



TOWN OF HOPKINTON
SELECT BOARD MEETING AGENDA
Tuesday, January 19, 2021 6:00 PM
Remote Meeting

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/85917614413?pwd=NkF5WnMvSzBtRXIKRVV5NENPZzM1QT09>

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- 6:00 PM** **CALL TO ORDER**
1. **PLEDGE OF ALLEGIANCE**
- 6:01 PM** **PUBLIC FORUM**
2. Residents are invited to share ideas, opinions or ask questions regarding Town Government.
- 6:10 PM** **COVID-19 UPDATE**
3. The Select Board will receive an update on the Town's response to the Covid-19 Pandemic.
- 6:20 PM** **CONSENT AGENDA**
4. i. **MINUTES** - The Select Board will consider approving the Minutes of the Jan. 5, 2021 meeting.
- 6:22 PM** **HOPKINTON YOUTH AND FAMILY SERVICES STRATEGIC PLAN**
5. The Hopkinton Youth & Family Services Department will present the 2020-2023 Strategic Plan.
Supporting Exhibits: Presentation; Executive Summary; Strategic Plan
- 6:35 PM** **ECONOMIC DEVELOPMENT OFFICE PROPOSAL - GROWTH STUDY COMMITTEE**
6. The Select Board will hear a request of the Growth Study Committee for a new Economic Development Office for the Town.
Supporting Exhibits: Growth Study Committee Proposal
- 6:45 PM** **2021 ANNUAL TOWN MEETING AND FY 2022 BUDGET UPDATE**
7. The Select Board will consider discussing its own potential Annual Town Meeting (ATM)

articles and vote to submit articles into the ATM warrant. The Board will consider FY 2022 budget updates.

Supporting Exhibits: Potential 2021 ATM Select Board-Town Manager Warrant Articles; Draft Articles - New Trench Safety Officer Bylaw, Dog Licensing, Street Opening Permits, Streets and Sidewalks

6:55 PM

TOWN MANAGER REPORT

8.

- i. Main Street Corridor Project Update
- ii. FY 22 Budget Update

Supporting Exhibit: Town Manager Report

7:00 PM

LIAISON REPORTS/BOARD INVITES

9.

Supporting Exhibits: FY 21 Liaison Assignments

7:05 PM

FUTURE BOARD AGENDA ITEMS

10.

Board members will identify future agenda items.

7:10 PM

ADJOURN

Correspondence to Select Board

- 1. Verizon Fios Notification
- 2. Legal Notice -76 Pine Island Rd. - DEP Waterways Regulation Program

Upcoming Select Board Meetings

- 1. January 26, 2021
- 2. February 2, 2021
- 3. February 9, 2021
- 4. February 23, 2021

The listed matters are those reasonably anticipated by the Chair to be discussed at the meeting. Not all items may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law. Unless an agenda item is a posted public hearing, the matter may be considered earlier than the indicated time if there are last minute cancellations or other unforeseen events which cause the Board to move more quickly through the agenda.

YOUTH • FAMILY • COMMUNITY



HOPKINTON YOUTH
& FAMILY SERVICES

Strategic Plan

2020 – 2023

Community Needs Assessment

Substance Use- HOP Survey

Of 318 *adult* survey respondents, **12%** reported their drinking has increased during COVID, **YET 61%** think drinking has increased among MOST parents in Hopkinton.

Research shows that parents who believe most parents have increased their drinking are more likely to follow suit; those who believe most children are drinking are more likely to allow their children to drink.

Stigma- MHC pre-covid needs survey

Of 475 *adult* respondents, **22%** said the fear of being judged would prevent them from seeking mental health information and support and **23%** described their mental health as fair or poor.

Youth- MWAHS 2018

Very stressed in past 30 days (**33%**)

Nervous, anxious or on edge for half the time in the past 14 days (**32%**)

Uncontrollable worry (**24%**)

Depressive symptoms in the past 12 months (**32%**)

Suicidal ideation in the past 12 months (**12%**)

Used electronic vaping in lifetime (**30%**)

Said marijuana is “fairly easy” or “very easy” to obtain (**~50%**)

Been bullied in the past 12 months (**24%**)

LGBTQ+ and youth with disabilities are at higher risk in these areas

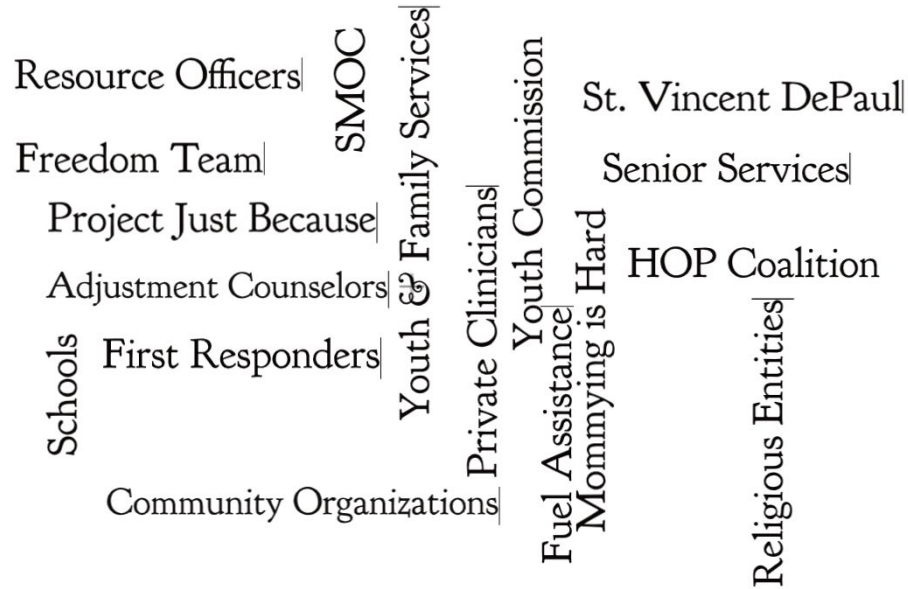


*** COVID-19 has had a profound impact; worsening the already existing mental health issues.**

Critical Strategic Issues

- ❖ HYFS can **not** succeed by itself
- ❖ Community members are **not entirely clear** on HYFS' purpose and how to access its services
- ❖ It is **challenging to be different** in Hopkinton
- ❖ With its current resources, HYFS will be **unable to meet** community demands
- ❖ **COVID-19** has created a critical situation, with pressure building in every aspect of community life

Hopkinton Service Network



HYFS understands that only community-wide solutions can solve community-wide problems. The department's collaborative approach to behavioral health builds on the strengths, skills, and enthusiasm of Hopkinton's network of service providers.

Mission



To provide access to comprehensive social services for youth and families and to enhance behavioral health for the entire Hopkinton community

&

Vision



Hopkinton will be a town in which all people are valued, where behavioral health is a high priority, and residents have a place to turn when they need help

Values

We Are

- ❖ Leaders in behavioral health
- ❖ Champions of behavioral health prevention and education
- ❖ Advocates for underserved residents
- ❖ Adaptable
- ❖ Collaborative

We Believe

- ❖ It's OK to not be OK
- ❖ Access to mental health care and substance abuse treatment and recovery should be easy to navigate, stigma free, and open to all
- ❖ If one of us is not OK, none of us are OK
- ❖ Vulnerability can reflect many different barriers in a resident's life and are not always visible on the surface
- ❖ The whole environment around people affects their mental health and wellness

Goals

1. Help to strengthen and clarify the network of services that acts as a safety net for vulnerable residents
2. Provide primary prevention services to build a healthy community culture
3. Increase community awareness of behavioral health issues, of HYFS mission and services, and of how to access help
4. Develop effective and efficient funding, staffing, and processes

Goal #1

Help to strengthen and clarify the network of services that acts as a safety net for vulnerable residents

- ❖ Work to define HYFS' roles and responsibilities within the existing and growing network of services
- ❖ Provide case management, counseling services, consultation, information and referrals to residents most in need
- ❖ Provide assistance with connecting to financial and other emergency assistance, especially during and after COVID

Goal #2

Provide primary prevention services to build a healthy community culture

- ❖ Prepare for expanded delivery of prevention services by strengthening the HOP Coalition
- ❖ Expand delivery of prevention services - apply for grants to hire coalition coordinator
- ❖ Represent HYFS role in the community at prevention organizations including HOP Coalition, MetroWest Youth Teaming Together (MYTT), MetroWest Substance Abuse Awareness & Prevention Alliance (MWSAPA), and other area Youth and Family Service/Human Service departments
- ❖ Cultivate a broader community appreciation of the importance of prevention services

Goal #3

Increase community awareness of behavioral health issues, of HYFS mission and services, and of how to access help

- ❖ Develop and implement an outreach, communications and engagement strategy to promote and raise awareness about HYFS resources
- ❖ Prioritize outreach to underserved populations
- ❖ Work with community partners to provide training workshops, events, and other programs to enhance knowledge and reduce mental health stigma

Goal #4

Develop effective and efficient funding, staffing, and processes

- ❖ Make the case for increased department staffing AND contracted services for specific needs
- ❖ Support and develop existing staff
- ❖ Reduce the burden on the taxpayer by applying for grants, when and only when the funding supports the department goals
- ❖ Plan for long-term improvements
- ❖ Increase regulation compliance
- ❖ Develop Standard Operating Procedures for the department

New Actions Taken in 2020

Strengthening the Department

- ❖ Job description creation for program/clinical social worker
- ❖ New metrics system/how we are keeping data
- ❖ Creating Standard Operating Procedures
- ❖ Obtaining a HIPPA compliant and paperless recordkeeping system
- ❖ Improve tracking and transparency of spending when in collaboration with outside organizations
- ❖ Grant applications for HOP Coalition
- ❖ Wellness Collaborative (police, fire, public health, court diversion clinician, senior center)

Strengthening Service Network and Collaboration

- ❖ Collaboration with the Freedom Team
- ❖ Collaboration with SACH
- ❖ Hosted MetroWestOUT for a training on LGBTQ issues
- ❖ BIPOC youth support group
- ❖ Emergency Fund
- ❖ Engaging trainer for youth in anti-stigma, prevention and positive social norms
- ❖ Grant applications to support collaborative programming

Highlights of Future Action Items

- ❖ Support for parents of youth with severe mental illness
- ❖ Develop communication plan with the Wellness Collaborative
- ❖ Strengthen collaboration with local and regional organizations, task forces and committees
- ❖ Strengthening the HOP coalition in preparation for grant funding
- ❖ Advocate for appropriate space for the department
- ❖ Training for youth in anti-stigma, prevention, and positive social norms
- ❖ HYFS Ambassador Program for youth and adults

 <p style="text-align: center;">Hopkinton Youth and Family Services STRATEGIC PLAN OVERVIEW 2020-2023</p>			
MISSION	<i>To provide access to comprehensive social services for youth and families and to enhance behavioral health for the entire Hopkinton community</i>		
VISION	<i>Hopkinton will be a town in which all people are valued, where behavioral health is a high priority, and where residents have a place to turn when they need help.</i>		
VALUES	<p>We are:</p> <ul style="list-style-type: none"> • Leaders in behavioral health - Improving access to behavioral health services for youth and families through connecting them to services and providing clinical support to residents most in need • Champions of behavioral health prevention and education - Reflecting that behavioral health concerns are HEALTH concerns and impact general wellness • Advocates for underserved residents - Working to build a safety net for those who don't benefit from the socioeconomic status of the majority and recognizing that it is important to bridge the divide • Adaptable - Continuing to provide service during uncertain times and responding to evolving community needs • Collaborative - Working in partnership with residents, town departments, community agencies, and regional networks 		
Goals	Objectives	Strategies	
Help to Strengthen and Clarify the Network of Services that Acts as a Safety Net for Vulnerable Residents	Work to define HYFS' roles and responsibilities within the existing and growing network of services	Distinguish the role of Youth and Family Services from that of the Youth Commission while working with them to coordinate programming on an annual basis Guide town departments and community agencies/organizations in how and when to ask for specific help Contract with outside agencies to fill gaps in service provision/provide specialty care	
	Provide case management, counseling services, consultation, information and referrals to residents most in need	Refer residents in need of therapeutic services to private and/or other community providers Prioritize direct counseling services by HYFS for those who are uninsured, underinsured or those with extenuating circumstances Grow culturally sensitive approaches to care, particularly for those who require interpretation assistance and/or who do not come from the dominant culture in Hopkinton Grow sensitive approaches to care, particularly for those most vulnerable	
	Provide assistance with connecting to financial and other emergency assistance, especially during and after COVID	Collaborate with community organizations that provide needs-based assistance Support the establishment of a Hopkinton COVID Neighbor Fund	
	Goals	Objectives	Strategies
	Provide Primary Prevention Services to Build a Healthy Community Culture	Prepare for expanded delivery of prevention services by strengthening the HOP Coalition	Utilize consultant, Bright Solutions, to assess and prepare coalition for expanded service delivery Design a primary prevention program, including action plan, new bylaws and coalition structure, inclusion of new members, and community engagement
		Expand delivery of prevention services	Apply for state and federal prevention grants Hire a full-time prevention coordinator with grant funding Deepen the collaboration among town departments and organizations Engage the HOP Coalition in decision making relative to budget, programming, and action plan while writing and implementing the grant
Represent HYFS role in the community at prevention organizations and other area YFS/Human Service departments		Engage HYFS partners in regional coordination of MetroWest Youth Teaming Together (MYTT) Partner in new projects where appropriate and manageable Contribute to agenda with examples of HYFS prevention work/activities	
Cultivate a broader community appreciation of the importance of prevention services		Organize annual community stakeholder meetings Launch a social norms marketing campaign based on local substance use data Hold community workshops on relevant topics Implement action plan based on grant(s) received	
Learn more about HYFS:		Website: https://www.hopkintonma.gov/residents/youth-and-family-services.php Address: 18 Main Street, Hopkinton, MA Email: dalcott@hopkinton.ma.gov Phone: 508-497-9781	



 Hopkinton Youth and Family Services STRATEGIC PLAN OVERVIEW 2020-2023		
Goals	Objectives	Strategies
Increase Community Awareness of Behavioral Health Issues, of HYFS' Mission and Services, and of How to Access Help	Develop and implement an outreach, communications and engagement strategy to promote and raise awareness about HYFS resources	Enhance social media presence, esp. to reach younger clients
		Advocate for new communications staff hire to be shared by other departments
		Advocate for HYFS' ability to utilize a more user-friendly, independent website platform, similar to Public Health site
	Prioritize outreach to underserved populations	Open deeper communication with English Learner Parent Advisory Council (ELPAC), Special Education Parent Advisory Council (SEPAC), South Asian Circle of Hopkinton (SACH), BIPOC youth, the LGBTQ community via MetroWest OUT, and additional community collaborators
		Research and consider purchasing translation services for HYFS materials, and possibly for town-wide use
	Work with community partners to provide training workshops, events, and other programs to enhance knowledge and reduce mental health stigma	Offer training about signs, symptoms and coping strategies related to COVID-19 and trauma related to current events
		Offer training on general mental health topics
Build HYFS Ambassador program		
Goals	Objectives	Strategies
Develop Effective and Efficient Funding, Staffing, and Processes	Make the case for increased department staffing AND contracted services for specific needs	Make a data-driven case, citing research on trends and predicting overall costs
		Advocate for a new full-time social worker/program coordinator position (#1 priority), .25 administrative coordinator (#2 priority), and prevention staffing (#3 with grant funding). Priorities may change in response to community needs.
	Support and develop existing staff	Continue to attract, develop, and maintain well qualified and well trained staff
		Develop comprehensive staff development and succession plans
		Encourage employee recognition
		Utilize Ambassadors, including Youth Commission members, to help articulate and advocate for the department's value
	Reduce the burden on the taxpayer by applying for grants, when and only when the funding supports the department goals	Clarify trade-off between public funding and grant funding
		Work closely with Grants and Procurement Director, Town of Hopkinton, once this position is filled
	Plan for long-term improvements	Find more private space with waiting area, three offices and a meeting space within walking distance of schools
		Ensure employees have a healthy, safe, and secure workplace and appropriate equipment to perform their work at a high level
Increase regulation compliance	Purchase online record-keeping service for teletherapy and home visits, treatment plans, etc.	
	Stay current with professional development requirements	
Develop Standard Operating Procedures for the department	Develop a handbook for the department's best practices, including efficiencies, staff job descriptions, and new staff needs	
	Purchase the documentation system and telehealth platforms that meet department's needs	
Learn more about HYFS:	Website: https://www.hopkintonma.gov/residents/youth-and-family-services.php	
	Address: 18 Main Street, Hopkinton, MA Email: dalcott@hopkinton.ma.gov Phone: 508-497-9781	



Hopkinton Youth and Family Services



Strategic Plan 2020 – 2023

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- Appendix B: Youth Focus Group Summary
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- Appendix D: Comparative MWAHS data
- Appendix E: SWOT Analysis
- Appendix F: Outcomes Benchmarks



Thank you for your interest in the Hopkinton Youth and Family Services (HYFS) strategic plan. We are proud to be building on a strong foundation that includes community volunteers who advocated for the creation of the department over 10 years ago, the town leaders who responded and have continued to support HYFS, the remarkable directors who served in the formative years of the program, and the residents who have utilized HYFS services and have given us their trust.

We wish to thank Ann Budner of ABudner Strategy Consulting, who engaged us in a comprehensive and thoughtful process through the most challenging times and delicate circumstances. This work was shared with HYFS current staff, Colleen Souza, LICSW, and Renee Coopridner, MSW, second year intern from BC School of Social Work. I could not have asked for a better or more competent team.

We would be remiss to continue this letter without expressing deep gratitude for the contributions of so many partners throughout the planning process. Whether it be through a stakeholder interview, focus groups, community needs survey responses, draft reviews, or the deeper participation of our planning committee, we have been moved by the enthusiastic support for the department. The transparency of community partners was a valued resource as they shared where we serve well and how we can better serve the community. Residents, who vulnerably shared their stories about trauma, interactions with the mental health system, substance use challenges, recovery, and experiences of prejudice and discrimination, humbled us.

One might imagine the challenge of strategic planning and charting a course for a department's next few years during a global pandemic. But as we listened and thought strategically these past 10 months, our calling grew even more clear. Prior to the pandemic, we saw evidence of an increase in depression, anxiety, and mental health concerns in the community. These trends have taken deeper root due to the pandemic-induced isolation and growing economic instability and to heightened political and social unrest. Bold action is needed to prioritize the social service needs of all residents during this time and into the future. In this strategic plan, we commit our energies to four broad goals and 17 strategies. We will work to strengthen the safety net available to residents, provide preventative services, increase community awareness of behavioral health and how our department can help, and build an efficient and effective departmental infrastructure to support HYFS work and the work of many community partners.

Having only begun to serve as director at Hopkinton Youth and Family Services in May 2019, it has been deeply encouraging to me to engage in this process. Through the vibrant community partnerships there is a shared enthusiasm to continually improve social service delivery. It is gratifying to be engaged in this growing network in the service of Hopkinton residents.

This plan presents HYFS with a way forward. It is not a one and done plan but a living document, where new strategies to achieve our goals are expected to emerge as community conditions shift. HYFS can not do this work alone and we will need the community's input, support, and involvement for the plan to come to full fruition. We hope that you will join us!

With anticipation and gratitude,

Dawn Alcott-Miller, LICSW
Director

II. Introduction

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

By “behavioral health,” HYFS means the healthy management of anxiety, stress, depression, emotional distress, mental illness, and substance use. HYFS provides free, confidential services to Hopkinton residents including individual, group and family counseling; parent consultation; crisis intervention and support; information and referrals; needs-based assistance; and court diversion. Additionally, HYFS works closely with other departments and community agencies to promote awareness of behavioral health and wellness. The department seeks to build a more caring and connected community, one where all people are valued, where behavioral health is a priority, and all residents have a place to turn when they need help.

The mission and work of HYFS reinforces the Town of Hopkinton’s stated vision and values. The town’s vision statement, adopted in 2015 says, “Hopkinton is a vibrant welcoming community.... We are endowed with open space, natural resources, facilities and programs that promote a well educated and healthy community.” The preamble to the Town Charter states, “Hopkinton welcomes residents of all races, ethnicities, religions, abilities, gender identifications, and sexual orientations; the Town of Hopkinton, further, is committed to providing a climate of safety and acceptance to all residents. The Town of Hopkinton will actively address and resist acts of discrimination, bullying, or intimidation.”

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

The four pillars of the plan are high priority goals that provide a guiding framework for all the department’s work.

- 1. Help to strengthen and clarify the network of services that acts as a safety net for vulnerable residents**
- 2. Provide primary prevention services to build a healthy community culture**
- 3. Increase community awareness of behavioral health issues, of HYFS mission and services, and of how to access help**
- 4. Develop effective and efficient funding, staffing, and processes**

A small staff - a Director and one part-time licensed counselor - provide all services with the support of one social work intern and community collaborators.

III. History

The concept of a Youth Services department had its beginnings in a youth substance use reduction initiative called the beFREE! Project, funded by the Metrowest Health Foundation in the spring of 2005. When the grant ended in 2007, volunteers sustained Be Free! for an additional three years. The beFREE! coalition organized substance-free youth education and social activities, and worked successfully to enact a social norms marketing campaign directed at parents. To renew the momentum, beFREE! advocated for a paid position and garnered the support of the Youth Commission, which had similar concerns around youth mental health. Together, citizens made the case for a new town department with a staff person to coordinate community efforts. The Select Board responded and approved the hiring of a part time Youth Services Coordinator. The adult coalition of beFREE! eventually disbanded, leaving the youth group as a school run club.

Jean Vazza was appointed to the 19-hour coordinator role in August of 2010 and led the department for the first five years. Through her tenure, Jean brought behavioral health education programs to parents through forums and parent coffees, created a youth diversion program, provided prevention education for youth substance use, and served to deepen the collaboration between Youth Services and town departments and civic organizations. She responded to the Youth Commission's request to provide deeper supportive services by offering mental health screening programs and mental health and needs-based referrals. Jean and the Youth Commission worked together to establish collaborative goals and align the work of the Commission with the Youth Services office. In 2013, they wrote a new Youth Commission charge and presented it to the Select Board, which edited and ultimately accepted it.

In 2015, Denise Hildreth replaced Jean Vazza. Through the commitment of the Town Manager and Select Board the coordinator role was increased to a full time position. In that year, the department received a \$100,000 substance abuse prevention state earmark grant. The grant's goals were coalition building, prevention, and intervention/access to services. Denise rallied the community to begin a substance use prevention coalition, Hopkinton Organizing for Prevention (HOP), and was a co-founder of the regional Metrowest Substance Awareness and Prevention Alliance (MWSAPA) to grow collaborative prevention work across the region. In addition, a regional youth-led substance use prevention coalition, Metrowest Youth Teaming Together (MYTT), was funded by the MetroWest Health Foundation. Since its inception, HYFS has led the MYTT coalition.

Through Denise's leadership, the department thrived and began to emphasize more clinical services to families and the name was changed to Hopkinton Youth and Family Services to reflect the increasing scope of the department. Denise started the popular therapy dog program to make clinical services more accessible to all. Again, the Town Manager and Select Board responded to the growth needs of the department and approved an expansion. In 2017, a clinical social worker, Colleen Souza, was hired for 15 hours/week to support the department's initiatives and provide coordination to the MYTT coalition.

In 2019, Dawn Alcott Miller replaced Denise Hildreth. The current staff consists of a full-time Director and a 30 hours/week social worker, Colleen Souza. In addition to continuing its clinical support services, information and

referral, and needs-based assistance, the department has deepened its collaboration with many other town departments and community agencies to strengthen the safety net.

Until June 30, 2020, HYFS continued to use \$100,0000 in state earmark grant funding to support substance use prevention and community mental health; due to COVID, those funds will not be extended to future fiscal years. HYFS also continues to coordinate two local and regional prevention efforts, the HOP Coalition and MYTT, and to participate in MWSAPA.

In August of 2019, Hopkinton added the INTERFACE Referral Helpline as a town-wide contracted service. In 12 months, the helpline provided outpatient behavioral health referrals to 104 residents (70 children and 34 adults). The top reported issues were Anxiety (56), Depression (28), and Family Related Issues (16) and, notably, 9 callers reported current or recent Suicidal Ideation. In the fall of 2019, HYFS contracted with Bright Solutions Consulting to educate the HOP coalition in evidence-based prevention and to collect community data. HOP plans to use this knowledge to apply for the five-year federal Drug Free Communities grant in the spring of 2021. If approved, the coalition may apply for an additional five years of funding.

The emergence of COVID-19 in March, 2020 has added new challenges to the department's work. Now, nearly all services are provided online even as cases of anxiety and depression rise. HYFS staff are members of the Hopkinton Emergency Management Group (HEMG), the leadership team coordinating the town's response to COVID.

Over its ten-year history, HYFS has been a trusted and free resource for Hopkinton residents, one that has become more integrated into and depended upon by Hopkinton's service network.

IV. The Hopkinton Service Network

Hopkinton Youth and Family Services is an essential member of a community-wide network of service providers that includes town departments and boards (e.g., Schools, Police, Fire, Public Health, Library, Veteran's Services, Council on Aging), civic committees, (e.g., Freedom Team, Hopkinton Helpers), nonprofit community organizations (e.g., HOP Coalition, Project Just Because, Mommying is Hard), regional partners (e.g., MYTT, MWSAPA), and contracted services (INTERFACE, therapy dog services). This is a rather complex network that can be opaque to residents. The planning committee recognized that the best way to access services can be confusing, even for service providers, and that improvements could be made. Consequently, the first strategic goal concerns better coordination of the service net and clarification of HYFS' role within it.

This plan has been informed by the priorities and data shared by HYFS community partners outside the strategic planning process as well as data that the committee collected as part of the planning process. This data is shared in detail in the next section and in the appendices. Further, this plan connects to the Hopkinton School Improvement Plans which identified Social Emotional Learning as a priority. HYFS shares the school department's focus on the social development and well-being of youth and supports the schools in finding evidence-based tools and programs that meet youth behavioral health needs. For example, guidance counselors send families to HYFS for referrals to private therapists, rehabilitation programs, and emergency food or housing support.

Finally, HYFS collaborates with a volunteer Youth Commission composed of adult and youth community members who are appointed by the Board of Selectmen. The Youth Commission is charged with identifying the emerging needs of Hopkinton's youth and families and communicating them to HYFS. Among other activities, the Youth Commission organizes the annual Martin Luther King, Jr. celebration.

Over the past ten years, the relationship between the Youth Commission and HYFS has varied for several reasons. HYFS is a town department which primarily provides confidential services and the Youth Commission is a volunteer committee that primarily plans public events, yet their missions are similar. Residents can be unclear on the differences between the two organizations. Additionally, the two entities have seen multiple leadership and membership changes and it takes time to establish new relationships. HYFS and the Youth Commission value a strong and cohesive collaboration and work together on various community events, including Family Day, Police National Night Out and HOP 101.

HYFS understands that only community-wide solutions can solve community-wide problems. The department's collaborative approach to behavioral health builds on the strengths, skills, and enthusiasm of Hopkinton's network of service providers.

V. Community Needs Assessment Data

In preparing this plan, HYFS conducted 34 stakeholder interviews and one youth focus group via Zoom. The summaries of these conversations are in Appendices A and B. HYFS also referenced the community needs highlighted in the Mass General Brigham Community Health Needs Assessment (CHNA)¹, which was conducted during the COVID summer of 2020. Also in summer 2020, HYFS worked with HOP Coalition to complete a substance misuse survey.² Lastly, HYFS referenced the Mental Health Collaborative's 2019 parent survey (MHC)³ and the 2018 MetroWest Health Foundation's MetroWest Adolescent Health Survey for Hopkinton High School (MWAHS).⁴

COVID-19, which led to a statewide quarantine in March, 2020, has already had a profound impact on mental health. By September 2020, Hopkinton had 140 Coronavirus cases and 13 deaths.⁵ In the CHNA study, 49% of 180 MetroWest respondents placed COVID concerns first ahead of mental health (35%) and financial insecurity (33%). Participants cited COVID worsening existing mental health issues: depression, anxiety, trauma, isolation, and fear.

The HOP Coalition substance misuse survey highlighted **issues with drinking and the perception that others are drinking.** Of the 318 respondents (97% Hopkinton residents), 12% reported their drinking has increased during COVID, yet 61% think drinking has increased among MOST parents in Hopkinton. While the MWAHS survey showed a majority (57%) of Hopkinton youth have never used alcohol in their lifetime, 47% of parents believe that MOST Hopkinton youth drink alcohol. Research shows that parents who believe most parents have increased their drinking are more likely to follow suit; those who believe most children are drinking are more likely to allow their children to drink.

One of the most interesting findings of the Mental Health Collaborative study was the data about stigma. Of the 475 respondents, mostly white women ages 35-54, nearly a quarter (22%) said the **fear of being judged would prevent them from seeking mental health information and support.** Coincidentally or not, 23% described their mental health as fair or poor. A full 58% had accessed mental health services since being in Hopkinton (nearly all for individual counseling and 56% for medication support) and 68% were aware of Youth and Family Services.

¹Mass General Brigham 2020 PAC Community Health Needs Assessment, Westborough Service Area, for Mass General Brigham, prepared by Health Resources in Action, September 2020.

²Hopkinton Survey for Healthy Communities, for HOP Coalition, prepared by Bright Solutions Consulting, August 2020.

³Hopkinton Community Needs Assessment, for Mental Health Collaborative, prepared by Boston Research Group, October 2019.

⁴2018 MetroWest Adolescent Health Survey, Hopkinton High School, for MetroWest Health Foundation, prepared by Education Development Center, September 2018.

⁵Town of Hopkinton Coronavirus website. Accessed at: <https://coronavirus-hopkintonma.hub.arcgis.com/>

V. Community Needs Assessment Data (cont.)

The MWAHS data on Hopkinton, pre-COVID, are consistent with the planning committee’s interview and focus group reports and consistent with data from towns across the MetroWest region. HYFS recognizes the town has a problem, but the regional data show that it’s not a problem unique to Hopkinton.⁶

Hopkinton youth are reporting high levels of anxiety, stress and other mental health issues followed by substance use and bullying. In the 2018 study (the most recent available), 1060 Hopkinton High School students (91%) responded.

- 33% reported that their life was very stressful in the past 30 days
- School is the most common source of stress, reported by 71% of youth, followed by stress related to social issues (30%)
- 32% of students reported feeling nervous, anxious, or on edge on at least half the days in the past two weeks, and 24% reported feeling unable to stop or control worrying
- 32% of students reported depressive symptoms in the past 12 months and 12% reported that they had seriously considered suicide in the past 12 months
- LGBTQ youth and youth with disabilities reported elevated mental health problems compared to the general population. They are more likely to report depressive symptoms, self-injury, and suicidal ideation.
- 30% of youth have used electronic vaping products in their lifetime (up from 26% in 2016), 21% in the past 30 days (up from 11% in 2016). About half of the youth reported that marijuana is “fairly easy” or “very easy” to obtain.
- 24% of high school youth reported being bullied in the past 12 months, and 20% have been bullied on school property (a slight increase from 18% in 2016)
- LGBTQ youth and youth with disabilities are at elevated risk of being bullied at school compared to the general population
- The proportion of youth spending three or more hours online on an average school day has increased substantially from 2010 (28%) to 2018 (67%). Youth who spend three or more hours on social media daily are more likely to report cyberbullying victimization and perpetration, substance use and mental health problems.

As concerning as the MWAHS data is, COVID-19 has made things worse. The disease and the resulting quarantine have led to health and safety worries, financial insecurity, family tensions, and social isolation, among other stressors.⁷ 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 Hopkinton right now and families who are struggling to cope. HYFS is committed to helping as many Hopkinton residents as possible during this crisis, and beyond.

⁶For comparative MWAHS data on area towns and the MetroWest region overall, see Appendix D

⁷Estimated COVID-19 Behavioral Health Outcomes: Research in Perspective to Inform Action to Mitigate Morbidity and Mortality, Massachusetts Association for Mental Health, June 2020. Accessed at: https://www.mamh.org/assets/files/Final_COVID-19-Deaths-of-Despair_MAMH-062220.pdf

VI. Guiding Principles

MISSION:

To provide access to comprehensive social services for youth and families and to enhance behavioral health for the entire Hopkinton community

VISION:

Hopkinton will be a town in which all people are valued, where behavioral health is a high priority, and residents have a place to turn when they need help

VALUES:

We are:

- **Leaders in behavioral health** - Improving access to behavioral health services for youth and families through connecting them to services and providing clinical support to residents most in need
- **Champions of behavioral health prevention and education** - Reflecting that behavioral health concerns are HEALTH concerns and impact general wellness
- **Advocates for underserved residents** - Working to build a safety net for those who don't benefit from the socioeconomic status of the majority and recognizing that it is important to bridge the divide
- **Adaptable** - Continuing to provide service during uncertain times and responding to evolving community needs
- **Collaborative** - Working in partnership with residents, town departments, community agencies, and regional networks

We believe:

- It's OK to not be OK. Getting help is a sign of strength.
- Access to mental health care and substance abuse treatment and recovery should be easy to navigate, stigma-free, and open to all.
- If one of us is not OK, none of us are OK. When our most vulnerable residents are healthy, everyone else is healthy. Meeting basic needs is critical to good mental health.
- Vulnerability can reflect many different barriers in a resident's life (attitudes and beliefs about mental health and substance use, ability to identify and access resources, and systemic barriers that prevent equity in receiving care) and are not always visible on the surface.
- The whole environment around people affects their mental health and wellness. Broad and well-coordinated community supports can boost protective factors and reduce risk factors.

VII. Strategic Goals

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

1. **Help to strengthen and clarify the network of services that acts as a safety net for vulnerable residents**
2. **Provide primary prevention services to build a healthy community culture**
3. **Increase community awareness of behavioral health issues, of HYFS' mission and services, and of how to access help**
4. **Develop effective and efficient funding, staffing, and processes**

VIII. Critical Strategic Issues

As part of the strategic planning process, HYFS conducted an internal SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), individual phone interviews with 34 community stakeholders, an online community survey of 318 residents, and one focus group with teens. That process identified several strategic issues:

1. **HYFS can not succeed by itself.** Collaboration and community-wide efforts are crucial to increase preventative efforts, de-stigmatize seeking help, and ensure that resources are available when needed
2. **Community members are not entirely clear on HYFS' purpose and how to access its services.** Underserved or/and skeptical audiences require especially clear communication.
3. **It is challenging to be different in Hopkinton.** Special attention needs to be given to accessing racial minorities, LGBTQ youth, English language learners, low income residents, and any residents who are less likely to seek services.
4. **With its current resources, HYFS will be unable to meet community demands;** its staffing, systems and infrastructure must be as effective and efficient as possible
5. **COVID-19 has created a critical situation, with pressure building in every aspect of community life.** Residents are experiencing heightened levels of stress, anxiety, fear, depression, trauma, and substance use. Adults who are acting from anger and fear will in turn influence youth behavior, leading to more demands for HYFS services.

HYFS has been providing comprehensive social and clinical services to residents since 2010. The staff have helped hundreds of town residents each year with private counseling and referral services that are unique in the town and complementary to other available services. The town's significant growth and the call to be involved in multiple initiatives have led to demands that can leave the staff working long hours and feeling overextended. The small staff needs to find ways to service more people, more effectively and efficiently, particularly given the demands of Covid-19. This plan guides and focuses the department in responding to the town's critical needs.

VIII. Critical Strategic Issues (cont.)

Data show that the need is greater than the number of people seeking help. One reason is that the nature of mental health work is confidential and many residents have not been aware of the department's services or that they can take advantage of them. A related reason is that some Hopkinton residents feel uncomfortable accessing mental health services through the town - and in the town hall - worrying about stigma and a loss of confidentiality. It is clear that informing the community - especially those most likely not to seek services on their own - must be a high priority.

Like many towns in MetroWest, Hopkinton is a community undergoing rapid change. Of all towns in Massachusetts, Hopkinton had the largest percentage change in population from 2013-2017 (12.1%).⁸ Over just the last four years, the school population increased by 409 students (from 3453 to 3862). In 2019-20, the White, non-Hispanic school-age population was 70.8%, the Asian population was 20.6%, the Hispanic or Latino population was 3.9%, the Black, non-Hispanic population was .8% and the multi-racial population was 3.7%. Since 2010, the population of South Asian students has increased by over 17 points (3.3% to 20.6%). Also since 2010, the number of English Language Learners have increased by 5.4 points (.8% to 6.2%) and students whose first language is not English increased by 11.6 points (1.8% to 13.4%). Students determined to have "high needs" have increased by 7.7 points (16.5% to 24.2%)⁹

These rapid changes have led to tensions. In the wake of the George Floyd murder, Hopkinton High School students and alumni created two Instagram accounts called "BIPOC at Hopkinton" and "MeToo Hopkinton." The testimonials are disturbing. Anonymous posts detail intolerant, discriminatory, racist, sexist, and aggressive acts and assaults from peers, faculty, staff, and other residents. The youth focus group and many of the interview respondents agreed to the statement, "it is difficult to be different in Hopkinton." One adult community member described the climate as "us vs. them-ish," saying "it has been a strain on kids, making everybody a little crazy."

HYFS is fully committed to anti-racism, equity, social justice, and meeting the needs of all Hopkinton 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. Accordingly, when providing direct clinical services (counseling from HYFS staff) HYFS prioritizes serving those who find it hardest to access mental health and substance abuse services. These residents may be uninsured, underinsured, responsible for numerous co-pays that make an added service unaffordable, or have trouble physically traveling to a doctor. In delivering all HYFS services – clinical, case support, information, referrals, and prevention – the department recognizes that reaching the most underserved residents requires sustained effort and collaboration with partners who are trusted by those residents. These partners may be new to the department and require extra effort to collaborate with, but HYFS is committed to doing that work.

⁸Community Mental Health Assessment, Metrowest Region, MA, Health Resources in Action, 2019.

⁹Mass Department of Education School and District Profiles. Accessed at:
<http://profiles.doe.mass.edu/profiles/student.aspx?orgcode=01390000&orgtypecode=5&leftNavId=300&>

VIII. Critical Strategic Issues (cont.)

The department's main focus will be to provide behavioral health services including clinical counseling, referrals, and case management. Direct clinical services will be prioritized for residents who can not afford to pay for private therapy. The department will also work to provide behavioral health workshops and support groups and to strengthen the community service network.

Any and all HYFS programming will take into consideration that community members have varying levels of readiness to address behavioral health. The department will offer a range of approachable and relevant programs: those that informally introduce the department and behavioral health issues to youth and caregivers who might normally not engage in programs, training programs that take behavioral health education to a higher level, and specially tailored workshops that help those with different learning needs more deeply explore a topic.

In regard to community events, the department staff will be selective in hosting and/or attending only those events that support the department's strategic goals, and may act as an advisor and in some cases a funder to support partnering organizations. The department will rely heavily on a new community ambassadors program to represent the department at community events when staff are unavailable to attend.

In order to accomplish these goals, the plan calls for a new full-time social worker/program coordinator position and a part-time administrative coordinator. Prevention-focused staffing will also be needed. At the appropriate time, HYFS will make a data-driven case for new staff. The department envisions four sources of funding and in-kind resources:

- Town of Hopkinton annual budget allocation
- Grants from state and federal government and private foundations, particularly for prevention work
- Partnerships with other community organizations in Hopkinton
- Regional efforts with Youth & Family Service departments in other towns and other area partners

All of these critical strategic issues have informed this plan's identification of the four strategic goals introduced in Section VII and outlined in detail in the following section.

IX. Goals Language

1. Help to Strengthen and Clarify the Network of Services that Acts as a Safety Net for Vulnerable Residents

- Work to define HYFS' roles and responsibilities within the existing and growing network of services
 - Distinguish the role of Youth and Family Services from that of the Youth Commission while working with them to coordinate programming on an annual basis
 - Guide town departments and community agencies/organizations in how and when to ask for specific help
 - Contract with outside agencies to fill gaps in service provision/provide specialty care
- Provide case management, counseling services, consultation, information and referrals to residents most in need
 - Refer residents in need of therapeutic services to private and/or other community providers
 - Prioritize direct counseling services by HYFS for those who are uninsured, underinsured or those with extenuating circumstances
 - Grow culturally sensitive approaches to care, particularly for those who require interpretation assistance and/or who do not come from the dominant culture in Hopkinton
 - Grow sensitive approaches to care, particularly for those most vulnerable (e.g., the LGBTQIA+ population, the elderly, teens, etc.)
- Provide assistance with connecting to financial and other emergency assistance, especially during and after COVID
 - Collaborate with community organizations that provide needs-based assistance
 - Support the establishment of a Hopkinton COVID Neighbor Fund

2. Provide Primary Prevention Services to Build a Healthy Community Culture

- Prepare for expanded delivery of prevention services by strengthening the HOP Coalition
 - Utilize consultant, Bright Solutions, to assess and prepare coalition for expanded service delivery
 - Design a primary prevention program, including action plan, new bylaws and coalition structure, inclusion of new members, and community engagement
 - Launch a positive community norms campaign, emphasizing the positive trends in the community
- Expand delivery of prevention services
 - Apply for state and federal prevention grants
 - Hire a full-time prevention coordinator with grant funding
 - Deepen the collaboration among town departments and organizations
 - Engage the HOP Coalition in decision making relative to budget, programming, and action plan while writing and implementing the grant

IX. Goals Language (cont.)

2. Provide Primary Prevention Services to Build a Healthy Community Culture (cont.)

- Represent HYFS role in the community at prevention organizations including HOP Coalition, MetroWest Youth Teaming Together (MYTT), MetroWest Substance Abuse Awareness & Prevention Alliance (MWSAPA), and other area Youth and Family Service/Human Service departments
 - Engage HYFS partners in regional coordination of MYTT
 - Partner in new projects where appropriate and manageable
 - Contribute to agenda with examples of HYFS prevention work/coalition activities
- Cultivate a broader community appreciation of the importance of prevention services
 - Organize annual community stakeholder meetings
 - Launch a social norms marketing campaign based on local substance use data
 - Hold community workshops on relevant topics
 - Implement action plan based on grant(s) received

3. Increase Community Awareness of Behavioral Health Issues, of HYFS' Mission and Services, and of How to Access Help

- Develop and implement an outreach, communications and engagement strategy to promote and raise awareness about HYFS resources
 - Enhance social media presence, esp. to reach younger clients
 - Advocate for new communications staff hire to be shared by other departments
 - Advocate for HYFS' ability to utilize a more user-friendly website platform, similar to Public Health's site
- Prioritize outreach to underserved populations
 - Open deeper communication with English Learner Parent Advisory Council (ELPAC), Special Education Parent Advisory Council (SEPAC), South Asian Circle of Hopkinton (SACH), BIPOC youth, the LGBTQ community via MetroWest OUT, and additional community collaborators
 - Research and consider purchasing translation services for HYFS materials, and possibly for town-wide use
- Work with community partners to provide training workshops, events, and other programs to enhance knowledge and reduce mental health stigma
 - Offer training about signs, symptoms and coping strategies related to COVID-19 and trauma related to current events
 - Offer training on general mental health topics, including signs of anxiety and depression, substance abuse prevention, suicide prevention, marriage and family counseling, etc.
 - Build HYFS Ambassador program
 - Train residents in mental health, suicide prevention efforts
 - Increase awareness of issues in order to strengthen informal support, referrals

4. Develop Effective and Efficient Staffing, Funding, and Processes

- Make the case for increased department staffing AND contracted services for specific needs
 - Make a data-driven case, citing research on trends and predicting overall costs
 - Advocate for a new full-time social worker/program coordinator position (#1 priority), .25 administrative coordinator (#2), and prevention staffing (#3 with grant funding). Priorities may change in response to community needs
- Support and develop existing staff
 - Continue to attract, develop, and maintain well-qualified and well trained staff
 - Develop comprehensive staff development and succession plans
 - Encourage employee recognition
 - Utilize Ambassadors, including Youth Commission members, to help articulate and advocate for the department's value
- Reduce the burden on the taxpayer by applying for grants, when and only when the funding supports the department goals
 - Clarify trade-off between public funding and grant funding
 - Work closely with Grants and Procurement Director, Town of Hopkinton once this position is filled
- Plan for long-term improvements
 - Find more private space with waiting area, three offices and a meeting space within walking distance of schools, e.g., Center School
 - Ensure employees have a healthy, safe, and secure workplace and appropriate equipment to perform their work at a high level in the office and remotely
- Increase regulation compliance
 - Purchase online record-keeping service for teletherapy and home visits, treatment plans, etc.
 - Stay current with professional development requirements
- Develop Standard Operating Procedures for the department
 - Develop a handbook for the department's best practices, including efficiencies, staff job descriptions, new staff needs
 - Purchase the documentation system and telehealth platforms that meet department's needs
 - Update all documentation systems in compliance with new platform
 - Make community aware of new platform for telehealth and how to access it

X. The Strategic Planning Committee

In order to create this plan, HYFS formed a diverse committee of HYFS staff members, town employees, and community members. The intention was for the planning committee to meet for eight sessions but the demands of COVID-19, including quarantine restrictions, forced us to revise the process. The planning work was divided into three phases, conducted virtually: initial planning with the HYFS staff, data collection including stakeholder interviews and a focus group, discussion of strategies and priorities with the planning committee (two meetings in August 2020), and finishing the plan with the HYFS staff. The entire process took seven months. With support from the Town of Hopkinton, Ann Budner of ABudner Strategy Consulting was hired to facilitate the planning process.

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

Amy Beck, Hopkinton Senior Center

Joseph Bennett, Police Chief, Town of Hopkinton

Jennifer Cuker, Director of English Language Acquisition, Equity and Access, HPS

Christina Hannigan, Mommying is Hard

Shaun McCauliffe, Public Health Director, Town of Hopkinton

Stephen Slaman, Fire Chief, Town of Hopkinton

Dawn Alcott Smith, HYFS Director

Colleen Souza, HYFS Social Worker

XI. Stakeholder Interviews, Focus Groups, and Reviewers

The strategic planning process offered four opportunities for community members to participate: planning committee, individual interviews, focus groups, and reviewing the draft plan. The HYFS planning committee is grateful to the 34 community stakeholders who agreed to be interviewed for the needs assessment. The committee also appreciates the seven teens who shared their opinions so candidly in the youth focus group. Their names are not listed in order to protect confidentiality.

Toni Alexander , community member	Alan Keller , Principal, Hopkinton Middle School
Agha Mehdi Ali , Islamic Masumeen Center of NE	Shazain Khan , HHS senior
Amy Beck , Hopkinton Senior Center Director	Norman Khumalo , Town Manager
Jess Beck , young adult, college student	Tim Kilduff , Hopkinton Chamber of Commerce
Brigid Belger , young adult, college student	Elaine Lazarus , Assistant Town Manager
Joseph Bennett , Police Chief	Deb Lysik , St. John's Parish/St. Vincent DePaul
Vanessa Bilello , Principal, Hopkins Elementary	Irfan Nasrullah , Select Board Member
Evan Bishop , Principal, Hopkinton High School (HHS)	Jocelyn Peirce , Faith Community Church
Anne Carver , Principal, Elmwood Elementary	Phil Powers , School Resource Officer, HHS
Carol Cavanaugh , Superintendent of Schools	Charusmitha Ram , South Asian Circle of Hopkinton (SACH)
Renee Coopriider , young adult, graduate student	Abby Rosenberg , Mental Health Collaborative
Rich Cormier , Athletic Director, HHS	Stephen Slaman , Fire Chief, Emergency Management Dir.
Lauren Dubeau , Principal, Marathon Elementary	Kim Sullivan , Coordinator, Hopkinton Preschool
Cheryl Elder , School Counselor, HHS	Brendan Tedstone , Select Board Chair
Amanda Fargiano , HOP Coalition	Valerie von Rosenvinge , HHS Drama & Speech, GSA Advisor
Rachel Gurevitz , Rabbi, Temple B'nai Shalom	heryl Ann Cheryl Ann Walsh , President, Project Just Beaus
Christina Hannigan , Mommying is Hard	Sarah Watson , Vineyard Church

Finally, HYFS thanks these community members who volunteered to review and provide feedback on the nearly final draft of the plan.

Toni Alexander, community member
Tracey Ferencsik, Youth Commission member
Norman Khumalo, Hopkinton Town Manager
Valerie von Rosenvinge, HHS Drama & Speech Teacher, GSA Advisor

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.

Dawn Alcott Miller
Director

Colleen Souza
Social Worker

Hopkinton Youth & Family Services
18 Main Street
Hopkinton, MA 01748
Phone: 508-497-9700
dalcott@hopkintonma.gov
https://www.hopkintonma.gov/residents/youth_and_family_services.php

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

Ann Budner
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www.budnerstrategy.com
ann@budnerstrategy.com

XIII. APPENDIX

Appendix A: Stakeholder Interview Summary

Hopkinton Youth and Family Services

Stakeholder Interviews

Executive Summary

Background

In March 2020, the Hopkinton Youth and Family Services (HYFS) staff - Dawn Alcott Miller and Colleen Souza - began a strategic planning process with Ann Budner, consultant. The group reviewed the history of the department and past planning efforts, and then finalized HYFS' guiding principles – its mission, vision, and values. At that point, COVID-19 arrived and the committee pivoted to virtual meetings.

In order to assess the community's understanding and expectations of HYFS, the team conducted phone and virtual interviews of key community stakeholders in June and July. The interviewers were Renee Coopridier (graduate MSW student), Jess Beck (undergraduate politics student) and Brigid Belger (undergraduate BSW student), and Shazain Khan (2020 Hopkinton HS graduate). Ann Budner also conducted three interviews. The purpose of the interviews was to gauge community awareness of and support for the department, to gather feedback on the department's strengths and weaknesses, and to understand community perceptions and priorities around substance use and mental health.

Potential respondents were identified who represented various aspects of the community: town and school employees; public officials; and business, nonprofit, civic and faith leaders, including leaders in the Southeast Asian community. Of the 39 people invited, 34 people agreed to be interviewed. 19 were residents and 15 were not. The average length of time working or volunteering in Hopkinton was 15.3 years. Of the residents, the average length of time living in Hopkinton was nearly 27 years.

Major Findings

1. Strong Community Support, with Some Reservations

HYFS has the benefit of a lot of community good will. Even those who were less familiar with HYFS were supportive of its services. Both the former and the current staff are well respected for their hard work and the help they have provided.

They always step up and help out the community in times of crisis. All people...at HYFS have been passionate and good at what they do.

While admitting the community benefit, some questioned the financial value.

As a client, they exceeded my expectations. As a community member, I'm not sure why they would need more funding if they asked for it, because it is still vague what they do specifically.

** Comments in italics are recommendations/observations of consultant, not of HYFS*

Appendix A: Stakeholder Interview Summary (cont.)

The community is still having a live conversation about whether it is appropriate for the government to provide mental health services. They ask, 'With affordable care, why is HYFS needed?'

The top recommendation from respondents was for HYFS to increase its visibility. Some noticed that similar organizations are at work in the community and called for greater collaboration.

*HYFS has strong support on which to build, but could benefit greatly from making a stronger case for its value. This task is made more challenging by the fact that other organizations in town address mental health, substance and/or food insecurity issues in different ways. Clarity of purpose is essential to HYFS' success.**

2. HYFS' Purpose - A Vague Understanding or the Perception of Vast Scope

Many respondents were vague about the purpose of HYFS, saying "it helps youth and families" or "provides support to the members of the community." Others were even foggier, saying, "I didn't even know there was one" or "I think they are there to provide free services to town residents." Several other respondents saw virtually no limits to HYFS' scope:

To help all sectors of the community with any kind of needs whether it be general health, mental health, care, or service access.

The clearest tended to be those who had direct interaction with the department.

In a nutshell, I think that they provide essential life service support for mostly families with kids. If you get into a crunch with housing or food or you're in a mental health crisis, they are there to refer you to a path to get help as well as providing support.

*HYFS should clarify its own purpose and then communicate that more clearly. The community needs to understand the scope and nature of HYFS' services, particularly how to access them, who may take advantage of them, and an assurance that they are completely confidential.**

3. Biggest Stressors are Mental Health, Substance Abuse, COVID, and Performance Pressure

As might be expected, the most commonly cited stressors were mental health, substance abuse, and COVID. Another theme was the pressure to perform and a reluctance to admit that there is anything wrong. Three respondents explained,

Parents feel pressure to achieve at a certain level, and kids feel like they have to meet those expectations, and then everyone feels stressed with time and pressure all of the time.

Hopkinton is an affluent community. Keeping up with the Jones-es. If you don't, you're isolated from social things. 'We don't hang around with that family because...you know.' There is strange competition about the things your kids do.

* Comments in italics are recommendations/observations of consultant, not of HYFS

Appendix A: Stakeholder Interview Summary (cont.)

They feel like it is an embarrassment to their families and do not seek out help.... Hopkinton sees things as personal, private, confidential, and is a 'bedroom community,' meaning they don't let their neighbors know something is wrong.

One respondent observed that the stigma around seeking help limits access to resources.

There is a taboo in South Asian cultures against mental health so as a result, it becomes an uncomfortable conversation. There is not enough awareness as well, sometimes people don't even know they suffer from a mental health problem (essentially undiagnosed mental health until things get very severe, which is when people typically seek out for help, but then people don't know who to reach out to).

*HYFS can address these issues but not in isolation. Collaboration and community-wide efforts will be crucial.**

4. Mental Health and Substance Abuse Concerns and How to Respond

The most commonly mentioned mental health concerns were anxiety and depression. Additional concerns were: eating disorders, trauma, bullying and stigma, domestic abuse, and isolation and loneliness (especially among the elderly).

Nearly all respondents agreed that if their child were clearly depressed, they would first talk to the child and then seek professional help. Resources included: pediatricians, guidance counselors and other school employees, therapists, and HYFS. One person explained that this is a challenging situation because children will deny they are depressed and the parents avoid seeking help for fear of shaming the child or the family. In this case, intervention with other peers can sometimes work.

The substance abuse concerns cited most often were vaping, marijuana, and drinking. Several people mentioned how easy it is to get drugs and observed that there is almost no stigma to it. Hard drugs are also present in town.

We are not naive; we have a heroin problem in our community. We have used Narcan a lot. We have seen a shift to methamphetamine in the community so that is a concern.

The responses to a child with a substance abuse issue were similar to the mental health scenario, but people were more reflective about what they would say. Some thought a direct "catch them in the act" approach was best while others would take a more inquisitive approach. One community member would explore the reasons behind the abuse.

I think that it all starts in their self and in their identity and their ability to make their own choices- will drinking make you popular?....How can we gain value in relationships and investing in good quality friendships, because drug abuse is tied to this so strongly....we need to empower children to make their social life satisfying on their own terms.

** Comments in italics are recommendations/observations of consultant, not of HYFS*

Appendix A: Stakeholder Interview Summary (cont.)

The open-ended question, “What are your thoughts on youth alcohol use?” generated a wide variety of responses and lengthy comments. Some described it as abnormal, illegal, or immoral. Others felt that more lenient standards (as in Europe) de-glamorize drinking and accepted parents who allow controlled drinking at home for their own children. Still others lamented what they saw as a drinking and party culture in Hopkinton in which parents are enabling and encouraging youth alcohol use. When asked if they would allow youth drinking in their own home, 8 responded “Yes,” 20 responded “No,” and 6 responded “I’m not sure.”

*Each family has different triggers for when they will seek help. The challenge for HYFS and the community overall is to destigmatize seeking help and ensure that resources are readily available. Parents and caring adults may also need guidance in how to talk to children about these issues.**

5. It is Hard to be Different in Hopkinton

Most respondents expressed that Hopkinton can be a challenging place for people who are different. Differences mentioned were economic, ethnic, racial, linguistic, religious, gender and sexuality. The rapid demographic changes have led to particular tension as the Southeast Asian population in the schools has increased by 500 in the last four years.

I get a sense that people feel like they lack a sense of belonging, that our town is cliquy and not welcoming. I see things on Facebook and posts, without people even getting out and talking to their neighbors. Recently I have seen acts of racism and homophobia and I think a lot needs to be done.

Hopkinton is figuring out how to respond to this new diversity. One respondent of color has found the community “embracing” while another said it sometimes feels that “things are different for her and her son.” White respondents admitted they don’t know as much as they could about the experience of people of color in town. The student Instagram account “BIPOC at Hopkinton” (Black, Indigenous, People of Color) has been an eye-opener. One respondent described it as “beautiful, very respectful, but horrifying to look at and embarrassing to my institution.”

Hopkinton is definitely more of a beginner, and I don’t think there has been a leading edge with regards to creating a diverse learning environment. The majority outlook seems to be the small-town mentality where everyone knows each other, which may negatively affect the minorities.

When asked how to make Hopkinton more caring, people had a lot to say. Answers included: more diversity in town employees, translated materials, revised department and school policies, training programs, widely accessible resources, and more collaboration, communication, respect, and patience with each other.

It’s a community conversation more than a school conversation. When we come together it shows a strong united force in making progress.... Need to bring people with opposing views into the conversation, not just one type of person/group.

** Comments in italics are recommendations/observations of consultant, not of HYFS*

Appendix A: Stakeholder Interview Summary (cont.)

What it takes is for people of all communities to reach out to the other communities....I think we are cultivating a really exclusive bubble here where outside observers may wonder why these people are so exclusive and secretive, and prejudice and bias can stem from that. I've been encouraging people to get to know their neighbors.

*Anti-bias work is both vital and challenging, and it is an issue in many (if not all) towns and cities across the state and the country. Prejudice can be very hard to see, especially for the white majority. HYFS should continue to work to make its own department more welcoming and inclusive and continue to assist the community in doing the same.**

6. Service Accessibility is Good but Could be Improved

Respondents were almost evenly divided on whether HYFS would be the first place they would turn if someone they cared about needed help ("Yes" = 16, "No" = 14, "I'm not sure" = 4). Other resources were: physicians, school therapists and other staff, private therapists, other trusted adults, and community organizations.

Those who had collaborated with HYFS praised its services. Some said they wished they could collaborate more often with HYFS or that the collaboration could be improved. A community agency director would like to see more referrals between the two programs.

The strongest recommendations for increasing access were: 1) increase visibility, and 2) assure confidentiality. Several people mentioned that the website could be more user-friendly and one suggested a communications plan. Equally important in increasing utilization is assuring residents that the services are entirely confidential. Some suggested that HFYS' location at the town hall is too public.

I would tell the residents how to contact them, what services they offer, give examples of how someone might be depressed and say how they would help that. So, clearly lay out their services and specify the confidentiality and how exactly it takes place.

*HYFS is a "hidden gem" in Hopkinton. It can improve its service delivery by finding creative opportunities to publicize its services , including to diverse audiences. But more visibility will bring more clients, and balancing unlimited need with limited capacity is tough. As part of its strategic planning process, HYFS must decide how to allocate its limited resources and how best to prioritize the community's requests for 1:1 services, prevention, advocacy, and community building.**

* Comments in italics are recommendations/observations of consultant, not of HYFS

Appendix A: Stakeholder Interview Summary (cont.)

Stakeholders Interviewed

Ali	Agha Mehdi	Islamic Masumeen Center
Toni	Alexander	Community member
Amy	Beck	Hopkinton Senior Center
Jessica	Beck	HYFS intern, BSW student, Hopkinton resident, HHS graduate
Brigid	Belger	HYFS intern, BSW student, Hopkinton resident, HHS graduate
Joseph	Bennett	Chief of Police
Vanessa	Bilello	Hopkins School, Principal
Evan	Bishop	Hopkinton HS, Principal
Anne	Carver	Elmwood School, Principal
Carol	Cavanaugh	Superintendent of Schools
Renee	Coopriider	HYFS intern, MSW student, Hopkinton resident, HHS graduate
Rich	Cormier	HPS Athletic Director
Lauren	Dubeau	Center School, Principal
Cheryl	Elder	HHS Guidance Counselor
Amanda	Fargiano	Hopkinton Coalition
Rachel	Gurevitz	B'nai Shalom Temple, Westborough, Rabbi
Christina	Hannigan	Mommying is Hard
Alan	Keller	Hopkinton HS, Principal
Shazain	Khan	HYFS intern, HHS graduate
Norman	Khumalo	Hopkinton Town Manager
Tim	Kilduff	Hopkinton Chamber of Commerce, Marathon Committee
Elaine	Lazarus	Assistant Town Manager
Deb	Lysik	St. John's Parish
Irfan	Nasrullah	Select Board, Vice Chair
Jocelyn	Pierce	Faith Community Church
Phillip	Powers	School Resource Officer
Charusmitha	Ram	SACH – South Asian Circle of Hopkinton
Abbie	Rosenberg	Mental Health Collaborative
Valerie	Von Roseninge	Hopkinton HS Drama Director, Gay Straight Alliance advisor
Stephen	Slaman	Fire Chief
Kim	Sullivan	Hopkinton Preschool
Brendan	Tedstone	Select Board, Chair
Cherylann	Walsh	Project Just Because
Sarah	Watson	Vineyard Church

Thank you to the following stakeholders for their consideration, even though they were unavailable to participate in the interviews: Dawn Ronan (Youth Commission), Samantha Prescott (The Spoon), Oui Tran (Pan Thai), Beth Torah Synagogue (Westborough), Gurdwara Sahib (Westborough), Sri Lakshmi Temple (Ashland).

Appendix B. Youth Focus Group Summary

On August 5, 2020 a youth focus group was held via Zoom with Renee Coopriider facilitating and Shazain Khan scribing the session. Seven youth participated. Most were students of color and currently enrolled at or recently graduated from Hopkinton High. They responded to 19 questions in a roughly 90-minute meeting.

Major Findings

1. Most Important Mental Health Issues

- The youth identified **depression** and **anxiety** as two of the most important mental health issues in Hopkinton, stemming from academic pressure, social stress, and what one student described as the “toxic culture”. Other mental health issues included eating disorders and a lack of addressing the impact of individuals’ traumatic experiences.
- Several factors negatively impact youth’s overall wellbeing including the **pressure to meet unattainably high expectations**, the **pervasive competitiveness** that spans “from academics to social situations to sports to everything”, the power of social media to create a **sense of isolation**, the **unwillingness to talk about mental health**, the **lack of diverse school staff** for BIPOC students to relate to, and the **discounting of others’ experiences**. In regard to the last point, one student said, “toxic masculinity is very present.”
- Factors that positively impact one’s overall wellbeing include the many different opportunities Hopkinton provides to allow students to meet new people, the small sense of community which can make you feel known and cared for, having a really good friend group, and having trusted adults and mentors to talk to.

2. Most Important Substance Abuse Issues

- The youth identified **vaping and drinking alcohol as the most prevalent substance use issues**. The youth explained how school bathrooms show signs and smells of vaping and marijuana use, performance enhancing drugs such as Adderall are occasionally used, and alcohol use is “very social and at almost every party”.
- The main reasons teens use substances are to alleviate stress, fit in with their peers and social hierarchies, and curiosity. Factors that prevent teens from using substances include positive peer pressure, hearing others’ stories, substance education, personal commitment, religion, and older mentors.

3. Barriers to Seeking Help

- Barriers include **lack of acknowledgement** surrounding these issues within households (perhaps due to tradition, culture, or religion), **lack of knowledge** of where to go for help, and a **discomfort in reaching out** due to the stigma or a lack of trusted and relate-able adults including guidance counselors.

- Recommendations included an anonymous chat log/text mental health service, BIPOC guidance counselors, and accessible, low-cost, confidential counseling possibly with trained peers

Appendix B. Youth Focus Group Summary (cont.)

4. Improving the Hopkinton Community

- The youth would like to see a lot of changes within the community. Their grievances include the lack of places to go, a homogeneous white school staff and curriculum, the pervasive and insulting joke culture among peers, the unaddressed micro aggressions against BIPOC individuals, the lack of conversations surrounding these sensitive and important issues, and the relative silence within the town regarding social injustices.
- Ideas included more restaurants, more events in public spaces including the parks and common, and events that showcase minority experiences

5. Safety and Being Different in Hopkinton

- The youth shared that racism and discrimination, which is usually not overt but prevalent under the surface, reduce feelings of safety. Additionally, while the presence of police officers and resource officers create a sense of safety for most, this is not the case for all.
- The youth agreed that while it may not be outwardly apparent, it is definitely difficult to be different in Hopkinton. The subtle discriminations, judgements, and jokes are not addressed as issues and speaking up for yourself or those who are different often leads to further ridicule. Stereotypes run deep and there is a lack of mutual dialogue and respect.

Appendix C. Hopkinton Survey for Healthy Communities - August 2020

Parent Verbatims

In summer 2020, HYFS contracted with Bright Solutions Consulting to collect community data about substance use and misuse. The online survey was distributed to parents through the school district listserv. Of 318 total responses (97% Hopkinton residents), 82 answered the final question, "Is there anything else you would like HYFS to know?"

Major Findings

1. Community Issues Mentioned

Several respondents mentioned concerns with irresponsible drinking and substance use, easy access to marijuana, academic stress, and peer pressure. Additional concerns included Covid and social media and their negative effects on children and their development. While some described an intolerant and exclusionary culture in the school system and the larger community, others disagreed.

There is a deep-rooted "joke culture" in the school systems which perpetuates racism and discrimination and forces minorities to sit by and deal with it because they face social repercussions for speaking out. We need to work on dismantling that sort of toxicity.

It's a great town that respects diversity.

2. Outreach Needed

Several respondents encouraged HYFS to increase its visibility by distributing easily accessible information about available services and insurance coverage. Others urged HYFS to relieve the stigma of seeking mental health services.

Many [kids] won't seek help [for substance use] because they are afraid of getting in trouble. Kids don't say anything [about others who smoke and drink] to avoid being a pariah. Parents are afraid of what others in town will think if they seek help.

3. Mental Health Services and Education Needed

Multiple parents felt that teens needed more support around mental health. Several suggested a peer support program, outside of school. Several others spoke from experience, lamenting the difficulty and wait time in finding good mental health professionals. Others suggested educational programming for parents, e.g., teen concerns and resources and talking to kids about racism.

Appendix D: Comparative MWAHS Data

The Hopkinton MWAHS data, while troubling, are consistent with and in some cases are better than other towns and the MetroWest average.

The schools take this data very seriously, but they are not the only stakeholders who are working to address these issues. Behavioral health is a community responsibility. To access social emotional resources for Hopkinton High students and families, click here: <https://sites.google.com/view/hhs-counseling-resources/home?authuser=1>

MetroWest Adolescent Health Survey 2018 Comparative High School Results

	Percentage of Respondents, Grades 9-12						
	MetroWest	Hopkinton	Ashland	Medfield*	Needham	Wayland**	Westborough
Marijuana Easy to Get	64	51	66		61.5	69	59
Current Marijuana Use	21	14	22	26	20	19	18
Lifetime Vaping	41	30	44		35	36	32
Current Vaping	28	21	34	36	23	24	24
Bullying Victim	22	24	26	25	15	21	23
Bullying Victim at School	19	20	23		11	17	19
Life is "Very Stressful"	36	33	35	41	32	39	34
#1 Stress Source - School	66	71	69		66	69	65
#2 Stress Source - Social Issues	33	30	37		30	26	33
Nervous, anxious	35	32	34		33.4	33.1	33
Can't stop worrying	27	24	28		23.4	23.1	28
Depressive Symptoms	20	16	21	15	13	11	20
Seriously Considered Suicide	13	12	13	9	9	9	16
3 Hours or More per Day Online	65	67	65		64	66	65

Notes:

*Medfield - excerpted data only

**Wayland - #2 stress source tied with Appearance

Data unavailable for Medway, Milford, Northborough, Southborough

References:

MetroWest Adolescent Health Survey Results, Regional Highlights Report, MetroWest Health Foundation, Spring 2019

Appendix E. SWOT Analysis

Hopkinton Youth and Family Services SWOT Analysis - July 2020

Items highlighted in blue are currently being worked on

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ● Good reputation for excellent service in community ● Experienced and committed staff ● Good support (from Hopkinton town departments and leadership and via Youth Commission) ● Sound social work practice ● High demand (although limited capacity) ● Innovative and unique services offered to community ● Strong presence for prevention in community ● Earmark funding at \$75-100,000 per year ● Support from Town Manager, Board of Selectmen ● Prevention Coalition partnership ● Community good will ● Internship/Field Placement of social work students, highly sought field placement ● Strong relationship with other YFS Directors/good support/mutual aid 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● No process to collect statistics for the department ● No formal mission statement ● Documentation is not always complete due to constant demands on time. ● High demand and limited capacity to meet demand ● No formal dependable space to hold programming (whether it be group counseling, larger education programs, meeting space, outside activities) ● Location (while convenient for public, is not the most confidential) ● No clerical/administrative support
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Collaboration with private and non-profit mental health services to add value for Hopkinton residents ● Regional Programmatic Collaboration with YFS departments in other communities (Clinical collaborative/consultation, director meetings, events, programming) ● Grow relationship with Youth Commission to support each other’s charge/mission. ● Utilizing social media to communicate with residents ● Create a database to track client referrals ● Drug Free Communities grant could add Prevention Specialist for community ● Program Coordinator and additional Social Worker could help greatly in meeting community needs ● Large Southeast Asian community population – HYFS unfamiliar with their needs ● Opportunity to collect better community needs data 	<p><u>Threats/Challenges</u></p> <ul style="list-style-type: none"> ● Lack of capacity can lead to feeling or being perceived as “jack of all trades, master of none.” The department staff do case management, clinical work, program development, prevention coordination, and administration but with such limited capacity that none are done to completion. These are separate roles. ● Lack of definition of duties and alternate resources can lead to everything sliding on to our plate...no way to say “no” ● Risk of not meeting community expectations due to lack of capacity ● Difficulty providing confidential services due to public location ● Community mental health needs are incredibly significant ● Youth Commission operates independently of HYFS, not functioning as an advisory group to HYFS ● HYFS budget funds the Youth Commission even though they function as separate entities/hard to for HYFS to know what to plan for in terms of expenditures. ● Funding sources are not definite (earmarks are not a guaranteed source of funding). No “friends of” group, not a 501(c)3, no discretionary funds for one-time needs

	<ul style="list-style-type: none">● Risk of burnout/low morale
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Appendix F. Outcomes Benchmarks

Goal #1: Help to Strengthen and Clarify the Network of Services that Acts as a Safety Net for Vulnerable Residents							
<i>Strategies</i>	<i>Metrics</i>	<i>FY 2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person(s)</i>	<i>Deadline</i>
Work to define HYFS' roles and responsibilities within the existing and growing network of services	· Improved coordination with Youth Commission	· Inadequate communication with YC · Lack of clarity about YC programmatic and spending priorities despite HYFS funding	· Transparent application process for all HYFS funding · Spending priorities connected to goals of HYFS department and evidence-based · Spending in line with Town of Hopkinton regulations and priorities	· Improved tracking and transparency of outside project spending and connection to HYFS goals	· Google Form application to track outside applications from community groups for any funding associated with HYFS programming (HOP included)	· YFS Director · Program Coordinator (future) · Finance Director for Town of Hopkinton	· Initial Youth Commission coordination - Spring 2021 · Other coordination - Ongoing
	· Strong relationships with and clear division of labor between key departments	· Established relationships w/Town Manager, School Department, Police, Fire, Library, Public Health, Senior Center, Wellness Committees	· Clarify how and when to ask for HYFS help · Implement HEMG interventions in response to COVID · Develop Communication Plan together	NA	TBD	· YFS Director	· December annually

Goal #1: Help to Strengthen and Clarify the Network of Services that Acts as a Safety Net for Vulnerable Residents (cont.)

<i>Strategies</i>	<i>Metrics</i>	<i>FY 2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person(s)</i>	<i>Deadline</i>
Work to define HYFS' roles and responsibilities within the existing and growing network of services (cont.)	· Strong relationships with and clear division of labor between community organizations and task forces	· 1st tier: Established relationships (Strong and working well) w/HOP Coalition, PJB, Mommying is Hard, Women's Club, Salvation Army, St. Vincent's, YFS departments in other towns · 2nd tier: Strengthening relationship (working together with room for growth) w/Youth Commission, Mental Health Collaborative, other faith organizations, local and regional task forces/committees · 3rd tier: Potential relationships (Desired new partnerships) w/SACH, LGBTQ groups, BIPOC	· 1st tier: Continue and expand on strong partnerships · 2nd tier: Implement formal application process for grants to all community partners · 3rd tier: BIPOC support group in place · LGBTQ education for the community · Connections to OUT MetroWest and SACH	· Continue collaborating with 1st tier partners at the same or slightly increased levels. · Grow collaboration with 2nd tier partners, strengthening 3 partnerships per year · Grow 2 completely new collaborative partnerships per year	· Track partnerships and document new growth via monthly reports and annual reports.	· HYFS Director · HYFS Staff · HYFS Interns · Utilize Ambassadors to attend meetings or events to increase HYFS collaborative reach	· Ongoing for Tier 1 · By February 2021 (and ongoing) for Tier 2 · By June 30th for Tier 3 (and ongoing)

Goal #1: Help to Strengthen and Clarify the Network of Services that Acts as a Safety Net for Vulnerable Residents (cont.)

<i>Strategies</i>	<i>Metrics</i>	<i>FY 2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person(s)</i>	<i>Deadline</i>
Provide case management, counseling services, consultation, information and referrals to residents most in need	<ul style="list-style-type: none"> · # of cases managed and clinical cases stays steady · % of uninsured/under-insured clinical cases and referrals rise 	<ul style="list-style-type: none"> · # of case management = 696 · # of clinical hours (counseling and consultations) =864 · 80% of clinical cases were underinsured or uninsured · # of I & R = 372 · # of Interface referrals =104 (70 kids, 34 adults over 12 months) · % of referrals given to underinsured/ uninsured = 27% 	<ul style="list-style-type: none"> · # of direct clinical hours = 864 · # of I & R = 428 (15% increase) · # of Interface referrals = 100 · % of referrals given to uninsured, underinsured =35% · Track requests and establish baseline if none 	<ul style="list-style-type: none"> · We expect increases in number needing mental health care, uninsured, difficulty accessing care, etc. · Annual targets difficult to predict due to Covid, but we will track closely 	<ul style="list-style-type: none"> · New case management tool 	<ul style="list-style-type: none"> · YFS Director · YFS Social Worker 	<ul style="list-style-type: none"> · ONGOING and as needed
Provide assistance with connecting to financial and other emergency assistance, especially during and after COVID	<ul style="list-style-type: none"> · Amount of financial assistance accessed through other nonprofits, amount of other emergency assistance 	<ul style="list-style-type: none"> · Financial assistance = \$20,000 · Holiday Funds = \$2,500 · Number of referrals to food resources (APTT, PJB, SNAP, etc.) = unknown · Referrals for furniture, clothing, essentials other than food = 11 	<ul style="list-style-type: none"> · Unknown. Expect increases in need for assistance, but due to the uncertainty of the pandemic the amount of need cannot be anticipated 	<ul style="list-style-type: none"> · Expect increases in number needing financial and other emergency assistance · Annual targets difficult to predict due to Covid, but we will track closely 	<ul style="list-style-type: none"> · Track referrals and amount of financial assistance that have been required by residents using a tool that is developed by department 	<ul style="list-style-type: none"> · YFS Director · YFS Social Worker 	<ul style="list-style-type: none"> · ONGOING and as needed

Goal #2: Provide Primary Prevention Services to Build a Healthy Community Culture

<i>Strategies</i>	<i>Metrics</i>	<i>2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person(s)</i>	<i>Deadline</i>
Prepare for expanded delivery of prevention services by strengthening the HOP Coalition	<ul style="list-style-type: none"> · Training programs offered by Bright Solutions consulting to train all HOP members in primary prevention 	<ul style="list-style-type: none"> · Basic coalition building training provided as well as basic primary prevention training. 	<ul style="list-style-type: none"> · Intense preparation for the application to the highly competitive Drug Free Communities Grant Program (Spring 2021) 	<ul style="list-style-type: none"> · By 2022, obtain Drug Free Communities Grant Funding 	N/A	<ul style="list-style-type: none"> · YFS Director · Bright Solutions Consulting 	Grant application due Spring 2021
Increase Capacity for HOP coalition through engaging new members, developing by laws, building a leadership team, and applying for state and federal prevention grants	<ul style="list-style-type: none"> · Develop By-laws for HOP Coalition · New membership to include 4 new sectors and at least 6 new members to the HOP coalition. · Build leadership team of 4-5 members that meets monthly (to include key stakeholders: Superintendent, Chief of Police, Parents, Business, etc) · Create working groups for programs and tasks · Submit DFC application in Spring of 2021 	<ul style="list-style-type: none"> · Discussion of By-laws · Existing members or partners (may rotate out individuals, but no new sectors) · Whole coalition works as one unit and attends every meeting · Funding through earmarks. Limited ability to spend and no ability to add the most crucial component...a staffed prevention specialist. 	<ul style="list-style-type: none"> · Development and implementation of bylaws · Campaign to increase membership and engage new sectors in the community (business, parents, faith community, volunteer sector, other youth serving agencies, and local government) · Leadership team meets monthly · HOP coalition meets every other month as a whole and working groups meet monthly · Hire a prevention specialist as a HYFS/ Town of Hopkinton Employee 	<ul style="list-style-type: none"> · Have an established leadership team that has met 3x by spring of 2021 that sets the agenda for HOP coalition. · Have 3 established working groups for the DFC grant by Spring 2021. · Obtain grant funding and hire a prevention coordinator by 2022 	N/A	<ul style="list-style-type: none"> · YFS Director · Bright Solutions Consulting 	

Goal #2: Provide Primary Prevention Services to Build a Healthy Community Culture (cont.)

<i>Strategies</i>	<i>Metrics</i>	<i>2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person(s)</i>	
Represent HYFS role in community at prevention organizations including HOP Coalition, MYTT, and MWSAPA	<ul style="list-style-type: none"> · Have a HYFS presence of at least one staff at each prevention meeting · Explore interest in creating a suicide prevention arm of HOP and include mental health in the programming more readily 	<ul style="list-style-type: none"> · HYFS staff attend MWSAPA and MYTT as able · HYFS coordinates MYTT · HOP views mental health as inextricably linked to substance use and supports access to mental health care through INTERFACE 	<ul style="list-style-type: none"> · Other regional prevention partners step up to co-coordinate MYTT · Continued participation in MWSAPA by HYFS staff and contribute more from HYFS once a prevention coordinator is hired 	<ul style="list-style-type: none"> · HYFS clinicians transition to coalition members, not coordinators of HOP · HYFS able to develop meaningful programming vs. run the coalition · HYFS staff position for community substance use prevention will assume this role 	N/A	· YFS Director	
Cultivate a broader community appreciation of the importance of prevention services	<ul style="list-style-type: none"> · Stakeholder meeting 1x per year · Engage members from different community sectors in the work of the coalition. · Ambassadors to HYFS become acquainted with HOP's work and can share with broader community. 	<ul style="list-style-type: none"> · No broad outreach to stakeholders · Day of Recovery and other large events (Drive in Movie) · Attendance at other events as HOP · Swag giveaways with brand names getting into people's hands (mugs, bags, masks, etc.) 	<ul style="list-style-type: none"> · Offer community-wide prevention training to build stakeholder understanding of primary prevention practice and its importance to youth and community health 	· N/A	· N/A	· YFS Director	· Ongoing

Goal #2: Provide Primary Prevention Services to Build a Healthy Community Culture (cont.)

<i>Strategies</i>	<i>Metrics</i>	<i>2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person</i>	<i>Deadline</i>
Apply for the Drug Free Communities Grant to hire a prevention coordinator (fall 2021) or like grant offered through BSAS	<ul style="list-style-type: none"> Improved delivery of prevention services Improved awareness of substance abuse issues Reduced substance use among youth over time 	<ul style="list-style-type: none"> Minimal prevention activities, Intensive training program for HOP coalition in primary prevention 	<ul style="list-style-type: none"> Increase the capacity of the HOP Coalition through engaging new members, creation of by-laws, development of leadership team and application to the DFC Grant Program 	<ul style="list-style-type: none"> Reduced substance use trend among youth by 2024 with deep reductions by 2032 By 2024 have some town funding as match funding for DFC and a model toward eventual sustainability Reapply to DFC or like grant program in 2026 for 5 more years of funding 	<ul style="list-style-type: none"> Surveys MWAHS 	<ul style="list-style-type: none"> Prevention Coordinator 	<ul style="list-style-type: none"> December 2021 (apply for grant) November of 2022 (results May 2023)

Goal #3: Increase Community Awareness of Behavioral Health Issues, of our Mission and Services, and of How to Access Help

<i>Strategies</i>	<i>Metrics</i>	<i>2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person</i>	<i>Deadline</i>
Develop a communications strategy to promote and raise awareness about our resources and engage the community	<ul style="list-style-type: none"> Enhanced social media presence 	<ul style="list-style-type: none"> Website is very difficult to edit in terms of font size/uniformity. No marketing materials Post to social media to promote HYFS events; 1 to 3x weekly posts, request sharing by other departments for some events Occasional articles and press releases through local media Name: Youth and Family Services is confused with DCF and protective services. People don't think to call us as they think we stand for something else 	<ul style="list-style-type: none"> Explore hiring a town-wide communications director or consultant to better convey our brand Explore possibility of an independent website platform New brochure, fact sheet/ flowchart format Increase social media presence with posts 3-4x per week; more before events Engage other departments/organizations to distribute information, via paper and electronically Submit one article to local newspaper or/and online media 	<ul style="list-style-type: none"> Update website Distribute materials annually Add new venues where we distribute materials Increase social media following annually Explore rebranding for clarity of department's purpose Utilize youth expertise in re: social media strategies 	<ul style="list-style-type: none"> Website Printed marketing materials Facebook page Local media (newspapers, TV) Surveys and focus groups to test messaging and name of department with youth and adults 	<ul style="list-style-type: none"> YFS Director 	<ul style="list-style-type: none"> New/ revised website August 2021 Marketing materials, August 2022 Website updates monthly

Goal #3: Increase Community Awareness of Behavioral Health Issues, of our Mission and Services, and of How to Access Help (cont.)

<i>Strategies</i>	<i>Metrics</i>	<i>2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person</i>	<i>Deadline</i>
Prioritize outreach to underserved populations	Improved inclusion in programs, services, and outreach to diverse populations	<ul style="list-style-type: none"> · Limited specialized efforts related to targeted populations, including culturally and linguistically specific groups; residents impacted by substance use; LGBTQ communities · Limited tracking of current service and outreach to these populations · No translation services 	<ul style="list-style-type: none"> · Begin collecting demographic and other relevant data · Begin tracking of services to targeted populations · Increase engagement of diverse targeted populations · Utilize interpretation/translation services · Explore creation of language access plan as part of policies 	· TBD	<ul style="list-style-type: none"> · New data collection tool (to be created) · Adapt/create new tracking tool · Utilize Interpreter Service 	· YFS Director Staff and interns	<ul style="list-style-type: none"> · Begin collecting data; tracking services & engagement by June 2021 · Begin utilizing interpreter service by December 2021 · Begin exploring language access plan June 2021
Work with community partners to provide training workshops, events, other programs to enhance knowledge and reduce mental health stigma	· # of training workshops and events/year	<ul style="list-style-type: none"> · Events - 10 held, 4 planned but canceled due to Covid · 14 trainings sponsored by HYFS 	<ul style="list-style-type: none"> · Reduction of in-person events due to COVID19 · Increase in community trainings and online events due to increased need for emotional support due to COVID19 and associated systemic inequities 	<p>In non pandemic years:</p> <ul style="list-style-type: none"> · 3 events for HOP unique to HOP · Participate in 3 community events as a partner representing the services of HYFS · 14-20 training programs for community, dependent on pandemic and method of delivery 	HOP Action Plan to be developed by fall 2020/spring 2021	· YFS Director and YFS Social Worker	

Goal #3: Increase Community Awareness of Behavioral Health Issues, of our Mission and Services, and of How to Access Help (cont.)							
<i>Strategies</i>	<i>Metrics</i>	<i>2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person(s)</i>	<i>Deadline</i>
Build HYFS Ambassador program	· Formal ambassador role	· Nonexistent	<ul style="list-style-type: none"> · Create guidelines for ambassadors · Implement formal ambassador role · Continue to develop relationships to invite key participants to ambassador program · Create training program for Ambassadors 	· Launch ambassador program in 2022	· Guidelines for ambassadors (to be created)	<ul style="list-style-type: none"> · YFS Director · Support of Staff/Interns · Youth Commission, ideally 	· June 2022

Goal #4: Develop Effective and Efficient Staffing, Funding, and Processes							
<i>Strategies</i>	<i>Metrics</i>	<i>2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person</i>	<i>Deadline</i>
Make the case for increased department staffing AND contracted services for specific needs	· Town funding for staff positions, as needed	· 1.75 staff positions - FT Director, Social Worker	<ul style="list-style-type: none"> · Create data-driven proposal for all staffing needs, including town and contract positions · Create job descriptions for new positions · Present to Board of Selectmen · Explore adding article to Warrant for Town Meeting 	· Obtain social worker/program coordinator position (1 position) for department by 2022	· NA	· YFS Director	· TBD
Reduce the burden on the taxpayer by applying for grants, but when and only when the funding supports the department goals		<ul style="list-style-type: none"> · Earmark funding was generous and provided for a lot of programming. · Funding did not always fit with department goals 	<ul style="list-style-type: none"> · Explore grant opportunities with funders that will support department goals. · Apply for the Drug Free Communities Grant and others to support primary prevention efforts · Apply for grants to support behavioral health programming 	<ul style="list-style-type: none"> · Apply for grants through state agencies, MWHF and other local funders each year or as needed. · Continue relationships with state legislators to qualify for earmark funding that meets both state and community goals · Apply for DFC grant for first 5 year cycle at \$625,000 to provide prevention coordinator 	· NA	<ul style="list-style-type: none"> · YFS Director with the support of staff, coalitions, community partners · Procurement Director at the town level or Finance Director 	· ONGOING

				and technical assistance			
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Goal #4: Develop Effective and Efficient Staffing, Funding, and Processes (cont.)							
<i>Strategies</i>	<i>Metrics</i>	<i>2020 Baseline</i>	<i>2021 Forecast</i>	<i>Annual Target</i>	<i>Tool</i>	<i>Key Person</i>	<i>Deadline</i>
Plan for long-term improvements	· Obtain accessible and private office space with 3 offices, meeting room, private waiting room	· Town hall space is comfortable and accessible but not private Other options (Center School Renovation) are on a long timeline 4-5 years away)	· No action until 2022, at the earliest, educate and advocate re: need for proper location	· NA	· NA	· YFS Director	· 2022-2024
Increase regulation compliance	· Implementation of online system	· Handwritten record-keeping system	· Advocate for funding to purchase online record-keeping system	· NA	Online record-keeping system	· YFS Director with Town Manager	· Fall 2020
	· Up-to-date professional development training for staff	· Staff members select training based on interests or identified need	· Specified # of hours and topics needed/justification of work time for trainings not solely based on interests, but based on department goals. · Training programs should support the work, staff's individual goals, and department goals.		Google form to keep record of trainings attended	YFS Director	· Ongoing

Growth Study Committee Discussion with Select Board

January 19th, 2021

Create a Town of Hopkinton Economic Development Office

Purpose –

Hopkinton is a growing and diverse residential community largely defined by its rural self-image, its highly rated school system, and its family oriented recreational offerings. But it is also home to divisions of two large global corporations, several small local family businesses, and everything in between. It's clear that businesses both large and small play a significant part in community vitality and the quality of life in Hopkinton. Having a broad-based business presence in town ensures a robust inventory of well-paid jobs along with a variety of services, shops, restaurants, and yet to be developed hotel and event venues.

And four further points:

1. Hopkinton's tax base is currently split 84% - 16% residential to commercial/industrial. We should be concerned that this healthy ratio be maintained.
2. Our 495 industrial area at South Street and Elmwood Park is arguably "under-developed" – older buildings and significant vacancies.
3. Our "Golden Goose", EMC, is no longer a sure thing in town.
4. Our nascent life science and bio-tech presence represents the future of Hopkinton's industrial base. Attracting these companies is competitive.

Role, Duties, and Activities of an Economic Development Office --

- Be the "sales and marketing" department for the town of Hopkinton.
- Develop collaborative relationships with area-wide business development entities -- chambers of commerce, the 495 Metrowest Partnership, the Massachusetts Office of Business Development, the Massachusetts Biotech Council, etc.
- Establish regular outreach and connection with Hopkinton's business, industrial, and commercial citizens.
- Assist business community in its official dealings with various community boards, committees, and permitting authorities.
- Develop relationships with regional commercial real estate brokers. Be aware of property searches in the area. Make sure the market is aware of the opportunities and vacancies in Hopkinton.
- Open avenues of communication around what is important to business; what infrastructure, transportation, and support services are appropriate? What commercial enterprises in the way of stores, restaurants, hotels, banking

services, are needed? How can we partner together to bring needed amenities to our business and industrial zones?

- Assist town leaders in developing relationships with Hopkinton's industrial citizens. Create a regular give and take leading to a more common understanding between business and governance.
- Maintain a data base of all commercial and industrial properties in Hopkinton – occupancy, square footage, lease rates, taxes, etc.
- Be a ready source of information on navigating licensing, permitting, and regulatory interactions. Assist in making appropriate connections. Ensure a regular and business-like linear application and permitting process.
- Know what challenges are coming up and prepare the town when they occur.
- Attend local, regional, and national business development and public policy conferences relevant to community interests.
- Spend time at the State House with our legislative delegation. Understand opportunities and challenges presented by various bills under consideration. Get used to testifying on Beacon Hill. Become a presence in public policy advocacy on behalf of 495 regional development.
- Work with ZAC and the Land Use Department to bring forward innovative zoning and permitting opportunities which could attract appropriate industries and the amenities needed to serve them.
- Coordinate a closer relationship between our best-in-class school department and our business community. Develop an internship program, for example, or a high school "business" curriculum, and other potential business partnerships further integrating our businesses into the fabric of community life.
- Help to develop additional town-to-business partnerships with entities like the Hopkinton Center for the Arts, perhaps, or the Fruit Street fields.

Ask yourselves, are we doing any of this now? Isn't it time we did more of it?

Potential ATM 2021 Warrant Articles - Select Board & Town Manager

1. New Trench Safety Officer Bylaw (Sponsor: Select Board/DPW Director)
2. New Street Opening Permit Bylaw (Sponsor: Select Board/DPW Director)
3. Amend Dog Licensing Bylaw to comply with state statute, re: fine for failure to license dogs (Sponsor: Select Board)
4. Amendments to Streets & Sidewalks and Vehicles & Traffic Bylaws (Sponsor: Select Board/DPW Director)
5. Transfer from General Stabilization Fund (Sponsor: Town Manager)

Recurring Articles

1. Acceptance of Town Reports (Sponsor: Select Board)
2. Last Fiscal Year Supplemental Appropriations and Transfers (Sponsor: Town Manager)
3. Unpaid Bills from Previous Fiscal Years (Sponsor: Town Manager)
4. Excess Bond Premium (Sponsor: Town Manager)
5. Set the Salary of Elected Officials
6. Current Fiscal Year Operating Budget (Sponsor: Town Manager)
7. Revolving Fund Spending Limits (Sponsor: Town Manager)
8. Chapter 90 Highway Funds (Sponsor: Town Manager)
9. Transfer To Other Post Employment Benefits Liability Trust Fund (Sponsor: Town Manager)
10. Transfer to General Stabilization Fund (Sponsor: Town Manager)
11. Transfer to Capital Expense Stabilization Fund (Sponsor: Town Manager)
12. Pay-As-You-Go Capital Expenses (Sponsor: Town Manager)
13. Capital Projects, not Pay-As-You Go (Sponsors: Various)

Draft Article - New Trench Safety Officer Bylaw

To be inserted in General Bylaw

Sponsor: Select Board

To see if the Town will vote to amend the General Bylaws by inserting a new Chapter 187, Trench Safety Officer, as follows:

Chapter 187

Trench Safety Officer

§187-1. Permitting Authority.

The Town Manager shall be designated as the Permitting Authority for issuing trench permits pursuant to *M.G.L.* Chapter 82A and 520 CMR 14.00, relative to excavation and trench safety. The Town Manager may charge a reasonable fee, subject to review and approval by the Select Board, to cover the administrative costs of the trench excavation permitting process incurred by the Town in connection with the review and processing of the permits. The Town Manager may develop rules and regulations consistent with Chapter 82A relative to the trench permitting process and the standard and special conditions for issued permits. The Director of Public Works may delegate, to one or more other persons, authority to perform any or all of the Town Manager's duties pursuant to this Section.

Draft Article - Dog Licensing, General Bylaw Chapter 62

Sponsor - Select Board

To see if the Town will vote to amend the General Bylaws by amending Chapter 62, Article II, Dog Licensing, as follows:

1. By deleting the second sentence of §62-2 and inserting a new second sentence as follows:

The amount of the penalty shall be \$50.00 per household irrespective of the number of dogs which reside in the household which have not been licensed on or before April 1st of such year.

and

2. By inserting in Chapter 1, Article II, Section 1-4, Penalties enumerated after the row entitled "Hopkinton Animal Control Bylaws (Ch. 62)" a new row reading as follows:

Citation to Law, Bylaw, Rule or Regulation, if Applicable	Subject of Bylaw and Enforcing Person	Penalty
Dog Licensing (Ch. 62, Art. II)	Dog Licensing Animal Control Officer, Select Board, and Police Department	\$50

Note: The current bylaw specifies a penalty of "\$25.00 per household irrespective of the number of dogs which reside in the household which have not been licensed on or before April 1 st of such year." Because state law requires a penalty of \$50 per household, the Town's bylaw may not specify a penalty less than that. The proposed change would ensure that the Town's bylaw conforms to state law.

Draft Article - Street Opening Permits - New General Bylaw

To be inserted in General Bylaws Chapter 174, Streets and Sidewalks

Sponsor: Director of Public Works and Select Board

To see if the Town will vote to amend the General Bylaws as follows:

1. By inserting a new Article IX, Street Opening Permits, as follows:

Article IX

Street Opening Permits

§174-32. Street Opening Permit Required.

No person shall perform any work requiring the opening of the road surface or work within the right of way of a public way, without first obtaining a street opening permit from the Director of Public Works (the "Director") or a designee thereof.

§174-33. Regulations.

Prior to issuing a permit pursuant to this Article, the Director may require the submission of an application, fee, and other materials containing such information determined to be necessary for evaluation of the application. The Director may develop rules and regulations relative to street opening permits, including, but not limited to, the process for granting permits, the standards for granting permits, and special conditions for issued permits.

§174-34. Enforcement and Penalties.

The Director shall be responsible for the enforcement of this Article. The Director may order the modification, suspension or rescission of any permit issued pursuant to this Article upon a finding, after notice and an opportunity for hearing, of a violation of any provision of this Article, any rule or regulation issued pursuant to Section 174-33, or any condition of such permit. Whoever violates any provision of this Article, any rule or regulation issued pursuant to Section 174-33, or any condition of such permit shall also be subject to a fine of not more than \$100, and shall be required to repair or restore any property damaged as a result of such violation or to reimburse the Town of Hopkinton for any costs incurred to effect such repair or restoration. Each day or portion thereof during which a violation continues shall constitute a separate offense. As an alternative to criminal prosecution in a specific case, the Director may issue a citation under the noncriminal disposition procedure set forth in Chapter 1, Article II of the Town of Hopkinton Bylaws.

§174-35. Emergencies.

Nothing in this Article shall be construed to prevent work necessary for the preservation of life or property during an emergency. Any person engaged in emergency work shall notify the Department of Public Works upon the commencement of the emergency work. At the discretion of the Director of Public Works, the person undertaking such work shall be required to apply for an emergency permit as soon as possible after such emergency work has commenced.

and

2. By inserting in Chapter 1, Article II, Section 1-4, Penalties enumerated a new row at the end of the table reading as follows:

Citation to Law, Bylaw, Rule or Regulation, if Applicable	Subject of Bylaw and Enforcing Person	Penalty
Street Opening Permits (Art. IX)	Street Opening Permits DPW Director; Select Board	Not in excess of \$100

Article is within General Bylaws Chapter 174, Streets and Sidewalks

Amendment to existing Article V (Depositing Snow) - Proposed new language in **underline**, proposed deleted language in ~~strikethrough~~.

Article V
~~Depositing Snow~~ **Obstruction of Streets and Sidewalks**

§ 174-7. Obstruction of streets and sidewalks prohibited.

No person shall pile, push, throw, shovel, plow or by any other method or means cause **material, whether natural or artificial, including but not limited to snow, leaves, sand or other debris,** to be deposited or placed **onto** ~~en~~ any public **or private** roadway **way** or sidewalk of the Town, **including the travel way, parking lanes, sidewalk, or other public appurtenances thereto,** so as to impede, obstruct, or interrupt or otherwise adversely **unreasonably impair** affect the ~~unrestricted safe~~ flow of traffic or the safe travel of any pedestrian on **the use and function of the way** such roadway or sidewalk.

§ 174-8. Exceptions.

~~Section 174-7~~ **This Article** shall not apply to any person in the employ of the Town, or in the employ of an independent contractor which has been hired by the Town **authorized by the Town** for the purpose of **to cause any material to be deposited or placed in a public or private way of the Town** ~~snow~~.

§ 174-9. Violations and Penalties

Whoever violates this article shall be liable to a penalty not exceeding \$25 for each such violation. **Each day that the impairment of the use and function of the way continues shall constitute a separate violation of this Article.** ~~Each instance of such conduct shall constitute a separate violation of this Article.~~

Article is within General Bylaws Chapter 174, Streets and Sidewalks

Amendment to existing Article VII, § 174-27 - Proposed new language in **bold underline**, proposed deleted language in ~~strikethrough~~.

§ 174-27. Regulations

- A. The slope of a driveway within 20 feet of the edge of the pavement of a public or private way shall not exceed 10%.
- B. No driveway **for which a permit has been issued** ~~which has been permitted~~ under this Article shall **be constructed or maintained so as to allow the** discharge **of** stormwater runoff **onto** ~~into~~ a public or private way **of the Town, including the travel way, parking lanes, sidewalk, or other public appurtenances thereto, so as and thereby** to cause flooding, icing, erosion or sedimentation, accumulation of debris, or other negative effects ~~which impair~~ **that unreasonably impair** the use and function of the way ~~for the general public~~. If, in the opinion of the Director of Public Works (the "**DPW** Director"), the use and function of a way has been so impaired, the property owner shall be responsible for mitigating the condition by implementing such measures as are necessary to prevent the discharge ~~into~~ **onto** the way. Prior to the implementation of mitigation measures, the owner may consult the **DPW** Director to review ~~these~~ **any** measures ~~which that~~ would be implemented outside the way. ~~The Director must approve any~~ **Any** measures ~~which that~~ would be implemented within the layout of the way **must be approved in advance by the DPW Director.**
- C. As part of its driveway permit review process, the Department of Public Works (DPW) **shall endeavor to** ~~will~~ ensure that the roadway opening at the public or private way is adequate for proper public safety emergency vehicle access. **As it deems necessary,** ~~The~~ ~~the~~ DPW ~~will~~ **may** consult with the Fire Department for its input ~~as it deems necessary~~. After issuance of the driveway permit and a Building Permit, the Director of Municipal Inspections **shall** ~~will~~ conduct a site visit to review the layout of the driveway once it is roughed in and before project completion, to ensure that it is adequate for proper public safety emergency vehicle access. The Director of Municipal Inspections shall consult with the Fire Department if it appears that public safety emergency vehicle access may be impaired. In those instances where the Fire Department has been consulted and determines that a public safety emergency vehicle cannot adequately access the property, the driveway permit holder shall prepare a plan for accommodating safety vehicles that is acceptable to the Fire Department and the Director of Municipal Inspections, and shall be responsible for implementing the plan prior to issuance of any occupancy permit **for buildings to be serviced by the driveway.**
- D. No driveway permit shall be issued without the written approval of the Fire Department, which may be subject to such conditions as the Fire Department may deem necessary for the protection of the public health and safety. The Fire Department shall prepare

DRAFT January 14, 2021

publicly available driveway permit guidelines and parameters that it shall consider in its review of every driveway permit application.

DRAFT January 14, 2021

Article is within General Bylaws Chapter 174, Streets and Sidewalks

Amendment to existing Article VII, § 174-29 - Proposed new language in **bold underline**, proposed deleted language in ~~strikethrough~~.


§ 174-29. Discharge of water onto a public way prohibited. No person shall alter existing conditions so as to allow, or cause, the ~~man-made~~ **artificial** diversion of water onto a public **or private way** ~~roadway or sidewalk~~ of the Town, **including the travel way, parking lanes, sidewalk, or other public appurtenances thereto**, by pump, down spout, swale, grading of land, or any other method, so as to ~~create a hazard to vehicle or pedestrian travel on~~ **unreasonably impair the use and function of the way** ~~such roadway or sidewalk~~.

DRAFT January 14, 2021

Article is within General Bylaws Chapter 190, Vehicles and Traffic

Amendment to existing Article III, § 190-10 - Proposed new language in **bold underline**, proposed deleted language in ~~strikethrough~~.

Except upon the consent of the Chief of Police or the Chief's designee, no person shall place, stand, or park a motor vehicle, trailer, construction equipment, other equipment or other vehicle, ~~of any kind, nor shall they place goods or~~ **other** materials of any kind upon any **public or private** way **of the Town**, including the travel way, parking lanes, sidewalk, or other public appurtenances thereto, **either** (1) with the intent to open ~~the said street~~ **way** or to perform work or services upon, under, above, or adjacent to **the said** way; or (2) in such a manner or condition that **unreasonably impairs the use or function of the way** ~~the movement of vehicles or pedestrians upon or within said street or highway is blocked or impeded.~~

To: Select Board
From: Norman Khumalo 
Date: January 14, 2021
Ref: Staff Report - Select Board January 19, 2021 Meeting

1. *Main Street Corridor Project:*

- a. Representatives from town departments, MassDOT, contractor A.F. Amorello & Sons, Inc., the public outreach firm City Point Partners, Town Engineering Consultant VHB, and utility companies met in a preconstruction meeting on January 7, 2021. Three key takes from the meeting are : construction will start on January 19th beginning with the right-of-way survey and laying out project easements; the Contractor plans to break project construction into two geographically defined phases - the first phase will cover the east side of the project (Ash Street to Route 85 intersection) with limited work starting on the west side of the project (Wood Street to Route 85 intersection) shortly after the first crew started; and the second will entail completing construction on the west side of the project; and public outreach for the project will be a coordinated effort between the town, VHB, MassDOT, the contractor, and the public outreach firm, City Point Partners and will include a dedicated Main Street Corridor Project website updated on a weekly basis.
- b. Communication and coordination meetings with the Hopkinton Chamber of Commerce are now scheduled regularly twice a month.
- c. Eversource Gas will coordinate with the Department of Public Works to remobilize as early as January, weather permitting, to complete its Gas Project on Main Street. The intent is to complete their work prior to the Main Street Project work starting.
- d. Per Tree Hearing held January 6, 2019, the Tree Warden has now approved the Tree Removal Plan for the project.

2. *FY 22 Budget Update:* Budget meetings at staff level and of the Budget Advisory Group continue. The Select Board has directed the Town Manager to develop plans within both the 2.5% tax impact limit and the 1.0% tax impact limit, and responsive plans will be issued on January 26th. As of today, the requests for uses of funds exceed the projected sources of funds by a material amount, with a tax levy producing a 2.5% tax impact. For now, the following options could be considered: non-property tax revenue could rise; additional cuts to requested spending; capital spending could be scaled back or eliminated; general Funds and/or School Stabilization reserves, and accept higher tax impact . As in past years, an informed decision based on a review of these options will be made through a deliberate, transparent, and inclusive process - which just got underway. The Town faces a fiscal challenge going forward if the cost to sustain services continues to substantially exceed the 2.5% growth allowed in the tax levy and some portion of tax revenue from new growth. We expect new growth to decline in the coming years. Significant new growth in the tax base has been used in past years to provide for increases in the cost of Town services in excess of the annual 2.5% tax growth allowed by statute.

SELECT BOARD LIAISON LIST FY 2021	Brendan	Irfan	Brian	Mary Jo	Amy	Norman	Elaine
FINANCE							
Appropriation Committee						X	
Board of Assessors				X			
Town Manager's Budget Advisory Team				X			
Capital Improvement Committee						X	
Cable Advisory Committee						X	
PUBLIC SAFETY							
Animal Control							X
Fire Department	X						
Police Department	X						
PERMITTING							
Board of Appeals					X		
Conservation Commission		X					
Planning Board					X		
Board of Health				X			
Permanent Building Committee		X					
EDUCATION							
School Committee	X						
Reg. Voc. Tech School Committee	X						
School Reentry Advisory Group	X						
PUBLIC SERVICES							
Cemetery Commission				X			
HUMAN SERVICES							
Town Clerk's Office						X	
Personnel Committee						X	
Council on Aging				X			
Veterans Services						X	
ADA Oversight Committee		X					
Veterans Celebration Committee	X						
Tax Relief Committee				X			
CULTURAL/RECREATIONAL							

SELECT BOARD LIAISON LIST FY 2021	Brendan	Irfan	Brian	Mary Jo	Amy	Norman	Elaine
Hopkinton Cultural Council		X					
Marathon Committee				X			
Marathon Fund Committee (Has a 1 year term appointed by Board; may be a SB member; currently vacant. If SB member joins, no liaison needed)				X			
Public Library			X				
Parks & Recreation Commission				X			
Youth Commission		X					
Community Preservation Committee					X		
HISTORIC PRESERVATION							
Woodville Historic District Commission					X		
Hopkinton Historic District Commission					X		
Historical Commission					X		
OTHER							
Sustainable Green Committee				X			
Trail Coordination and Management Committee	X						
Growth Study Committee					X		
Commissioners of Trust Funds						X	
Lake Maspenock Dam Advisory Group						X	
Fruit Street						X	
Hopkinton Schools Athletic Field Subcommittee			X				
Boston Athletic Association		X					
APPOINTED BOARD/COMMITTEE MEMBERSHIPS							
Elementary School Building Committee (Life of the Project)	X						
Irvine-Todaro Properties Advisory Group (Life of the Project)				X			
Pratt Farm Master Plan Team (Life of the Project)			X				
Upper Charles Trail Committee (3-year term expiring 6/30/22)		X					
Open Space Preservation Commission (5-year term expiring 6/30/21)	X						
Affordable Housing Trust Fund Board (2-year term expired 6/30/20)		X					
Metropolitan Area Planning Council Representative, Select Board member (Town Manager Appointment)					X		X
MetroWest Regional Transit Authority (1-year term)				X			



Elaine Lazarus <elainel@hopkintonma.gov>

Verizon Fios TV - LFA Notification - MGM HD - Contract Expired

'Connors, Niall S' via Select Board Office <selectboard@hopkintonma.gov>

Fri, Jan 1, 2021 at 9:15 AM

Reply-To: "Connors, Niall S" <niall.s.connors@verizon.com>

Dear Municipal Official:

This is to inform you that we have been unable to reach an agreement with MGM HD at this time. Our contract with MGM HD expired on December 31, 2020, and effective January 1, 2021, MGM HD was removed from the Fios® TV channel lineup. Verizon began notifying subscribers through the Fios® TV Message Center on or around January 1, 2021. A sample customer notice is attached.

Access to the Fios® TV channel lineup is available 24/7 online at [verizon.com/fiostvchannels](https://www.verizon.com/fiostvchannels).

We realize that our customers have other alternatives for entertainment and our goal is to offer the best choice and value in the industry. Verizon appreciates the opportunity to conduct business in your community. Should you or your staff have any questions, please contact me.

Sincerely,

verizonThe Verizon logo, consisting of the word "verizon" in a bold, black, sans-serif font with a red checkmark above the "i".**Niall Connors**

Franchise Service Manager
Fios Video Franchising
Verizon Consumer Group

O 857 415 5123
M 781 715 7058
[6 Bowdoin Square](#)
Floor 10
[Boston, MA 02114](#)

**Customer Notice_MGM HD.pdf**

75K

**LEGAL NOTICE
DEPARTMENT OF
ENVIRONMENTAL PROTECTION WATERWAYS
REGULATION
PROGRAM**

**Notice of License Application
pursuant to M. G. L. Chapter 91 Waterways License
Application Number X287126
For Existing and Proposed Docks**

NOTIFICATION DATE: January 13, 2021

Public notice is hereby given of the application by James Valis to relocate an existing jet ski dock, construct a boat lift dock, and permit an existing wood dock at 76 Pine Island Road, Hopkinton, MA (Middlesex County)

The Department will consider all written comments on this Waterways application received by within 30 days subsequent to the "Notification Date". Failure of any aggrieved person or group of ten citizens or more to submit written comments to the Waterways Regulation Program by the Public Comments Deadline will result in the waiver of any right to an adjudicatory hearing in accordance with 310 CMR 9.13(4)(c). The group of citizens must include no less than five citizens who are residents of the municipality in which the proposed project is located.

Additional information regarding this application may be obtained by contacting the Waterways Regulation Program at 617-292-5929. Project plans and documents for this application are on file with the Waterways Regulation Program for public viewing, by appointment only, at the address below.

Written comments must be addressed to: MassDEP's Waterways Regulation Program in Boston located at: One Winter Street, 5th Floor, Boston, MA 02108

AD#13932548
MWDN 1/13/21