

Director of Development

**Plummer Youth Promise**  
*Family for Everyone*



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

**Executive Profile**  
**Director of Development and Communications**

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### Plummer Youth Promise

Each year in the United States, more than 23,000 young adults leave the foster care system without a family for support. Plummer Youth Promise envisions a world in which every young person has a family unconditionally committed to nurturing, protecting, and guiding them to a successful adulthood. Serving over 300 young people annually across six direct service programs, Plummer Youth Promise has strategically grown from a local, North Shore service provider to a national practice leader. Last year, its experts trained hundreds of professionals and informed the care of more than 14,000 youth.

Plummer Youth Promise operates six programs, including [Foster Care](#), [Residential Programs](#), [Permanency Mediation](#), and [Intensive Permanency Services](#). Its intervention model focuses on three concepts—permanent families, preparedness, and community. When young people have all three, they are more likely to succeed as adults. Each of Plummer’s programs emphasizes these concepts.

While Plummer’s direct service footprint is limited to Massachusetts, its mission prompts the organization to spread its standard of excellence throughout its field. Over the past decade, Plummer experienced unprecedented growth. The organization’s budget has grown from \$1.6M to \$8M and its staff has grown from 30 employees to over 80. In 2021, Plummer trained nearly 2,200 child welfare professionals across eight states.

While state contracts support much of the organization’s revenue, the need for private philanthropy has become a critical source for current and long-term sustainability. To learn more, follow the link to the [2021 Annual Report](#).

Chris’ Story <https://plummeryouthpromise.org/rebuildingfamilies/>



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### The Opportunity

Reporting to the Executive Director, the Director of Development and Communications will oversee a comprehensive development program, **currently raising \$1M annually**, guide the organization to success within its current **\$17M capital campaign**, of which \$12M has been raised, and direct strategic communications and marketing efforts. Overseeing a team of five and working collaboratively with Plummer's Executive Director and Board of Trustees, this is an opportunity to **drive tremendous impact and advance a vital mission**.

The successful candidate will be an **experienced fundraiser, self-motivated and inspired** by the mission of Plummer Youth Promise. They will be a **data-driven strategist** and **effective communicator** with the ability to translate qualitative impact and outcomes to external audiences. The incumbent will be **entrepreneurial** will play a key role in expanding the base of local and national funders, while also stewarding and engaging with a loyal base of supporters on the North Shore of Massachusetts.

The Director of Development and Communications will spend approximately **50% of their time externally** with funding partners and prospective donors. They will be motivated to **deepen philanthropic relationships** and to **engage with community partners** and funders. They will be driven to **advance a relationship-driven, best practice development program**.

The incoming Director will also serve on the organization's Senior Leadership Team, which helps to determine and implement Plummer's strategic priorities. As a member of the Senior Leadership Team, the Director of Development and Communication will help **drive a fast-paced, mission driven culture** devoted to the values of inclusion and belonging. Essential to this individual's success is the ability to **work collaboratively** with the Executive Director, Senior Leadership Team, and Board of Trustees to develop, implement and achieve the organization's strategy, priorities, and goals by leveraging the strengths and skills of cross-functional teams.

### Responsibilities

#### Fundraising

- Lead the development of and oversee a comprehensive annual development program to supplement government and earned revenue, attracting substantial support from individuals, private/family foundations, and corporations, collaborating with the Board of Trustees, its Advancement Committee, and the Executive Director to leverage their skills and capacities as appropriate.
- Lead the development of and oversee Plummer's capital campaign to fund the Master Facilities Plan.
- Lead and oversee the design and implementation of a wide range of development activities to achieve the goals and objectives of each campaign, including:
  - Prospecting activities to expand Plummer's individual, foundation, and corporate donor pipeline.
  - Cultivation strategies to engage prospective donors with Plummer's mission and compel financial, time, and/or in-kind support.
  - Solicitation strategies that strategically and effectively leverage Plummer's financial resources, staff, and volunteers.

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- Stewardship approaches that meaningfully honor donors—including foundations—and inspire further giving.
- Prepare for and make personal asks of donors of four, five, and six figures.
- Oversee gift processing, donor acknowledgements, the donor database, and other internal systems that support the fundraising program.
- Serve as the staff liaison to the Advancement Committee, ensuring effective committee planning and meetings. Prepare and present reports to the Advancement Committee throughout the year reflecting both fundraising and communications objectives and activities.

### Communications

- Direct strategic communications and marketing efforts to increase Plummer Youth Promise's visibility with audiences that will help the organization achieve its strategic priorities.
- Lead the redesign and ongoing updating and maintenance of Plummer's website with specific attention to design that will support Plummer's strategic priorities.
- Identify public relations and advocacy opportunities for Plummer, collaborating with the Executive Director and Senior Leadership Team to determine which opportunities to pursue and the best method and process for pursuit.
- Draft or support the creation of content for marketing, public relations, and/or advocacy.
- Ensure strategic use of social media platforms, considering the differing audiences represented among them.
- Lead the creation and implementation of the communications/development calendar, ensuring all deadlines are met for printed materials including the annual report, brochures for the organization, and various programs.

### Management

- Provide exceptional leadership and management of up to six development and communications staff as well as to outside contractors. Development Team includes: Senior Communications Manager, Gift Officer, Editorial Content Manager, Community Outreach and Events Manager, Development Associate and Contracted Grant Writer.
- Support the professional development of the team.
- Assist team members in their work as needed; seek guidance when needed.

### General

- Regularly represent the organization publicly at Plummer and non-Plummer events, including frequent public speaking.
- Prepare reports for, attend, and present to the full Board as requested by the Executive Director.

### Experience & Qualifications

- Successful experience designing, implementing, and evaluating the success of a wide range of fundraising, community engagement and communications activities.
- Experience closing gifts of \$10,000 and above.
- Proven ability to partner with organizational leadership and assist in the management of donor relationships at the highest level.
- Deep understanding of annual, capital, and planned giving.
- Familiarity with government funding streams, as well as legislative and regulatory processes.
- Successful experience leading staff, providing regular supervision and performance feedback.

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- Confident and persuasive public speaker; comfortable engaging with audiences of all sizes.
- Respectful of confidentiality.
- Superb verbal and written skills and detail orientation.
- Familiarity with the North Shore philanthropic community will be helpful.
- Strategic, compelling communicator and storyteller with a mission-driven and entrepreneurial spirit.

**The salary range for this position is \$115,000 - \$125,000.**



"At Plummer.... we became a family. ... When I went to detox or went to DYS lock up, because of the person I am, Plummer recognized my true personality. They knew that I needed another chance. Maybe a couple more chances than anybody would have thought. I've been through a lot.

"It's been over a decade since I've lived with my mom and my sisters. Communication was wobbly most of the time. It's definitely hard being in a program hearing other people talk about leaving, going back to their mothers, and I'm thinking, "Hey, you're lucky you can go back to your Mom."

"Although I don't have the greatest connection to my parents, I still love them, no matter what. And I still love my sisters, no matter what. Even though it's been difficult to see my sisters because they were in programs too and they had to do what they had to do to get out. And now I'm going to do the same thing.

"My boss, mentor, Marty, has helped me get on my feet and has helped me in so many ways to mature. We also listen to the greatest oldies songs. I definitely know now that I was born in the wrong decade.

"I always think about the people at Plummer who love me just as much as I love them. With the support of them, soon enough, as ready as I am, it's time to take what I know and put it to the test."

– Former Group Home resident, now living on his own.

### Organizational History

Founded in 1855 in Salem, Massachusetts by a bequest, Plummer Youth Promise serves youth who are in the foster care system. Until 2005, Plummer operated exclusively as a group care facility for teen boys. Between 2006 and 2012, the organization opened an apartment program for older youth, as well as a foster family program. In 2010, driven by the concern that teens and young adults



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leaving its care without permanent families were experiencing poor outcomes, Plummer's Strategic Plan prioritized the development of an Intervention and Outcome Model focused on building families, skills, and community for its youth. Permanency—a safe, stable, emotionally secure family—became the bedrock of its interventions.

Since that time, Plummer has created a model that combines nationally recognized best practices to make finding family a reality for the hundreds of youth and teens served annually. Nationally recognized permanency practices are implemented by all staff, from residential programs' floor staff to clinical social workers.

This approach is working. In the span of just a few years, Plummer has quietly and intentionally become a practice leader in the U.S. To leverage success locally, the organization created direct service programs to improve outcomes for youth and families of Massachusetts. Its leaders and staff also recognized that young people around the country could benefit from Plummer's work, and a nationwide consulting practice was added, informing the care of thousands each year.

### Commitment to Values

At Plummer, each member of the staff commits to acting upon our core values and principles by:

- **Committing** to racial equity by actively examining our services, behaviors, and structures for the purpose of eliminating biases, policies, and practices that may perpetuate racism or inequity.
- **Addressing and dismantling** injustices faced by marginalized/vulnerable populations/youth by advancing diversity, equity, and inclusion in all areas of the organization.
- **Engaging and including** families and other adults and partners on a collaborative team to help move the youth toward a permanent family.
- **Empowering** young people and their families to identify, understand, and express their needs and to capitalize on their unique strengths so they can guide their services.
- **Creating and following** a youth-guided, family driven, individualized, trauma-informed treatment plan that recognizes family as the primary healing agents, prioritizes permanency, and includes preparedness and community goals as appropriate.
- **Protecting** the continuity of youths' relationships and attachments to family and other caring adults.
- **Advancing** the development of social-emotional, educational, vocational, and life skills.
- **Embrace** continuous learning by utilizing experience, data, research, and best practices to deliver, demonstrate, and promote effective work
- **Leveraging** the knowledge, learning, and experiences between our service delivery programs and our permanency practice leadership work, adding value to each from the other.
- **Leading** other child welfare providers and systems toward the delivery of permanency best practices through training, consultation, and coaching.

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### Location

Plummer Youth Promise is headquartered in Salem, Massachusetts. Its [Group Home](#) and [Supported Apartment](#) overlook Salem Harbor in an area known as Winter Island.

Rich in history, Salem is a residential and popular tourist destination that is home to many regional attractions. These include the [House of Seven Gables](#), [Salem State University](#), [Salem Willows Park](#), and the [Peabody Essex Museum](#). It features historic residential neighborhoods in the Federal Street District and the Charter Street Historic District. Salem is part of Massachusetts' renowned North Shore, a scenic coastal area with a well-established philanthropic community.

This is a hybrid role, with the incoming Director spending part of each week in Salem, on the Plummer campus.

### To Apply or Learn More

Please send resume, cover letter, referrals and/or questions to Wendy Wilsker [wwilsker@boyden.com](mailto:wwilsker@boyden.com) or Jill Coran [jcoran@boyden.com](mailto:jcoran@boyden.com).