

# Southborough Youth and Family Services



**SOUTHBOROUGH YOUTH  
AND FAMILY SERVICES**  
STRENGTHENING OUR COMMUNITY BY SUPPORTING ITS FAMILIES

## Strategic Plan 2021 – 2026

## Table of Contents

I.	Letter from the Director	3
II.	Introduction	4
III.	The Strategic Planning Committee and Process	5
IV.	History	6
V.	The Southborough Service Network	7
VI.	Community Needs Assessment Data	8
VII.	Guiding Principles	11
VIII.	Strategic Goals	12
IX.	Critical Strategic Issues	12
X.	Goals Language	15
XI.	Stakeholder Interviews and Focus Groups	19
XII.	For More Information	20
XIII.	Appendix	21
	Appendix A: Survey Verbatims	
	Appendix B: Comparative MWAHS data	
	Appendix C: Outcomes Benchmarks	

## I. Letter from the Director

As the Director of Youth and Family Services, I am proud and excited to present the enclosed strategic plan. For many years, our department has been challenged with identifying how to best support the complex needs of the Southborough community. As a department that provides a broad scope of human services, including mental and behavioral health services, social and public assistance programs, and prevention and wellness initiatives, the department's path has not always been clear. Our work has been especially challenging given the unprecedented impact of the COVID-19 pandemic. By engaging in a Community Needs Assessment and developing a subsequent strategic plan, we have created a road map that will improve the operations of our department and focus our services. This process has made it clear to our department that periodic strategic planning will ensure that we continue to provide the high-quality programs and services that Southborough residents need and deserve.

The mission of our department is to provide compassionate and equitable behavioral health and social services to Southborough residents of all ages. To carry out this mission, we have established four goals and 53 strategies in our plan to address over the next 3-5 years. Within the department, we will be implementing systems and measures that enable our staff and operations to perform more effectively and efficiently. The Community Needs Assessment confirmed that we must increase awareness of our services and actively engage the community in order to continuously assess and meet the needs of residents. As diversity, equity, and inclusion are important core values of our department, we make a commitment to ensuring that our services are inclusive and accessible to all Southborough residents.

We have many people to thank for the development of this plan. We would like to thank the Youth Commission Board for their continuous support and dedication to the department and staff. We would also like to thank the Southborough Community Fund for their generous funding, which made this strategic planning process possible. We are grateful for our consultant, Ann Budner, for her guidance and expertise throughout this process. Our strategic planning committee consisted of key stakeholders with busy schedules and high-level responsibilities. We appreciate their time contributing to the discussions, reviewing information gathered, and assisting with the development of this plan. Furthermore, we would like to express our thanks to all the participants in the Community Needs Assessment, the survey respondents, key informant interviewees, and focus group participants who truly made this a community effort. Personally, I would like to express my gratitude to the staff for their tireless dedication, hard work, compassion, and enthusiasm. I am very fortunate to work with such a wonderful team and look forward to executing this plan together.

Across the thirteen years I have been a part of the Southborough community, I have been impressed by the generous spirit, collaboration, and compassion of Southborough residents. Though we face many challenges ahead in the wake of the pandemic, we move forward unified with a sense of optimism and hope. Strengthening the community and supporting its residents is a passion and purpose shared by many. We reaffirm our commitment to that mission as we prepare to implement this plan together. We hope you will join us.

Sincerely,



Sarah Cassell, LMHC

Director of Southborough Youth and Family Services

## II. Introduction

Southborough Youth and Family Services (SYFS) is a department of the Town of Southborough, dedicated to providing access to comprehensive social services for youth and families and enhancing behavioral health for the entire Southborough community.

Behavioral health refers to the healthy management of anxiety, stress, depression, emotional distress, mental illness, and substance use. SYFS provides free, confidential services to Southborough residents including individual counseling; therapeutic groups; parent consultation; crisis intervention and support; information and referrals; need-based assistance; and prevention training and workshops. Additionally, SYFS works closely with other town departments and community agencies to strengthen the town's safety net. The department serves residents of all ages, providing a warm welcome, a listening ear and informed support to those who need help.

This three to five-year plan represents our commitment to moving the department forward in a strategic way in order to serve even more Southborough residents, more effectively. We are cognizant that we will continue to change over the next three to five years in response to the dynamic needs of our community. In response, we may modify or add strategies, tactics, or metrics to reflect each year's priorities, but our goals will not change.

**The four pillars of our plan are high priority goals that provide a guiding framework for all our work.**

- 1. Strengthen internal systems and establish standards of operational excellence and efficiency**
- 2. Evaluate, refine, and streamline service provision**
- 3. Increase awareness of SYFS and involve the community in our mission**
- 4. Build diversity, equity, and inclusion competencies along with targeted programming and services**

Our staff - Director, Assistant Director, Program Coordinator, and Administrative Assistant - provide all services with the support of Masters level clinical interns and community volunteers.

### III. The Strategic Planning Committee and Process

In order to create this plan, Southborough Youth and Family Services (SYFS) formed a diverse committee of SYFS staff members, town employees, and community members. Due to COVID-19, the committee met virtually for nine meetings. The planning work was divided into four phases, conducted entirely virtually: initial planning and development of guiding principles with the staff and committee; data collection including an online survey, stakeholder interviews and focus groups; discussion of strategies and priorities with the planning committee, and finishing the plan with the SYFS staff and 2 committee volunteers. The entire process took four and a half months. With financial support of the Southborough Community Fund, Ann Budner of ABudner Strategy Consulting was hired to facilitate the planning process.

We are very grateful to the following committee members who donated their time, expertise, and insights to this process.

**Ann Budner**

Consultant  
ABudner Strategy Consulting

**Shannon Kinayman**

Program Coordinator  
Southborough Youth and Family Services

**Sue Butka**

Chair, Southborough Youth Commission  
Southborough resident

**Chelsea Malinowski**

Selectman, Town of Southborough  
Southborough resident

**Sarah Cassell**

Director  
Southborough Youth and Family Services

**Dr. Safdar Medina**

Consulting Physician, Northborough/Southborough School Department  
Co-Founder, Southborough Neighbors for Peace

**Melissa Clark**

President and Co-Founder  
GSA Link

**Kenneth Paulhus**

Police Chief  
Southborough Police Department

**Cindy Henderson-Beard**

Outreach Coordinator  
Southborough Senior Center

**Meghan Wixted**

ELD Teacher  
Trottier Middle School, Southborough

#### IV. History

Southborough Youth and Family Services (SYFS) began as the Southborough Youth Commission when it was appointed by the Board of Selectmen on April 13, 1978. Eventually, the name changed to Youth & Family Services, a town department with paid staff. The Youth Commission continues in the form of a volunteer advisory board for the department.

In 2002, the non-profit organization, Friends of the Southborough Youth Commission (FSYC), was formed to raise private funding and apply for grants to support the work of SYFS. FSYC provides funding support for specific SYFS initiatives including camperships, emergency funds, and the Holiday Giving Program. No taxpayer funds are spent on SYFS' need-based services.

SYFS' mission is to provide compassionate and equitable behavioral health and social services to Southborough residents. Although the name can be misleading, *all ages* are eligible to receive services. SYFS's current services fall into three categories:

- 1) **Mental health support services** – short-term individual counseling, therapeutic workshops and groups, clinical referrals, and consultation
- 2) **Need-based services** – referrals to affordable housing and food resources, fuel assistance, emergency funds, camp scholarships, transfer station sticker fee waivers, birthday parties and holiday gifts for children in need
- 3) **Prevention services** – trainings, workshops, and public information on mental health, substance abuse prevention, suicide prevention, and other topics

Staff work closely with the Southborough schools, Algonquin Regional High School, Southborough Food Pantry, the Southborough Senior Center, the police and fire departments, the Southborough Library, Southborough Recreation, and other community partners to provide a strong safety net for town residents. The emergence of COVID-19 in March 2020 added new challenges to the department's work. The department quickly pivoted to offering all services entirely online and by phone. SYFS staff assisted the town in its response to COVID.

Throughout its history, SYFS has been a trusted and free resource, whose expertise and advice are valued by residents, town departments, and community partners alike.

## **V. The Southborough Service Network**

Southborough Youth and Family Services is an essential member within a network of service providers that support Southborough residents including town departments and boards (e.g., Southborough schools and Algonquin Regional High School, Police, Fire, Public Health, Library, Veteran's Services, Recreation, Council on Aging), community organizations (e.g., Southborough Neighbors for Peace, Equity Coalition, the Southborough Community Fund), regional partners (e.g., Northborough-Southborough Prevention Coalition, Metrowest Substance Abuse Prevention Collaborative), and contracted services (Interface Referral Service). Accessing services can be confusing, even for service providers, and improvements can be made to that process.

This plan has been informed by the priorities and data shared by our community partners as well as data that we collected as part of our strategic planning process. This data is shared in detail in the next section and in the appendices. Further, this plan connects to the Southborough Housing Production Plan and the school improvement plans. SYFS shares the school department's focus on the health and well-being of youth and supports the schools in accessing resources for students and families.

Finally, SYFS collaborates with a volunteer Youth Commission composed of community members who are appointed by the Board of Selectmen. The Commission acts as the "eyes and ears" of SYFS, identifying the emerging needs of Southborough's youth and families, and acting as ambassadors for the department in the community.

Southborough is a small town with many resources but these resources can be hard for residents to access, for various reasons. SYFS is committed to working with our community partners to strengthen the safety net and make it more transparent, accessible and stigma-free.

## VI. Community Needs Assessment Data

In preparing this plan, we conducted a comprehensive community needs assessment. Our data collection included an online survey to which 510 residents and town employees responded, 21 stakeholder interviews conducted via phone and seven focus groups conducted over Zoom. You may read the entire community needs assessment report [HERE](#). The verbatim answers to the survey questions are reprinted in Appendix A. We also referenced the community needs highlighted in the 2020 Mass General Brigham Community Health Needs Assessment (CHNA),<sup>1</sup> the 2018 MetroWest Health Foundation's MetroWest Adolescent Health Survey for Algonquin High School (MWAHS),<sup>2</sup> and the Southborough Family & Human Service Needs Assessment (commissioned by Southborough Community Fund in 2016).<sup>3</sup> Finally, we reviewed several Southborough data sources: the town's Coronavirus website,<sup>4</sup> the state Department of Education database,<sup>5</sup> the Southborough Housing Production Plan (2020),<sup>6</sup> and the Southborough Economic Development Committee Update (2021).<sup>7</sup>

**Our needs assessment was conducted during an unprecedented time - the COVID-19 pandemic. We know that Covid has had a negative impact on mental health, physical health and financial security. The pandemic has had an exacerbating effect on existing health and/or economic challenges, and has disproportionately affected essential workers, people of color, and people with disabilities.** As of May 2021, Southborough had a cumulative total of 504 Coronavirus cases and 3 deaths. In 2020, resident unemployment rose to an average 7.3% from 2.1% a year earlier, with more than 10% unemployed from April to July and spiking to 13% in the month of June. In the 2020 CHNA study, a majority of MetroWest focus group participants and interviewees cited mental health as their number one health concern. Participants cited COVID worsening existing mental health issues: stress, anxiety, depression, trauma, isolation, and fear. These issues were particularly troublesome for young people, seniors, those who identified as LGBTQ, and immigrants.

---

<sup>1</sup>Community Health Needs Assessment, Westborough Service Area, for Mass General Brigham, prepared by Health Resources in Action, 2020.

[https://www.massgeneralbrigham.org/sites/default/files/CHNA\\_Westborough.pdf](https://www.massgeneralbrigham.org/sites/default/files/CHNA_Westborough.pdf)

<sup>2</sup>2006-2018 Trends in Key Indicators, MetroWest Adolescent Health Survey, Algonquin Regional High School, for MetroWest Health Foundation, prepared by Education Development Center, September 2018.

<sup>3</sup>Southborough Family & Human Service Needs Assessment, for Southborough Community Fund, 2016.

<sup>4</sup>Town of Southborough Coronavirus website. Accessed at: <https://www.southboroughtown.com/town-administrator/covid-19-information-center>

<sup>5</sup>Mass Department of Education database. Accessed at: <https://profiles.doe.mass.edu/analysis/default.aspx?orgcode=02760000&orgtypecode=5&>

<sup>6</sup>Town of Southborough Housing Production Plan, April, 2020. Prepared by Community Opportunity Group.

<http://www.mysouthborough.com/wp-content/uploads/2020/06/Housing-Production-Plan-2020-2025.pdf>

<sup>7</sup>Southborough Economic Development Committee (EDC) Update, March 2021.

[https://www.southboroughtown.com/sites/g/files/vyhlf1231/f/pages/southborough\\_facts\\_figures\\_march\\_2021.pdf](https://www.southboroughtown.com/sites/g/files/vyhlf1231/f/pages/southborough_facts_figures_march_2021.pdf)



The 2018 MWAHS Key Indicators report, collected pre-COVID, is a limited snapshot of adolescent risk behaviors reported by Algonquin students; it shows trends over the five surveys conducted from 2010-2018. (The Algonquin report is aggregated – it does not filter Southborough students’ responses.) The complete Algonquin report was not made available to us and has not yet been shared with the community.

Our comparison shows that Algonquin’s rates are slightly higher than the average rates for the 26 towns in the MetroWest region. The regional data show that our challenges are not unique to Southborough and Northborough, but they will need to be addressed more pro-actively than in the past.<sup>8</sup>

**Algonquin youth are reporting high levels of stress and other mental health issues as well as substance use and bullying.** In the 2018 study (the most recent available), 1337 Algonquin High School students (92%) responded.

- 39% reported that their life was “very stressful” in the past 30 days. This rate has **increased** over the past 8 years, from 26% in 2010 to 34% in 2016.
- 21% of students reported depressive symptoms. This rate **increased** in 2018 after remaining fairly constant at 18-19% since 2010.
- 15% also reported self-injury. This rate has also remained fairly **constant** since 2010.
- 15% reported that they had considered suicide in the past 12 months. This rate has **increased** from 10% in 2010 to 13% in 2016.
- 5% reported they had attempted suicide in the past 12 months, an **increase** from 3% in 2010.
- A majority (55%) of Algonquin reported they have used alcohol in their lifetime, an **increase** from 53% in 2010 but a **decrease** from 56% in 2016.
- 33% reported drinking currently, an **increase** from 31% in 2010 but a **decrease** from 38% in 2016
- 43% have used electronic vaping products in their lifetime (an **increase** from 30% in 2014, the first year this question was asked), and 32% in the past 30 days (an **increase** from 17% in 2014).
- 35% have used marijuana in their lifetime and 24% use it currently, **increasing** from 28% and 20%, respectively, in 2010
- Bullying rates have **declined** over time. 24% of high school youth reported being bullied in the past 12 months, and 21% have been bullied on school property. Both of these rates have **declined** since 2010 from 35% and 31%, respectively. 18% reported being a cyberbullying victim in the past year, down from 19% in 2010 and 20% in 2016.
- Research shows that LGBTQ youth and youth with disabilities are at elevated risk of being bullied at school compared to the general population
- Research shows that youth who spend three or more hours on social media daily are more likely to report cyberbullying victimization and/or perpetration, substance use and mental health problems.

---

<sup>8</sup>See Appendix C for a comparison of MWAHS data by town

As concerning as this data is, we know that COVID-19 has made things worse. The disease, the resulting quarantine, and social isolation have stressed everyone but, most especially, individual families who were already struggling or on the edge. In addition, the current strains of racial injustice, political discord, and a fractured civil society have magnified the feelings of instability, anxiety, and fear. All of these conditions negatively affect behavioral health. The statistics may be dry, but there are real people behind the numbers, youth who are going to school in Southborough right now, and families who are struggling to manage their daily lives. SYFS is determined to help as many Southborough residents as we possibly can during this crisis, and beyond.

## VII. Guiding Principles

### Mission

To provide compassionate and equitable behavioral health and social services to Southborough residents of all ages.

### Vision

Our vision for Southborough is a healthy and strong community that values and accepts all residents and collectively responds to their diverse needs.

### Values

We believe in:

- **Mental health services that hold no stigma**
- **Accessible and inclusive services** – Our services should be accessible to residents in need without fear of judgement, stigma, or cost. We will make the extra effort to mitigate barriers to service.
- **Respect and equity** – All people are inherently valuable regardless of their ability, gender, age, sexual orientation/identity, ethnicity, national origin, background, or religion. We respect the dignity and welfare of all people and strive to provide equitable access to services.
- **Promoting self-determination** - People are doing the best they possibly can and there is always room for growth. We empower individuals to make their own decisions about what is best for them.
- **Teaching people the skills that help them become more self-sufficient, in order to advocate for themselves**
- **Positive youth development** – We value the contributions and gifts that young people have to share
- **Advocating for social and racial justice** – Absence of discrimination and the presence of values and systems that ensure fairness and justice for all
- **Sound principles of care** – We ground our work in evidence-based practices and current research
- **Acting with compassion, integrity, honesty, genuineness, and objectivity**
- **Responsiveness** - The needs of a community change with time and we must listen to those needs to meet the challenges Southborough residents face
- **Finding, celebrating, and building on strengths**

## VIII. Strategic Goals

The Strategic Planning Committee has identified four goals that are essential to our long-term success. These goals are interdependent and connected.

**Goal 1. Strengthen internal systems and establish standards of operational excellence and efficiency**

**Goal 2. Evaluate, refine, and streamline service provision**

**Goal 3. Increase awareness of SYFS and involve the community in our mission**

**Goal 4. Build diversity, equity, and inclusion competencies along with targeted programming and services**

## IX. Critical Strategic Issues

These goals are informed by an extensive community needs assessment. We administered an online survey to which 510 residents and town employees responded (a statistically significant response rate), 7 focus groups, and 21 stakeholder interviews. Our process identified the following strategic issues:

1. **Clear messaging and regular community outreach are crucial.** Many community members are not entirely clear on SYFS' purpose, how to access its services, and who is eligible. Underserved and skeptical audiences require especially clear communication.
2. **SYFS cannot and should not try to serve all needs by itself.** SYFS is part of a network of services available to Southborough residents. SYFS should more often employ tools such as very short consultations and selecting current SYFS services to hand off to partners who can better provide them.
3. **SYFS staffing should be reorganized** to meet community needs more efficiently and reduce community risk factors; staff should be able to focus more on outreach and prevention services.
4. **It is challenging to be different in Southborough** and residents yearn for a stronger sense of community. Even as the town has become more diverse, it can feel exclusionary to different sorts of people: seniors, lower income, singles, families with preschool children, non-white, etc. Special attention needs to be given to accessing residents who identify as people of color, residents who speak another language at home, residents who identify as LGBTQ+, residents experiencing financial insecurity, and any residents who are less likely to seek services.

## IX. Critical Strategic Issues (cont.)

5. **COVID-19 has created a more acute situation and SYFS will be needed more than ever.** The most commonly reported issue was “balancing life in general,” followed by parenting struggles and mental health. Residents are experiencing heightened levels of family and personal stress, anxiety, sleeplessness, substance use, and financial instability.

SYFS has been providing comprehensive social and clinical services for years, but many residents don’t know about the department’s services or have a misperception that they are just for residents experiencing financial insecurity or just for families with children. Certainly, the department’s name can be confusing. A bigger cause for confusion is that the nature of mental health work is confidential and the department’s most visible work is its need-based services (e.g., the Holiday Giving Program). Another outreach challenge is that residents are wary of stigma, a lack of privacy, or cultural insensitivity if they seek help through the town. Although SYFS receives a significant number of referrals through the schools, it should not rely on that source. The COVID pandemic has made it clear that it is essential to reach out actively and reassure the community that SYFS is a safe and beneficial place to seek help - for everyone.

Like many towns in MetroWest, Southborough is a community undergoing demographic change. First, the town is getting older. In 2019, 14.7% of town residents were age 65 or older and projections suggest that the senior population will increase to 28% by 2030. Southborough’s Housing Production Plan states, “Although Southborough has long been an attractive community for families, sustained demographic trends suggest that the Town is attracting younger families with children at a much slower rate than it is attracting seniors.” The plan goes on to say that Southborough’s seniors tend to live on incomes that are ½ those of local working families, comprise more than 1/2 of Southborough’s single-person households, and nearly 1/3 of senior residents are disabled.<sup>9</sup> Seniors need support services.

The town is also becoming more diverse. From 2010 to 2020, the White, non-Hispanic school-age population fell from 83.9% to 67.7%, the Asian population grew 9 points from 10.3% to 19.4%, the Hispanic population grew from 3.1% to 5.8%, the African-American population grew from .5% to 1.7% and the multi-racial population grew from 1.8% to 5.3%. Also, since 2010, the number of English Language Learners has increased by 3.5 points (3.4% to 6.9%) and students whose first language is not English increased by 7.9 points (7.9% to 15.8%). Nearly 28% of students are classified as “high needs” by virtue of being English language learners, low-income, or a child with disabilities.<sup>10</sup>

---

<sup>9</sup> *Town of Southborough Housing Production Plan*, April, 2020. Prepared by Community Opportunity Group.

<http://www.mysouthborough.com/wp-content/uploads/2020/06/Housing-Production-Plan-2020-2025.pdf>

<sup>10</sup> MA Department of Education database. Accessed at: <https://profiles.doe.mass.edu/analysis/default.aspx?orgcode=02760000&orgtypecode=5&>

## IX. Critical Strategic Issues (cont.)

Finally, the town is becoming more difficult to afford. The town's cost of living index as of March 2019 stood at 143.1 (very high – US average is 100). Nearly 900 of Southborough's roughly 3,400 households today are cost-burdened (paying more than 30% of their income on housing). This includes 1/2 of Southborough's renters and 1/4 of homeowners. The housing stock lacks affordable and small options.

These changes may be straining community bonds. Our needs assessment highlighted what can sometimes feel like an unwelcoming and even competitive dynamic in town, between the "haves and have-nots", between academically talented students who feel they have to appear smarter than their friends, between whites and people of color, between cis-gender and LGBTQ youth, and so forth. SYFS can play a key role in a larger community effort to bring residents together in public and private spaces and create a more inclusive and accepting culture.

SYFS is fully committed to anti-racism, equity, and meeting the needs of all Southborough residents. This plan makes it a strategic priority to reach out to residents who are less likely to seek services because of economic, racial, ethnic, linguistic or social barriers. In delivering all of services – clinical, case support, information, referrals, and prevention – SYFS recognizes that reaching the most underserved residents requires sustained effort and collaboration with partners who are trusted by the people we seek to reach. These partners may be new and require extra effort to collaborate with, but SYFS is committed to doing that work.

SYFS is often thought of as the "town social worker," but the many different demands on its time and the staff's dedication to helping can leave them working long hours and feeling overextended. The small staff needs to find ways to serve more people, more effectively, particularly given the new demands of COVID-19. This plan is designed to focus the organization on its key priorities of becoming stronger operationally, streamlining services, increasing community awareness, and working intentionally toward more diverse and equitable service delivery.

## **X. Goals Language**

### **Goal 1. Strengthen internal systems and establish standards of operational excellence and efficiency**

#### **Objective 1: Implement HIPAA-compliant IT systems**

Strategy 1: Implement IT systems for regular data collection and reporting

Strategy 2: Implement IT system for case files and client communications

Strategy 3: Establish secure client database

Strategy 4: Utilize a platform for video conferencing that is HIPAA compliant and can be used for both group and individual meetings

#### **Objective 2: Develop formal policies and procedures regarding service delivery**

Strategy 1: Formalize client screening and triage process

Strategy 2: Develop policies on service delivery excellence

Strategy 3: Develop an annual staff training schedule

Strategy 4: Develop a program and service evaluation to annually assess resident satisfaction, efficacy, and impact of services

Strategy 5: Establish a plan to conduct a community needs assessment and update our strategic plan every 3-5 years

#### **Objective 3: Strengthen the Youth Commission (YC) board**

Strategy 1: Write new board member job descriptions

Strategy 2: Identify and access training opportunities

Strategy 3: Leverage member input and outreach assistance more often

Strategy 4: Actively recruit new members with specialized skills/experience

Strategy 5: Determine where volunteers can help with programs, considering standards of care in regards to confidential information

Strategy 6: Differentiate the Youth Commission Board member role from the Friends of the Southborough Youth Commission (FSYC) role

#### **Objective 4: Strengthen the relationship with Friends of the Southborough Youth Commission FSYC**

Strategy 1: Outline long-term funding needs with the FSYC

Strategy 2: Determine where volunteers can help with programs, considering standards of care in regards to confidential information.

## **X. Goals Language (cont.)**

### **Goal 2. Evaluate, refine, and streamline service provision**

#### **Objective 1: Clarify and diversify Mental Health Support services**

Strategy 1: Continue working with clinical consultant to fine tune assessment, treatment planning, and termination/referral process

Strategy 2: Define the parameters for “clinical consultation”

Strategy 3: Integrate cost of annual Interface Referral Service contract into operating budget

Strategy 4: Establish a routine menu of behavioral health offerings outside of counseling services to address needs highlighted in Needs Assessment (i.e., focused groups, workshops, trainings, awareness campaigns)

#### **Objective 2: Reorganize and streamline Need-Based Services (NBS)**

Strategy 1: Evaluate current offerings and define the parameters of this service

Strategy 2: Reassign administration of NBS resource information and applications to Administrative Assistant

Strategy 3: Leverage the services and resources available from local and state organizations and agencies

Strategy 4: Establish process for supporting residents with both mental health and social service needs

Strategy 5: Consider seeking the support of a social service consultant to help streamline these services

#### **Objective 3: Strengthen Prevention programs**

Strategy 1: Evaluate current offerings and define the parameters of this service

Strategy 2: Establish menu of evidence-based prevention programming to improve and maintain behavioral health

Strategy 3: Reassign the coordination of prevention programs to Program Coordinator

Strategy 4: Consider seeking the support of a consultant for the development of prevention programming and to train staff



## **X. Goals Language (cont.)**

### **Goal 3. Increase awareness of SYFS and involve the community in our mission**

#### **Objective 1: Improve marketing materials and strategies**

Strategy 1: Evaluate current and/or develop new materials as needed

Strategy 2: Enhance marketing strategies to inform the community of our mission statement, service provision, eligibility, dispel misinformation and destigmatize mental health services

Strategy 3: Maintain and publicize a comprehensive list of services available to all residents

Strategy 4: Consider seeking the support of a graphic designer or marketing specialist

#### **Objective 2: Establish outreach as its own category of service, to promote SYFS services, health and wellness, decrease stigma, and foster a culture of acceptance**

Strategy 1: Identify opportunities for routine and annual outreach efforts

Strategy 2: Provide targeted outreach to marginalized segments of the community

Strategy 3: Reassign outreach coordination efforts to the Director and, as it relates to prevention programs, to the Program Coordinator

Strategy 4: Cultivate stronger relationships with key stakeholders and develop new relationships with potential allies

Strategy 5: Utilize members of the Youth Commission, FSYC, and other allies as ambassadors for the department

Tactic: Engage YC members in coordinating programs/events/focus groups

#### **Objective 3: Continue to collaborate with other town departments, boards and organizations to avoid gaps and duplications in services**

Strategy 1: Work with school wellness coordinator, student support services and ELD departments in both towns to leverage each other's resources, information

Strategy 2: Encourage and participate in the establishment of a town safety network

Strategy 3: Work with Board of Selectmen on accessing grants, legislative connections, other resources

Strategy 4: Look for new partnerships and new collaboration opportunities that would be mutually beneficial

## **X. Goals Language (cont.)**

### **Goal 4. Build diversity, equity, and inclusion (DEI) competencies and targeted programming and services**

#### **Objective 1: Build understanding and appreciation within the department of diversity, equity, and inclusion principles and practices**

Strategy 1: Enhance staff's capacity to serve and enhance sensitivity to diversity

Tactic: Identify DEI trainings to incorporate into the annual training schedule for staff

Tactic: Consider seeking the support of DEI consultants to enhance staff's understanding

Strategy 2: Recruit representation from different sectors (people of color, member of the LGBTQ+ community) to the Youth Commission Board when vacancies become available

#### **Objective 2: Ensure all marketing materials, programs and services are inclusive and accessible**

Strategy 1: Make all materials available both online and in hard copy

Strategy 2: Acquire language translation services (encourage this for all town departments)

Tactic: Translate materials in different languages

Strategy 3: Ensure all marketing materials include cultural diversity and gender inclusive language

Strategy 4: Consider seeking out the support of DEI consultants to review marketing materials and inclusivity of programs and services

#### **Objective 3: Support diversity and inclusion programming and services in order to promote a culture of kindness and inclusion in Southborough**

Strategy 1: Support the newly established Equity Coalition

Strategy 2: Work with specialized organizations (GSA Link, for example) to plan workshops/meetings/trainings for residents

Strategy 3: Identify opportunities to participate in DEI discussions and programming with other organizations/departments

Strategy 4: Promote DEI programs and trainings outside of Southborough that are available to Southborough residents

## XI. Stakeholder Interviews and Focus Groups

We are grateful to the 21 community stakeholders who agreed to be interviewed for our needs assessment. We also appreciate the 45 seniors, parents, and young adults who shared their opinions so candidly in our focus groups. We have not listed their names in order to protect their confidentiality.

Steve Achilles	Fire Chief	Town of Southborough
Micah Adams	Family Support Counselor	Family Success Partnership
Marie Alan	Director, Student Support Services	Northborough-Southborough School Dept.
Lisa Braccio	Selectman	Town of Southborough
Leslie Chamberlin	Nurse	Senior Center/Board of Health
Kathy Cook	Founder	Friends of the Southborough Youth Commission
Tim Davis	Director of Recreation	Town of Southborough
Kevin Fruwirth	School Resource Officer	Algonquin Regional High School
Vanessa Hale	Assistant Town Administrator	Town of Southborough
Gretchen Hartnett	Co-Director	Southborough Village Preschool
Kim Ivers	Assistant Director/Children's Librarian	Southborough Library
Pam Lefrancois	Director	Southborough Senior Center
Greg Martineau	Superintendent	Northborough-Southborough School Dept.
Safdar Medina	Consulting Physician	Southborough School Dept.
Ken Paulhus	Chief of Police	Town of Southborough
Mark Purple	Town Administrator	Town of Southborough
Leah Selleck	Senior Library Assistant	Southborough Library
Marianna Sorenson	Library Associate	Southborough Library
Lynne Trombley	Executive Director	Northborough/Southborough Housing Authority
Young Adult	Resident, 19 years	N/A

## **XII. For More Information**

If you or a loved one are in need of mental health support or referrals to other community resources, please don't hesitate to contact us.

Sarah Cassell, Director

Meghan Eiland, Assistant Director

Shannon Kinayman, Program Coordinator

Southborough Youth & Family Services

21 Highland Street

Southborough, MA 01772

Phone: 508-481-5676

[syfs@southboroughma.com](mailto:syfs@southboroughma.com)

[www.southboroughtown.com/youth-and-family-services](http://www.southboroughtown.com/youth-and-family-services)

If you would like more information about our strategic planning process, please contact:

Ann Budner

ABudner Strategy Consulting

[www.budnerstrategy.com](http://www.budnerstrategy.com)

[ann@budnerstrategy.com](mailto:ann@budnerstrategy.com)

# **XIII. APPENDIX**

## Appendix A: Community Needs Assessment Survey Verbatims

*Note: Responses are unedited, but personal details have been removed*

### Q14. If you experienced any of the issues listed but did not seek help from SYFS, why not?

- Parents live out of state
- I would have contacted my PCP
- Did not think severity was that high
- It is good to learn that SYFS addresses these issues in the community. I didn't realize it.
- Did not consider SYFS
- Not severe enough
- Family and friends help
- Life is hard, especially the last year, doesn't mean you need help...rather sometimes you need to work the problem and find your own solution
- My own therapist
- Reluctant to expose internal issues to a public body. Don't believe/trust your privacy/confidentiality processes.
- I don't want use SYFS.
- It will be ok after Covid
- Issue resolved itself
- I forgot about it
- Not that much concerned
- Did not consider outside help
- We went private though the situation was not serious to mention.
- Wouldn't have thought of syfs
- Did not feel professional help was needed
- The issues didn't reach a level of concern to cause me to reach out for help.
- We're managing, but wouldn't hesitate to reach out if we needed help. We think you are doing an amazing job!
- I am plugged in thru both my profession & my husband's & know SYFS is overwhelmed with community needs
- Usually only think about my family's needs
- I have a trusted therapist
- Issues were not urgent enough to require support, just added stress
- Or we just deal with things on our own

## Appendix A: Community Needs Assessment Survey Verbatims (cont.)

- Attributed to the pandemic issues
- I didn't have success with reaching out prior.
- Not to an acuity level where I needed professional supports
- Don't believe issue was large enough to seek services
- I have access to services through Medicare
- Not needed at this time
- Didn't need help
- Managed on my own
- didn't need taxpayer supported services; I could afford on my own
- issues not severe enough to seek professional help
- Was not at a level to raise for help
- None of those issue choices applied to me
- I didn't think of it
- because of COVID, we have asked for help in the past.
- Issues were not serious enough to address.
- Did not access resources, covid
- I didn't get help
- The town should only provide emergency intervention and referrals!
- I work, but do not live, in Southborough. And my issues did not rise to the level where I needed outside help
- My struggles were not that bothersome and we were able to manage on our own
- not sure how to contact
- Did not know what's offered
- I thought SYFS was for specific families / those with significant financial issues or other such issues
- Did not think about it
- Hard to seek help
- Too busy to seek help
- haven't sought services
- Didn't think anyone would be able to help

## Appendix A: Community Needs Assessment Survey Verbatims (cont.)

**Q15. Which of the following issues, if any, do you feel lack sufficient support in terms of services available to Southborough residents?**  
(Comments collected after multiple choice question)

- covid poses greater challenges
- I am not in a position to answer this question since I have sought services outside of the town.
- Do you feel safe in your house?
- I'm not too familiar with SYFS in terms of how they can help or if my family is eligible.
- Because I didn't realize the work of SYFS, I hadn't formed any opinion.
- These issues are not applicable at this time fortunately. They have been in the past.
- I don't what is available bc i haven't experienced these issues
- Not versed
- I have never known anyone to complain of a lack of support for any of these issues.
- I do not see these being addressed as much as the others (*note: selected mental health concerns, LGBTQ+, unhealthy technology*)
- I've never looked into services for myself
- there is not much within the community that draws people together on a regular basis. No dog parks, water fountains to draw people and children to an area for fun, local ice skating or outdoor activities, walking area for older adults etc.
- I'm not knowledgeable re: services by SYFS
- Helping teens and hound adults through pandemic.
- I think this is a reflection of state laws that make obtaining help for adult child impossible and the structure of the mental health system
- I don't feel like I know enough about the services to understand if issues are adequately supported
- I've never used any of these services so have no opinion
- Transportation within the town is lacking
- All areas are important--particularly during the current pandemic.
- I would like to see more programs dealing with caring for aging parents and dealing with financial instability for the population that needs help.
- It's not that there is a lack of support from SYFS but it's more about how many different issues can the department handle at onetime because of increase need of services vs the number of employees that the department has.
- In-school bullying
- Affordability of housing, especially for retirees and town employees
- I don't think any are lacking
- The town should only provide referrals for these issues, not direct care.



## Appendix A: Community Needs Assessment Survey Verbatims (cont.)

- Student stress / pandemic related / social isolation/ academic pressure of essentially losing a year
- Special needs community support
- Disregard selections. I have not looked for help so do not know. I could not proceed without answering.
- Did NOT lack. Survey would not allow to move to the next question without picking 3
- I think SYFS does a good job. I think I feel like my issues don't warrant utilizing a service.
- I really don't know
- i don't feel that SYFS service lack support. they have been a great help
- Not sure what resources are available for the 2 categories I checked.

### Q20. Please use this space to share any additional thoughts you may have.

- need more awareness of services provided
- They should make it easier for people with poor or bad credit scores to get an apartment GRRRRRRR
- Thanks for offering the survey. Good idea.
- I am a fairly independent person and usually try to solved any issues I have by myself, but I had difficulties, I would seek additional help.
- It is ridiculous that the survey link was not on the handout and only a QR code was offered. Not everyone has a smart phone and even of those who do, a QR reader app may not be loaded. I am sure many people who need your services would include the elderly and low-income people who would not have access to a vehicle to answer this survey. I tried to find the survey using my desktop and was not able to do so...survey monkey does not have a search. I noted that you did include a phone number for questions, so I presume one could take the survey with one of your staff, but would suggest that could deter people who may need services as they would feel the anonymity factor could be missing, i.e., caller ID, etc. In the future, one would hope that communication with the public would be accessible equally to all.
- It is good to learn all the things that SYFS provides support in. I worked with SYFS one time through my job with Prudential to provide youth finger printing with the Southborough Police Department as a form of a family record for their child's ID, if a child were to be lost or go missing. But I never realized the full extent of services provided and it is good to know.
- Thank you for taking the time to put together this survey and educating the residents about your services
- Man up and stop hiding behind the mind control policies of the librals
- I'm a psychologist
- Reentry for kids back to school will be hard I don't think school is prepared for that and they will push it back to parents. Parents are going to need support in this and need folks like you all at SYFS to recognize this and help the school support kids and parents it's going to be huge for some.
- I would have utilized services for substance abuse for my son a few years ago. At that time it was really difficult to find help. I had to send him to rehab in Florida because I couldn't get him any help up here. He is now sober four years.

## Appendix A: Community Needs Assessment Survey Verbatims (cont.)

- For the services offered, I wish I could pick 4 to add financial support as an important service although we have not needed it.
- It might be good to differentiate what SYFS offers seniors vs when the Senior Center is the appropriate dept/venue for them. Sometimes I don't know which to refer people to.
- Nice advertisement for Southborough youth and family services.
- I have pre- school aged children and this survey doesn't address them
- For me, this agency is an inappropriate item to be funded by residents, to the extent you are funded that way. This survey demonstrates the point. You will use this data to "target" your services which is simply bureaucratic code speak for "self-perpetuating agencies". Sorry to sound harsh, but I'm worried less about my appetite than the ever-increasing range of "services" Sboro delivers on my dime that are, and have been since we came to town 30 years ago, expensive and inapplicable.
- I did know a lot about Southborough's programs and will contact them after this survey!
- Uncertainty about school and the future of Massachusetts with COVID-19 has caused a lot of anxiety in our household.
- We used PEC framingham for help it was not listed above
- Failure of those in power to realize, as President Trump DID, that the cure should not be worse than the disease. Weaponizing the situation by extreme lock downs, school closings and face mask mandates was very maddening!!
- Substance use and mental health treatment and support is very important
- Moved to Southborough right before covid started. Have a new baby and it's been tough not being able to get to know other families yet. This should improve soon when covid is over.
- My kids have gone through a lot of the last year
- I think that most of us have suffered small amounts of depression, how could we not. Lack of socialization is tough, high death tolls is tough even the political situation was tough. I do feel that we have started to turn the corner and there is light at the end of the curve. Spring is coming and people will be able to get outside and enjoy the warmth of the sun and see their neighbors more, see their families more. We have a lot more hope now.
- We've struggled like most families have struggled but are blessed to have the resources and patience and experience to see it through. Hanging in there and proud of our kids for handling the year as well as they have. Thank you for all that you continue to do for this town! You are so appreciated!
- I think SYFS is doing an amazing job. They are clearly underfunded and should be given a much larger budget. What you have done with what you have been given is phenomenal but it isn't enough and we need to find more. Kudos to you and your staff for all you do to make this community better and stronger and healthier. The referral service is an important piece as his community outreach with things like workshops and support groups.
- I think SYFS offers a good deal to our community.
- The greatest issue we have had with pandemic concerns is trying to balance the need to care for an aging high-risk parent and providing social outlets for my children while feeling safe doing so. Not sure how SYFS could have helped more in this situation, though.

## Appendix A: Community Needs Assessment Survey Verbatims (cont.)

- The options available don't capture the impact of covid. Moods wax and wane etc. the response is more complex than worse or improved.
- There needs to be discussion as the restrictions are lifted on removing mask mandates for anyone under 18 in school and town activities. It would be great for SYFS to consider engaging in this discussion with the town's residents about whether wearing masks outweigh the damage done by not wearing masks.
- Thank you for doing the hard, but good work that you are doing.
- My answers may be skewed a bit because our daughter died in February 2020, and we are raising our teenage grandson as a result. The implications are: we are only now becoming aware of the services available; any changes in attitude, mental health, and activities can be attributed as much to the loss of our daughter as to the lockdown. A double whammy for sure. Also, we have lived in Southborough for only three years (one of those as parents), and we still rely on services in our previous community.
- Thank you for all you do.
- SYFS does an outstanding job. We as a town are extremely fortunate to have such a wonderful resource & staff that go above and beyond. Thank you!!!
- Open the town up for small groups to gather we have large spaces that can accommodate six to a table feel well together.
- I think SYFS have is an important and necessary department that the Southborough community needs. I worry that they can be overworked and/or understaffed because they really do want to help everyone effectively and efficiently. Since immediate mental health services are very difficult to find, this in one of the most important services that SYFS can offer. But at the same time offering substance abuse support and direction is also important for the community as well. These services need to be 'advertised' more and supported more by other departments within the town. Case in point, getting more involvement from other departments with the Northborough/Southborough Substance Abuse Prevention Coalition.
- Not really highlighted in the survey but more emphasis on domestic abuse support seems appropriate. I also believe that the schools do NOT focus enough on problems between students... bullying, especially. I'm assuming they're stretched for resources but there's also an undercurrent of them preferring to suggest all is well in the schools when that is simply not true for so many students.
- I have an adult child who lives in another community. Since I assume these questions apply primarily to children living at home, I didn't answer.
- It is difficult to answer these questions relating to two completely different children as they are individuals.
- We've been very isolated and alone during this pandemic, in particular that we're more careful than other parents with outside contact due to our health risks. Our whole support system has collapsed and it's been a very rough year.
- The guidelines for financial assistance are problematic for Southborough. I am a single mom trying to stay in my home so as to keep my young children stable and in their schools. My home is relatively modest for Southborough but extremely expensive by state standards. My mortgage and taxes mean that a disproportionate amount of my income go to housing costs. Hybrid schools for my kids and my own job means that I also am spending every dime I have and then some on individual childcare in my home. I am struggling to pay for electricity and heating oil, but my salary is too high to qualify for assistance, using the state standard. I wish SYFS would redefine what "needy" is during the pandemic and consider the value of trying to help keep non-corporate/non-physician and single heads of household in town.

## Appendix A: Community Needs Assessment Survey Verbatims (cont.)

- It is difficult to balance wanting to find help for specific problems in a small community. Not sure if it is perception or reality, but there is a sense that if you sign up for any given workshop, group etc., anyone/everyone in town will know more than you care for them to. Hard to see how to ensure privacy when so many are so interconnected in this small town. (Though, the smallness and being able to be so interconnected is also one of the towns greatest assets ...)
- The need for emergency mental health services provided by trained, certified, and licensed mental health professionals.
- Husband's drinking worsened
- you brought up LGBTQ+ issues earlier in the survey but didn't mention them in services offered.
- Stds needs to get up and rolling again. Miss it
- Would love more help for guidance with parenting difficult child or child with health and or behavioral problems especially since we can't get her even on a list to be evaluated

## Appendix B: MetroWest Adolescent Health Survey (MWAHS) Data Comparison

Comparative MWAHS and Emerson 2018 High School Data									
All data is in rounded percentages									
	MetroWest (26 towns)	Acton-Boxborough*	Algonquin	Dover-Sherborn*	Hopkinton	Lincoln-Sudbury	Nashoba Regional* (Bolton/Lancaster/Stow)	Nipmuc Regional** (Mendon/Upton)	Westborough
Marijuana Easy to Get	64	NA	NA	NA	51	62	NA	NA	59
Current Marijuana Use	21	19	24	18	14	23	21	25	18
Lifetime Vaping	41	NA	43	40	30	42	NA	39	32
Current Vaping	28	25	32	24	21	31	29	26	24
Lifetime Alcohol Use	50	46	55	57	43	56	46	55	42
Current Alcohol Use	28	30	33	32	21	35	30	39	24
Bullying Victim	22	NA	24	19	24	NA	NA	24	23
Bullying Victim at School	19	5	21	14	20	21	7	21	19
Life is "Very Stressful"	36	59 (academic workload) 34 (events in school) 28 (events or pressure at home)	39	37	33	41	61 (academic workload) 35 (events in school) 24 (events or pressure at home)	37	34
#1 Stress Source - School	66	65	NA	NA	71	73	70	77	65
#2 Stress Source - Social Issues	33	10 Home = 9 Extracurriculars = 7	NA	NA	30	36	Friends/relationships = 9 Home = 8 Extracurriculars = 5	37	33
Nervous, anxious	35	NA	NA	NA	32	36	NA	NA	33
Can't stop worrying	27	NA	NA	NA	24	27	NA	NA	28
Depressive Symptoms	20	22	21	12	16	34 (events in school) 24 (events or pressure at home)	21	22	20
Seriously Considered Suicide	13	14	15	9	12	13	10	15	16
3 Hours or More per Day Online	65	NA	NA	NA	67	60	NA	59	65
"I feel like I am a part of this school"	67	NA	NA	NA	74	69	NA	73	71
"I am happy to be at this school"	63	NA	NA	NA	72	65	NA	71	68
"I feel safe in my school"	74	NA	NA	NA	83	73	NA	86	84

Note: Highlighted metrics are higher than MetroWest average

\*Emerson Health Risk Survey – some questions differ from MWAHS survey

\*\* Nipmuc Regional – Only 2016 data available

## Appendix C: Outcomes Benchmarks

Goal #1: Strengthen internal systems and establish standards of operational excellence and efficiency							
Objectives	Metrics	FY 2021 Baseline	2022 Forecast	Annual Target	Tool	Key People	Deadline
Implement HIPAA-compliant IT systems	<ul style="list-style-type: none"> <li>• Adoption of new IT System</li> </ul>	<ul style="list-style-type: none"> <li>• Utilizing shared Excel spreadsheets for data collection and reporting, have to input data separately, reports are not autogenerated.</li> <li>• Fully hard copy system for case files</li> <li>• Utilize DocuSign for client signatures</li> <li>• Client communications and scheduling via phone, secure email, or text (with client permission)</li> <li>• Client database is on a secured shared excel spreadsheet, information is on different tabs, needs to be in one place where all staff can log in securely</li> <li>• Current video conferencing is via Doxy.me and/or Zoom</li> <li>• New IT director hired summer 2021, who can make purchasing decision in consultation with the Municipal Technology Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Engage in preliminary conversation with IT Director</li> <li>• Identify software/online product(s)</li> <li>• Incorporate funds for software/online product into operating budget request for FY23</li> </ul>	<ul style="list-style-type: none"> <li>• Produce monthly and yearly reports on all services/programs</li> <li>• All client communications occur through online portal</li> <li>• All case files and contact information are online</li> <li>• Utilize HIPAA compliant video conferencing for all online appointments</li> </ul>	<ul style="list-style-type: none"> <li>• New IT system-TBD</li> </ul>	<ul style="list-style-type: none"> <li>• SYFS Director</li> <li>• IT Director for Town of Southborough</li> </ul>	<ul style="list-style-type: none"> <li>• July 1, 2024</li> </ul>
Objectives	Metrics	FY 2021 Baseline	2022 Forecast	Annual Target	Tool	Key People	Deadline
Develop formal policies and procedures regarding service delivery	<ul style="list-style-type: none"> <li>• Policies in place</li> <li>• Annual staff training schedule in place</li> <li>• Annual program evaluation in place</li> <li>• Flowchart of client screening and triage process created</li> <li>• Monitor strategic plan and benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>• Need to integrate Administrative Assistant into client screening and triage process</li> <li>• No policies are formalized beside HIPAA compliance</li> <li>• Staff participate in trainings but no formalized schedule for annual refresher trainings specifically for YFS</li> <li>• No program/service evaluation in place</li> <li>• 2021 is our first strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate Administrative Assistant by screening all incoming phone calls and general inquiries via email</li> <li>• Identify 2 annual trainings for staff, schedule dates, and identify funding source, if needed.</li> <li>• Create program/service evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• All communications/ inquiries will be screened by/pass through Administrative Assistant</li> <li>• Annual review of service delivery policies</li> <li>• YFS staff will take 2-3 refresher trainings annually</li> <li>• YFS will conduct annual evaluation of service/programs with residents</li> <li>• YFS will review current strategic plan annually and establish new plan every 3-5 years</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery flowchart</li> <li>• Service delivery excellence policies</li> <li>• Staff training and training schedule</li> <li>• Program and Service evaluation</li> <li>• 2021 Community Needs Assessment and Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Director SYFS</li> </ul>	<ul style="list-style-type: none"> <li>• Fall/Winter 2022</li> </ul>

## Appendix C: Outcomes Benchmarks (cont.)

Goal #1: Strengthen internal systems and establish standards of operational excellence and efficiency (cont.)							
Objectives	Metrics	FY 2021 Baseline	FY 2022 Forecast	Annual Target	Tool	Key People	Deadline
Strengthen the Youth Commission (YC) Board	<ul style="list-style-type: none"> <li>• New board member job descriptions and task administration</li> <li>• Board/committee trainings</li> <li>• YC members engaged in outreach, task assistance and, where possible, assistance with programs and services</li> <li>• of YC members with targeted skill sets and experience</li> <li>• Volunteers who want to do fundraising, event planning, and support the department financially are in FSYC</li> </ul>	<ul style="list-style-type: none"> <li>• YC board member job descriptions need updating</li> <li>• Open Meeting Law training available but not reviewed regularly/annually and no other trainings identified</li> <li>• SYFS Director does not ask YC Board members for assistance with tasks, programs, or services</li> <li>• Have not engaged in recruitment for board vacancies with targeted skill sets or perspectives</li> <li>• Not always clear what the role of FSYC members are versus YC board members, YC board members have a more specialized skills set</li> </ul>	<ul style="list-style-type: none"> <li>• Update job descriptions for YC Board members</li> <li>• Identify 1 annual training opportunity for YC members and funding source, if needed.</li> <li>• Write board vacancy posting with specific qualifications</li> <li>• Identify 2 opportunities for YC members to do outreach within one year</li> </ul>	<ul style="list-style-type: none"> <li>• YC will review job descriptions annually</li> <li>• YC will participate in at least 1 training/review annually</li> <li>• YC chair and YFS will participate in monthly agenda setting meetings 1 week prior to every board meeting</li> <li>• YFS Director will request assistance with tasks from board members</li> <li>• YC members will assist department with outreach and programs, when appropriate</li> <li>• YC Board will post vacancies through the town with specific qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• YC Board member job descriptions</li> <li>• YC board member trainings</li> <li>• Vacancy postings</li> </ul>	<ul style="list-style-type: none"> <li>• YC Chair</li> <li>• YFS Director</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing and as needed</li> </ul>
Objectives	Metrics	FY 2021 Baseline	FY 2022 Forecast	Annual Target	Tool	Key People	Deadline
Strengthen the relationship with Friends of the Southborough Youth Commission (FSYC)	<ul style="list-style-type: none"> <li>• Annual fundraising goal</li> </ul>	<ul style="list-style-type: none"> <li>• SYFS Director applies for grant funding in partnership with FSYC</li> <li>• Grant funded projects that SYFS and FSYC partner on changes from year to year</li> <li>• No annual fundraising goal for particular programs established</li> <li>• SYFS does not currently ask members of FSYC for assistance with outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Identify reoccurring annual funding needs with FSYC that are not supported by the town's operating budget (i.e camperships)</li> <li>• Determine an annual fundraising goal for identified needs</li> <li>• Partner with FSYC on grant proposals with more input from FSYC</li> </ul>	<ul style="list-style-type: none"> <li>• Determine sustainable funding sources for projects and programs not covered by the department's operating budget and not eligible for grant funds</li> <li>• Leverage the support of FSYC members in outreach efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Track expenses related to projects utilizing Excel spreadsheets from previous years</li> </ul>	<ul style="list-style-type: none"> <li>• SYFS Director</li> <li>• SYC board</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing and as needed</li> </ul>

## Appendix C: Outcomes Benchmarks (cont.)

Goal #2: Evaluate, refine, and streamline service provision							
Objectives	Metrics	FY 2021 Baseline	FY 2022 Forecast	Annual Target	Tool	Key People	Deadline
Clarify and diversify Mental Health Support services	• Number and % of clinical services delivered or referred	<ul style="list-style-type: none"> <li>• Average of 29 counseling clients per month (Jan 2021-May 2021)</li> <li>• Average of 11 clinical referrals/consultations per month (Jan 2021-May 2021)</li> <li>• Average of 1 Substance Use Diversion client per month (Jan 2021-May 2021)</li> <li>• Average of 11 participants in therapeutic groups per month (Jan 2021-May 2021)</li> <li>• Average of 1 therapeutic group run per month (Jan 2021-May 2021)</li> <li>• 29 Interface Referral Service users (Jan 2021-May 2021)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify 2 therapeutic groups/workshops that SYFS staff could offer the community every year</li> <li>• Decrease the number of long-term counseling service clients</li> <li>• Secure funding for Interface Referral Service in our operating budget for FY23</li> <li>• Advertise clinical consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease the number of long-term counseling services</li> <li>• Increase the number of short-term counseling services</li> <li>• Increase the number of referral supports</li> <li>• Increase the number of clinical consultations</li> <li>• Increase the number of residents supported through therapeutic groups and workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Current tool is Excel spreadsheet</li> <li>• Future tool, online software</li> </ul>	• SYFS Assistant Director	• Ongoing
Reorganize and streamline Need-Based Services (NBS)	• Number of referrals in each Need-Based Service	<ul style="list-style-type: none"> <li>• Average of 3 Emergency Fund requests per month (Jan 2021-May 2021)</li> <li>• Average of 5 Smiling Kids participants per month (Jan 2021-May 2021)</li> <li>• Average of 1 case management client per month (Jan 2021-May 2021)</li> <li>• Average of 14 transfer station sticker fee waivers annually (2018-2020)</li> <li>• Average of 34 camp scholarships annually (2017-2019, 2020 camps were closed)</li> <li>• Average of 107 individuals supported in the Holiday Giving Program annually (2018-2020)</li> <li>• Average of 6 fuel assistance applicants per year (2018-2020)</li> <li>• Program Coordinator coordinates all of these services</li> </ul>	<ul style="list-style-type: none"> <li>• Eliminate or outsource some NBS to outside organizations and departments</li> <li>• Cross train Administrative Assistant on all remaining NBS</li> <li>• Evaluate and update NBS information online</li> </ul>	<ul style="list-style-type: none"> <li>• Decreasing the number of NBS offerings to supporting basic needs only</li> <li>• Coordination of all NBS through Administrative Assistant</li> </ul>	<ul style="list-style-type: none"> <li>• Current tool is excel spreadsheet</li> <li>• Future tool, online software</li> </ul>	• Admin. Assistant	• Ongoing
Strengthen Prevention programs	• Prevention programming delivered	<ul style="list-style-type: none"> <li>• Inconsistent prevention programming from year to year</li> <li>• Current offering of prevention programs is not all evidence-based. Many programs roll over because they are popular and long-standing.</li> <li>• No one staff member in charge of prevention programming. Program Coordinator does some prevention programming but shares the responsibility with other staff.</li> <li>• Prevention programming is the last to be addressed and needs strengthening.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the NSboro Substance Abuse Prevention Coalition with once a month meetings and increased attendance</li> <li>• Establish a suicide prevention program</li> <li>• Coordination of all prevention programs will shift to the Program Coordinator</li> <li>• Reevaluate current prevention program offerings and shift some to outside organizations/groups, if applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of evidence-based prevention programs</li> <li>• Decrease the number of prevention programs that are not evidence-based</li> <li>• Program Coordinator coordinate all prevention programs</li> <li>• Identify at least one outreach/education opportunity per month</li> </ul>	<ul style="list-style-type: none"> <li>• Current tool is Excel spreadsheet</li> <li>• Future tool, online software</li> </ul>	• Program Coordinator	• Ongoing



## Appendix C: Outcomes Benchmarks (cont.)

Goal #3: Increase awareness of SYFS and involve the community in our mission							
Objectives	Metrics	FY 2021 Baseline	FY 2022 Forecast	Annual Target	Tool	Key People	Deadline
Improve marketing materials and strategies	<ul style="list-style-type: none"> <li>Track visits to website and social media outlets</li> </ul>	<ul style="list-style-type: none"> <li>Website is not as user friendly or as helpful as it could be</li> <li>Programming changes each year, thus new marketing materials are often being made from scratch with little consistency between them. Streamlined services will equate to streamlined marketing</li> <li>No process for subscribing users to our online marketing</li> </ul>	<ul style="list-style-type: none"> <li>Explore possibility of hiring a graphic designer or marketing specialist and apply for grant funding to support this work.</li> <li>Develop a comprehensive list of our services</li> <li>Consider use of an auxiliary website for posting information with client portal (see goal 1, objective 1)</li> <li>Increase social media presence with posts 1-2 per week; more before events</li> <li>Get Constant Contact or Mail Chimp account and incorporate funding into operating budget</li> </ul>	<ul style="list-style-type: none"> <li>Establish auxiliary webpage to host client portal and information</li> <li>Increase resident use of webpage</li> <li>Increase distribution of marketing materials</li> <li>Increase social media following annually</li> <li>Utilize a list serv to advertise services</li> </ul>	<ul style="list-style-type: none"> <li>Website</li> <li>Printed marketing materials</li> <li>List serv emails</li> <li>Social media pages</li> <li>My Southborough</li> <li>Local media (news-papers, TV)</li> <li>Surveys and focus groups to test messaging</li> <li>Editorial calendar</li> </ul>	<ul style="list-style-type: none"> <li>SYFS Admin Assistant</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
Objectives	Metrics	FY 2021 Baseline	FY 2022 Forecast	Annual Target	Tool	Key People	Deadline
Establish outreach as its own category of service, to promote SYFS services, health and wellness, decrease stigma, and foster a culture of acceptance	<ul style="list-style-type: none"> <li>Number of monthly outreach events, track attendance</li> <li>Number and type of focus groups held annually, track attendance</li> <li>Number of engagements on social media, website, and email list serv</li> </ul>	<ul style="list-style-type: none"> <li>SYFS staff attend 1-2 outreach events a year</li> <li>SYFS do not regularly facilitate focus groups</li> <li>SYFS featured in local newspaper or article once every couple of years</li> </ul>	<ul style="list-style-type: none"> <li>Identify at least one community outreach opportunity per month</li> <li>Target 1-2 focus groups to run in one year</li> <li>Identify underserved communities to provide outreach to and mechanisms to do so</li> <li>Utilize YC and FSYC members as ambassadors in coordinating and attending programs/events and speaking about SYFS</li> </ul>	<ul style="list-style-type: none"> <li>Participate in outreach opportunities 1x per month year round</li> <li>Conduct 3 focus groups annually</li> <li>Build at least 1 new relationship with an underserved sectors of the community each year</li> <li>Increase overall awareness of the department</li> </ul>	<ul style="list-style-type: none"> <li>IBD</li> </ul>	<ul style="list-style-type: none"> <li>SYFS Director</li> <li>SYFS Program Coordinator (prevention)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
Objectives	Metrics	FY 2021 Baseline	FY 2022 Forecast	Annual Target	Tool	Key People	Deadline
Continue to collaborate with other town departments, boards and organizations to avoid gaps and duplications in services	<ul style="list-style-type: none"> <li>Number of cosponsored events and services</li> <li>Number of new relationships established with outside organizations/departments</li> <li>Number of services streamlined as a result of collaborating with outside organizations/departments</li> </ul>	<ul style="list-style-type: none"> <li>Many partnerships and collaborations in place but some overlap in missions and activities that are not streamlined</li> <li>Maintaining confidentiality is a barrier to collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Create guidelines for sharing info among departments and release forms where needed</li> <li>Increase communications with school wellness/student support/ELD departments, police, fire, food pantry, COA, BOS</li> <li>Assist in establishment of the Safety Network in town</li> </ul>	<ul style="list-style-type: none"> <li>Partner with other town departments on at least one program or event per year</li> <li>Build at least 1 new relationship with a community stakeholder/ally each year</li> <li>Increase overall awareness of the department</li> </ul>	<ul style="list-style-type: none"> <li>Confidentiality guidelines and release forms</li> <li>Track partnerships and document coordination via monthly and annual reports</li> </ul>	<ul style="list-style-type: none"> <li>SYFS Director</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

## Appendix C: Outcomes Benchmarks (cont.)

Goal #4: Build diversity, equity, and inclusion competencies and targeted programming and services							
Objectives	Metrics	FY 2021 Baseline	FY 2022 Forecast	Annual Target	Tool	Key People	Deadline
Build understanding and appreciation within the department of diversity, equity, and inclusion principles and practices	<ul style="list-style-type: none"> <li>• Number of DEI trainings</li> <li>• Changes made within the department in response to DEI focus</li> <li>• Pre and post tests given to staff and the Youth Commission following DEI trainings and work with consultants</li> <li>• Increased diversity within YC Board</li> </ul>	<ul style="list-style-type: none"> <li>• No department-wide DEI training or consultation</li> <li>• No formal process for measuring staff sensitivity to DEI</li> <li>• Cultural uniformity on the YC board</li> </ul>	<ul style="list-style-type: none"> <li>• Identify a DEI training to add to annual staff and Youth Commission training schedule and apply for grant funding to support this work</li> <li>• Recruit new members to YC Board representing underserved community residents</li> </ul>	<ul style="list-style-type: none"> <li>• Increase SYFS DEI program offerings and advertise outside DEI program offerings</li> <li>• Increase awareness of the department for residents who identify as members of underserved sectors of the community</li> <li>• Increase SYFS staff involvement in DEI movements within the community</li> </ul>	<ul style="list-style-type: none"> <li>• DEI trainings</li> <li>• Board vacancy postings</li> <li>• Marketing materials</li> <li>• Consultants</li> <li>• Surveys and focus groups</li> </ul>	<ul style="list-style-type: none"> <li>• YFS Director</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
Objectives	Metrics	FY 2021 Baseline	FY 2022 Forecast	Annual Target	Tool	Key People	Deadline
Ensure all marketing materials are inclusive and accessible	<ul style="list-style-type: none"> <li>• Track race, language, ability and other inclusion variables of clients and program participants</li> <li>• Inclusion checklist for all programs and services</li> </ul>	<ul style="list-style-type: none"> <li>• Limited to no specialized marketing [or programmatic] efforts related to targeted populations</li> <li>• Limited tracking of current service and outreach to underserved populations</li> <li>• No translation services available to SYFS</li> <li>• No specialized marketing materials</li> </ul>	<ul style="list-style-type: none"> <li>• Begin collecting demographic and other relevant data from clients and program participants</li> <li>• Begin tracking of services to targeted populations</li> <li>• Identify 1-2 diverse populations to approach and methodology</li> <li>• Utilize interpretation/ translation services and incorporate funding into operating budget</li> <li>• Implement language access plan for limited English speakers</li> <li>• Identify a DEI consultant to review our services and marketing materials and apply for grant to support that work</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and strengthen relationships with residents of underserved communities</li> <li>• Provide services that are inclusive and accessible</li> <li>• Model inclusivity within the community</li> </ul>	<ul style="list-style-type: none"> <li>• Database</li> <li>• Registration forms that collect demographic information</li> <li>• Translation service</li> <li>• DEI consulting</li> </ul>	<ul style="list-style-type: none"> <li>• YFS Admin Assistant</li> </ul>	<ul style="list-style-type: none"> <li>• Begin collecting data; tracking services &amp; engagement by June 2022</li> <li>• Begin utilizing interpreter service by December 2022</li> <li>• Begin exploring language access plan June 2022</li> </ul>
Objectives	Metrics	FY 2021 Baseline	FY 2022 Forecast	Annual Target	Tool	Key People	Deadline
Support diversity and inclusion programming and services in order to promote a culture of kindness and inclusion in Southborough	<ul style="list-style-type: none"> <li>• # of DEI programs, organizations, and services identified to promote within the community</li> <li>• # of DEI trainings/workshops to offer the community</li> <li>• # of opportunities SYFS can engage in discussions/join organizations working to serve underserved sectors of the community</li> <li>• Increase in reported sense of belonging among residents</li> </ul>	<ul style="list-style-type: none"> <li>• Programming and services are focused on the general population</li> <li>• Sense of belonging/connection is relatively low (via 2021 survey)</li> <li>• SYFS staff does not routinely promote or offer DEI focused programs or workshops to the community</li> <li>• SYFS staff does not routinely or intentionally participate in DEI discussion or belong to any coalitions doing this work</li> </ul>	<ul style="list-style-type: none"> <li>• Specified topics and presenters needed based on department goals</li> <li>• Cosponsor a program or training with a specialized organization such as GSA Link and apply for a grant to support that work.</li> <li>• Explore the prospect of joining the town's Equity Coalition</li> <li>• Identify outside DEI programs, services, and events to promote and advertise</li> </ul>	<ul style="list-style-type: none"> <li>• Promote DEI values and information to the community regularly</li> <li>• Promote and cosponsor training opportunities to the community annually</li> <li>• Involve SYFS staff in a group or coalition that is doing this work within Southborough</li> <li>• Increase the number of residents reporting they "feel they belong" in Southborough</li> </ul>	<ul style="list-style-type: none"> <li>• Annual or bi-annual resident survey</li> </ul>	<ul style="list-style-type: none"> <li>• YFS Director</li> <li>• Possibly the YFS Program Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>