #2  
Pediatric Health Care Associates  
Phillip and Susan Morse Foundation  
Polish Legion of Am. Vets  
Profile Grinding Services  
Rogers Family Foundation  
Rotary Club of Marblehead Harbor  
Ruggles Family Foundation  
Salem Five Charitable Foundation  
Salem Prep High School  
Salem Rotary Club  
Salem State University  
ServPro  
Shaw MR Insurance  
Shetland Properties of Salem  
Shore Country Day School  
St. Andrew's Church  
St. Mary's High School  
State Street Matching Gift Program  
Stephenson & Brook Co., Inc.  
Tabernacle Church  
Tapparo Capital Management  
Tavern in the Square  
TGA Cross Insurance, Inc.  
The Samaritan Society of Salem  
The Salem Inn  
The Thread & Needle Society of Salem  
The van Otterloo Family Foundation  
Thirsty Ventures  
TITLE Boxing Club Danvers  
Tri-City Sales  
Walmart  
Waters & Brown  
Weir Valves & Controls USA  
Witch's Brew Café, Inc.  
Woman's Friend Society