Residential Care:
A Group Home and Supported Apartment at our Winter Island location in Salem, MA, which serves as many as 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.

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 Practice Leadership:
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.

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.
### Vision

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

### Strategic Priorities

#### Data and Knowledge

**Ensure the highest quality implementation of Plummer’s Intervention and Outcome model from streamlined organizational operations through consistent, high caliber practices.**

**Continue to advance in evaluation practices across all Plummer programs and departments.**

**Implement an organization-wide management plan for Plummer’s data asset.**

#### Permanency Practice Leadership

**Agree on desired, measurable impact of the internal and external work of the Permanency Practice Leadership Department.**

**Create and begin to implement a sustainable, financially viable model for achieving the agreed-upon impact.**

#### Facilities

**Finalize a design and break ground on facilities that seek to set a standard of excellence by enhancing delivery of Plummer’s residential intervention.**

**Re-assess space needs / dreams post-COVID.**

**Raise funds sufficient to finance construction, post-construction operational cost increases and build a sufficient investment portfolio.**

**Design and break ground.**

#### (DEI) Develop Plummer’s racial equity and inclusion competency through deliberative organizational discussions and assessments to ensure that the organization does not inadvertently support racial oppression through individual decisions or organizational systems.

#### Permanency Practice Leadership

**Design and implement a sustainable plan that informs and strengthens internal practice, and spreads best permanency clinical and managerial practices.**

#### (HR) Implement a compensation and benefit package that is financially manageable within Plummer’s context and positions Plummer as an employer of choice within child welfare.

#### Organizational Competencies

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

#### (IT) Improve system for managing IT needs of staff and organization while ensuring adequate technology throughout the organization.

#### (IT) Ensure all concerns re: IT management and security are coordinated through centralized data governance.

### 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.

### 3-Year Ambition

At the end of three 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.

### 3-Year Goals

**Ensure the highest quality implementation of Plummer’s Intervention and Outcome model from streamlined organizational operations through consistent, high caliber practices.**

**Continue to advance in evaluation practices across all Plummer programs and departments.**

**Implement an organization-wide management plan for Plummer’s data asset.**

**Agree on desired, measurable impact of the internal and external work of the Permanency Practice Leadership Department.**

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**Re-assess space needs / dreams post-COVID.**

**Raise funds sufficient to finance construction, post-construction operational cost increases and build a sufficient investment portfolio.**

**Design and break ground.**

**Develop Plummer’s racial equity and inclusion competency through deliberative organizational discussions and assessments to ensure that the organization does not inadvertently support racial oppression through individual decisions or organizational systems.**

**Initiate inquiry into role of permanency in disrupting disproportional representation of youth of color in child welfare.**

**Professionalize HR Administration and Employee Engagement function.**

**Implement a compensation and benefit package that is financially manageable within Plummer’s context and positions Plummer as an employer of choice within child welfare.**

**Improve system for managing IT needs of staff and organization while ensuring adequate technology throughout the organization.**

**Ensure all concerns re: IT management and security are coordinated through centralized data governance.**