



# Human Services Department

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Collaboration ~ Consolidation ~ Impact



# Key Efforts to deepen human services work

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2019 - ADA Self-Evaluation and Transition plan report complete.

2021 - Senior Center building opens. Selectboard establishes standing Age & Dementia Friendly Committee.

2022 - Veterans services doubled from 2 to 4 days. Human Rights Commission established. Master Plan adopted and first annual forum organized. Pickleball courts open with intergenerational programming. Town designated as an Age & Dementia Friendly community. Add department narratives to budget book.

2023 - Focus group met at COA to discuss food insecurity. Village to Village working group formed. BBP PARC grant awarded. Opioid Stabilization Fund created. SHOWCASE South Hadley. Historic Commission seeking study funding.

2024 - Cultural Alliance model discussed. Form Human Services Department

# The Challenges

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**Growing needs:** Poverty, inequality and inadequate access to social and health services. The pandemic only exacerbated the issues. We need to understand the social determinants of health and how that shapes or priorities and resources.

**Service alignment:** The town has invested in increasing the staffing hours dedicated to the council on aging and veterans departments in the last two years but many needs are still not addressed. Silos need to be broken down.

**Budgetary:** There are budget constraints at every level of government and every sector. State aid and growth has been slowing down even as inflation has been increasing, eroding the ability of budgets to keep pace with need.

# Community Health Needs Assessment



**Median Household  
Income**

**\$92,737**

USD

South Hadley, MA

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**\$96,505**

USD

Massachusetts



**People Living in Poverty**

**8%**

of population

South Hadley, MA

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**10%**

of population

Massachusetts

Sources: US Census Bureau ACS 5-year 2018-2022

## Median Household Income by Race/ Ethnicity



South Hadley School District, MA

USD

American Indian	<b>No data</b>
Asian	<b>No data</b>
Black	<b>\$92,946</b>
Hispanic or Latino	<b>\$57,703</b>
Hawaiian/Pacific Islander	<b>No data</b>
Other Race	<b>\$51,250</b>
Two or More Races	<b>No data</b>
White (Not Hispanic or Latino)	<b>\$95,188</b>

Sources: US Census Bureau ACS 5-year 2018-2022

## People Living in Poverty by Race/ Ethnicity

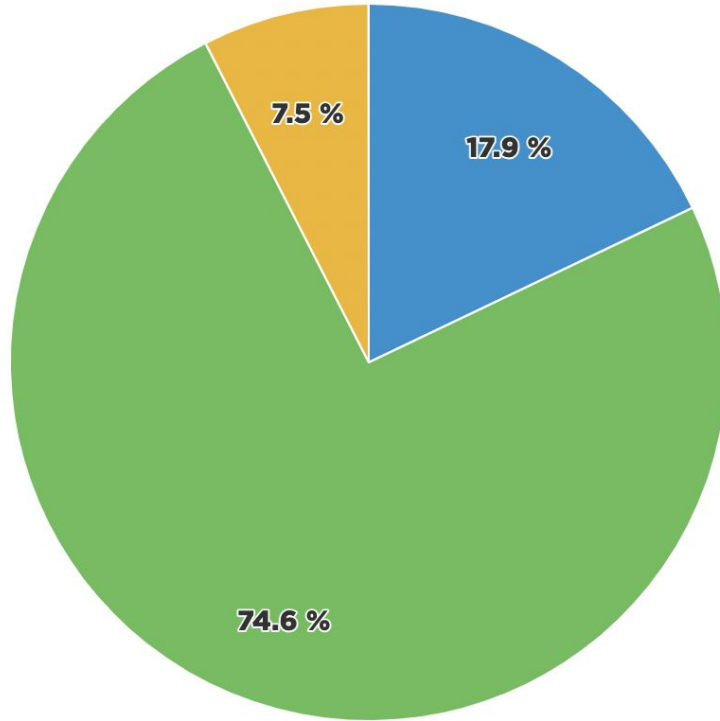


### South Hadley School District, MA

American Indian	<b>No data</b> of American Indian Population
Asian	<b>24%</b> of Asian Population
Black	<b>1%</b> of Black Population
Hawaiian/Pacific Islander	<b>No data</b> of Hawaiian/Pacific Islander Population
Hispanic or Latino	<b>31%</b> of Hispanic or Latino Population
Some Other Race	<b>11%</b> of Some Other Race Population
Two or More Races	<b>32%</b> of Two or More Races Population
White (Not Hispanic or Latino)	<b>6%</b> of White (Not Hispanic or Latino) Population

Sources: US Census Bureau ACS 5-year 2018-2022

## Families with Children Living in Poverty



- Family Below Poverty Level - Married Couple Family with Children
- Family Below Poverty Level - Female No Husband with Children
- Family Below Poverty Level - Male No Wife with Children

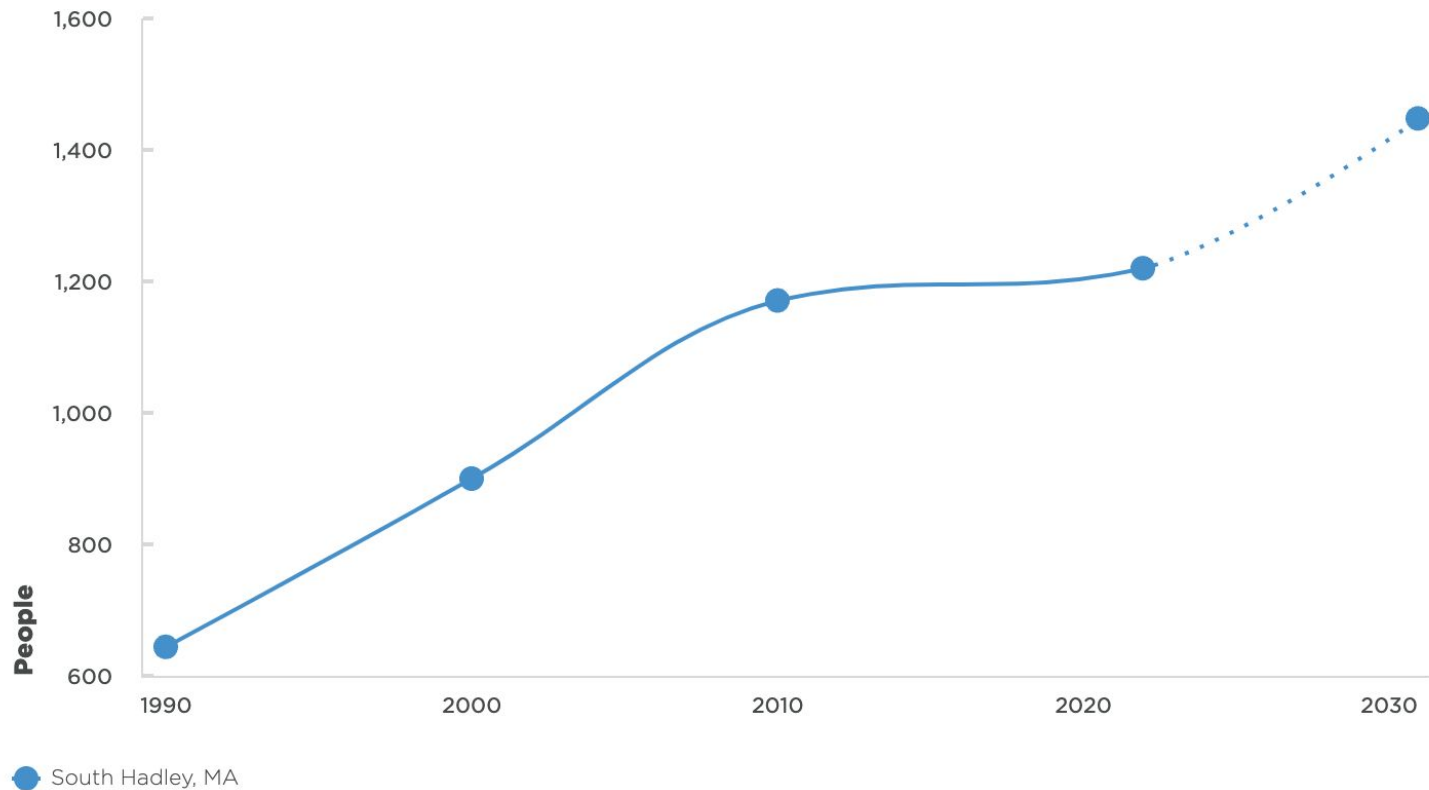
Blue =  
31  
Green =  
129  
Yellow =  
13

Total =  
173

South Hadley School District, MA

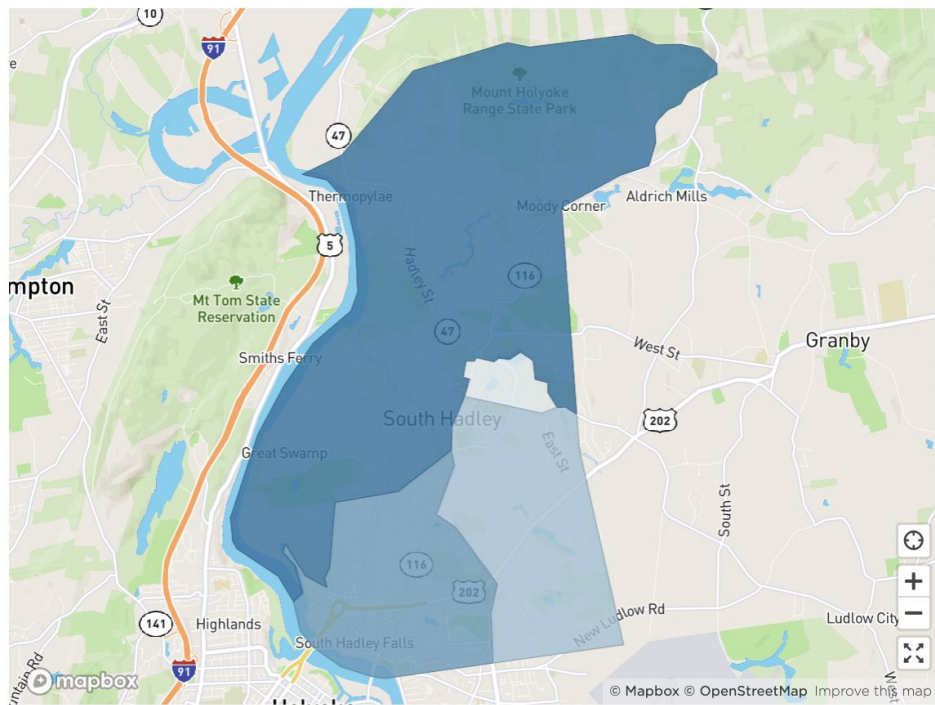
Sources: US Census Bureau ACS 5-year 2018-2022

## People Living Below Poverty Level



Sources: US Census Bureau; US Census Bureau ACS 5-year

## Percent of Adult Population without a High School Diploma or Equivalent

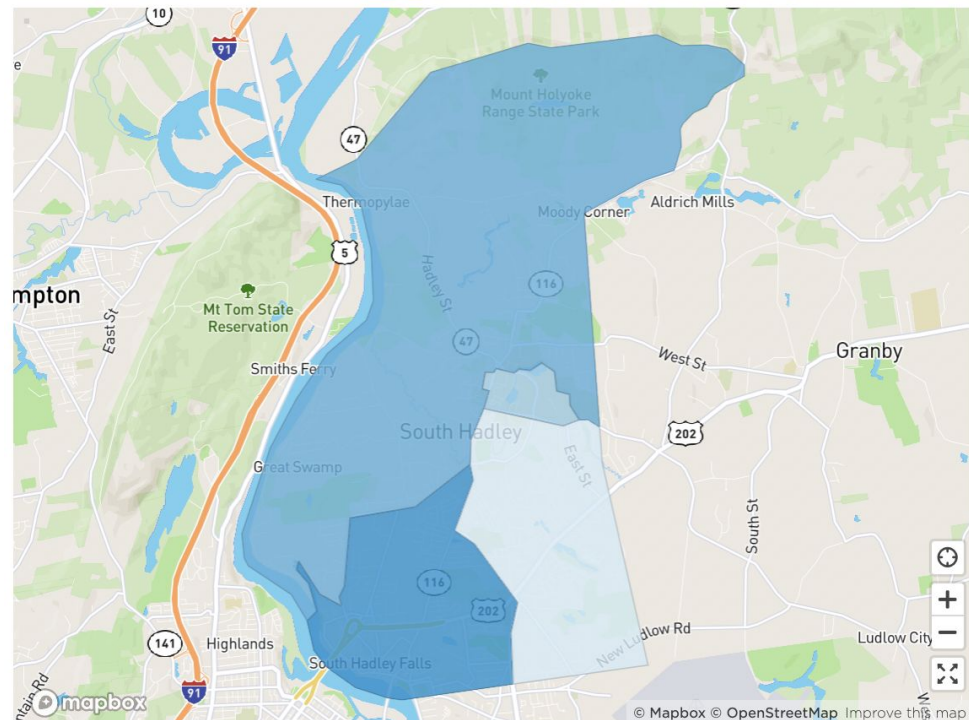


### Adults Without High School Diploma or Equivalent

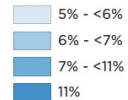


Sources: US Census Bureau ACS 5-year 2018-2022

## Percent of Population Living Below Poverty

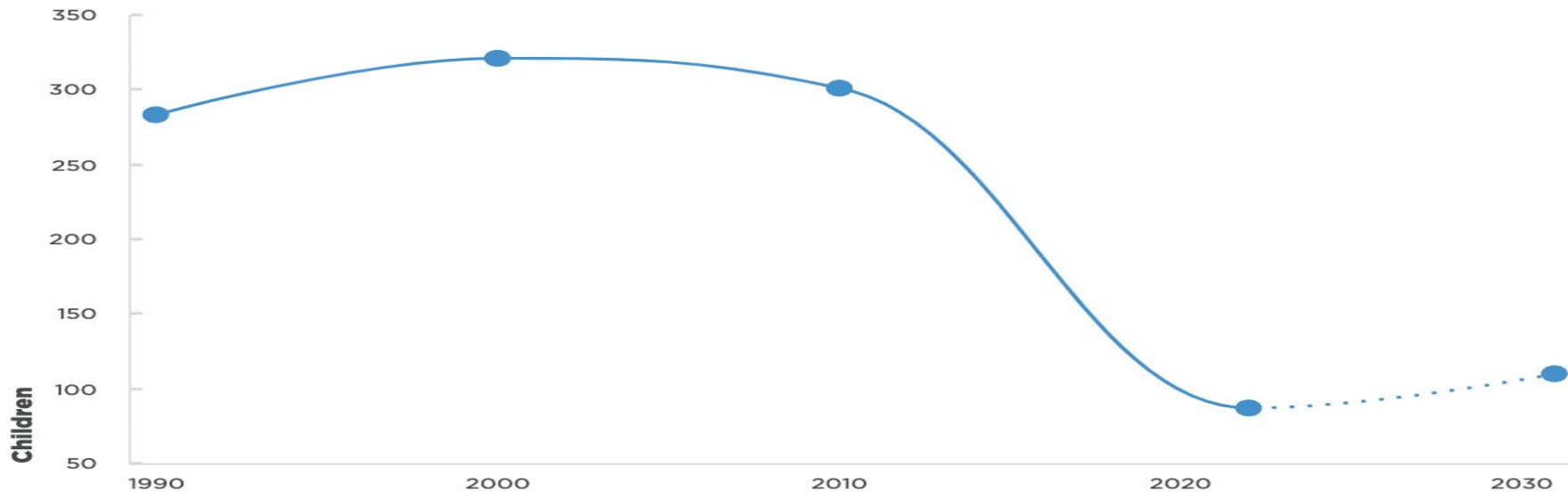


### People Below Poverty Level



Sources: US Census Bureau ACS 5-year 2018-2022

## Children Enrolled in Nursery School or Preschool



### South Hadley School District, MA

Children

Total Enrolled in Nursery or Preschool **87**

Below Poverty Level and Enrolled in Nursery or Preschool **0**

Population Age 3 to 4 **150**

Sources: US Census Bureau ACS 5-year 2018-2022

# Mental Health concern + Provider shortage

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## Mental Health Provider Ratio

**142**

People per 1 Mental Health Provider

Massachusetts

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**96**

People per 1 Mental Health Provider

Hampshire County, MA

*Source: CMS, National Provider Identification, 2022*



## Excessive Drinking

**19%**

of People  
Massachusetts

**21%**

of People  
Hampshire County, MA

Source: Behavioral Risk Factor Surveillance System, 2020



## Mentally Unhealthy Days

**4**

Average number of days per month  
Massachusetts

**5**

Average number of days per month  
Hampshire County, MA

Source: Behavioral Risk Factor Surveillance System, 2020



## Physical Inactivity Among Adults

**28%**

of People  
Hampden County, MA

**19%**

of People  
Hampshire County, MA

Sources: CDC BRFSS PLACES 2021



## Infant Mortality Rate

**4**

Deaths per 1,000 Live Births  
Massachusetts

**6**

Deaths per 1,000 Live Births  
Hampshire County, MA

# The Opportunities

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**Collaboration:** The Town has incredible staff, facilities, volunteers and assets. There is experience, energy, ideas and initiatives that should be elevated and supported.

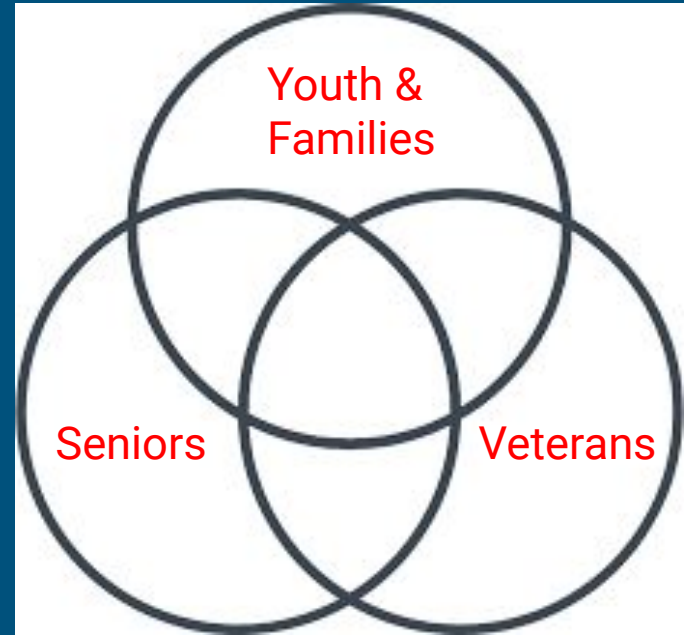
**Consolidation:** With vacant positions, there is an opportunity to consolidate and collaborate. The wage and classification study has also led to a thorough review of each position, including developing job descriptions.

**Impact:** Combining the above strategies can help the town identify priorities, implement strategies and measure the increased impact.

# Human Services Mission (working draft)

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The Mission of the Human Services Department is to serve the well-being of **all residents** by promoting independence, personal enrichment, community connectedness and enhanced quality of life for residents of all ages through a variety of programs, advocacy, collaboration, education, inclusivity, and service.



# Mission - Council on Aging

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To support the well-being of the older adult community by providing services to support their nutritional, emotional, social and recreational needs. The COA provides information, referrals, and support programs for older adults and is considered the go-to resource for residents of any age with concerns about aging relatives, neighbors and friends. The South Hadley Senior Center provides a culturally responsive environment that promotes opportunities for learning, social interaction and recreational activities that foster a fulfilling and healthy lifestyle for all seniors. Our community is committed to advancing, cultivating, and preserving a culture of empowerment, diversity, inclusion and belonging.

# The Missions at a Glance - Recreation

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To provide a wide range of recreational programs and activities. We are also very active in promoting our athletic fields, parks and playgrounds and looking for ways to improve those facilities whether by taxation, grants, sponsorships, or other means. We run youth sports programs, summer programs, after-school programs, and adult sports and fitness classes. We run the Independence Day Fireworks at the MESMS, the Summer Concerts on the Town Common and partner with groups to offer Big Rig Day, Easter Egg Hunt, Santa at Buttery Brook amongst many other activities. We hire seasonal staff as program directors, program counselors, officials, and event staff. We largely rely on parent volunteers for much of what we do for coaching and fundraising.

# The Missions at a Glance - Veterans

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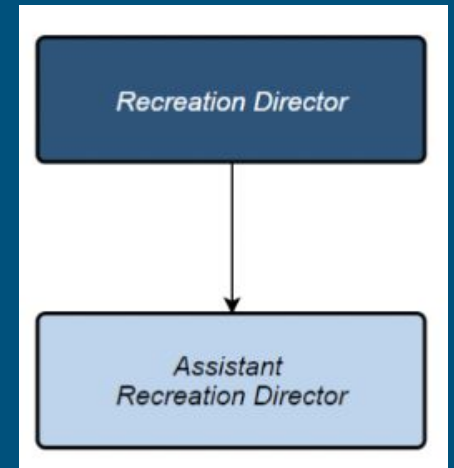
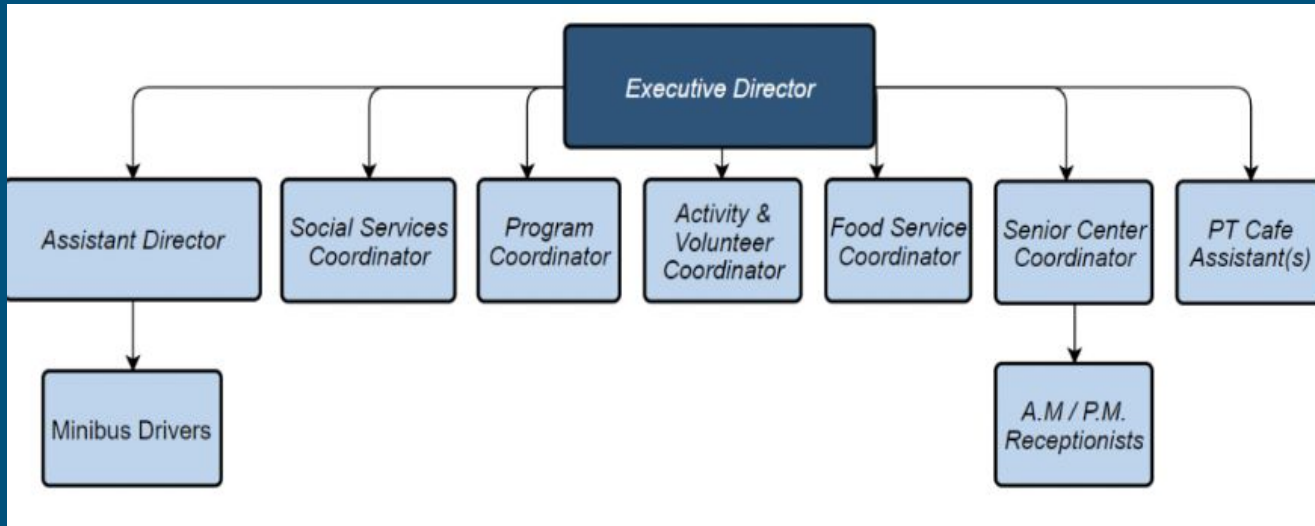
To advocate on behalf of all South Hadley Veterans and provide them with quality support services. The department aims to reduce food insecurity among the veteran community by establishing a joint food delivery program with Neighbors Helping Neighbors where veteran volunteers deliver food to those in need of assistance also acts as a wellness check up on the older veteran population; establish an aggressive outreach program to increase knowledge of program and benefits; Increase access to VA telehealth for older/disabled populations.

# Facilities

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- Senior Center opened in 2021. The hours are 8-5pm M-F except Tuesday is open until 7pm. There is a desire to open the building on evenings/weekends.
- There are three lighted parks/playgrounds. BATTERY Brook, Beachground and SHHS. There are other fields and playgrounds, a golf course and dog park.
- School facilities including parking lots are utilized for various events such as Memorial Day, and the fireworks.
- The departments also work with Planning and Conservation, which has been increasing protected land for passive recreation.
- The Library has robust programming
- Town Hall is currently underutilized.

# Staffing - Org Charts



# Staffing - Employee Counts

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	FY2022	FY2023	FY2024
COA (Full Time)	7	7	7
COA (Part Time)	2	4	6*
Recreation (Full Time)	2	2	2
Veterans	0.4	0.4	0.8**

\*add cafe assistants, AM receptionist, PM receptionist, add more driver hours

\*\*left district. 4 day employee dedicated to South Hadley

# Budget - FY25 goal is between FY22 and FY23

	FY22	FY23	FY24
COA Salary	\$ 338,794	\$ 395,868	\$ 456,590
COA Expenses	\$ 79,251	\$ 111,153	\$ 147,620
<b>Total COA</b>	<b>\$ 418,045</b>	<b>\$ 507,021</b>	<b>\$ 604,210</b>
Recreation Salary	\$ 128,745	\$ 130,699	\$ 131,477
Recreation Expenses	\$ 240	\$ 1,240	\$ 1,240
<b>Total Recreation</b>	<b>\$ 128,985</b>	<b>\$ 131,939</b>	<b>\$ 132,717</b>
Veteran Salary	\$ 0	\$ 0	\$ 73,456
Veteran Expenses	\$ 250,498	\$ 268,807	\$ 259,300
<b>Total Veteran</b>	<b>\$ 250,498</b>	<b>\$ 268,807</b>	<b>\$ 332,756</b>
<b>Total</b>	<b>\$ 797,528</b>	<b>\$ 907,767</b>	<b>\$ 1,069,683</b>

# COA Staffing Levels (excluding food/transport)

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Town	Director	Program	Outreach	Office/Clerk
Easthampton	1FT	1FT	1FT/1PT	2FT/1PT
East Longmeadow	1FT	1FT	1FT	2 PT
Longmeadow	2PT	5PT	1PT	1PT
Ludlow	1FT	2FT	1FT	1PT
Palmer	1FT	1FT/1PT	1FT	2PT
South Hadley	2FT	4FT	1FT	2PT

# Recreation Staffing Levels (excluding)

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Town	Director	Program	Outreach	Clerk
Easthampton	1FT			1FT
East Longmeadow	2FT	1FT		2FT
Longmeadow	2FT	2PT		1PT
Ludlow	Recreation Commission			1FT
Palmer	1FT			
South Hadley	2FT			

# Veterans Staffing Levels

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Town	Director	Program	Outreach	Clerk
Easthampton	1PT			
East Longmeadow	In district with Hampden and Wales			
Longmeadow	1FT			
Ludlow	1FT			
Palmer	1FT			
South Hadley	1FT			

# Participants (pop data from 2022 US Census)

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## Council on Aging:

60+ Population: 5471

65+ Population: 4167

Grandparents living with own grandkids under 18: 227 (17.6% below poverty level, 23.8% have no parent present)

2023 COA programs: 2023:  
57,650/ 2,373 (unduplicated)

2022 COA Programs: 41,200/  
2,132 (unduplicated)

## Recreation:

Total Families: 4308

# at 50% of poverty level: 704

Spring 2023 Programs: 945

Summer 2023 Programs: 368

Fall 2023: 768

Winter 2023-2024: 492

Fireworks, Santa, Circus, Summer Concert Series, Big Rig Day, more

## Veterans:

2022 Veterans Pop: 1315

% Veterans Impoverished: 7.4%

Chapter 115 Cases: 27

Ch 115 Payments: \$177,555

VA Claims: 322

VA Annual Compensation:  
\$5.99m

Potential VA Claimants: 993

# Other Human Services Department models

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Arlington (46k): Human Services - employment, aging & disability, child & family, housing assistance, public assistance, domestic violence services, public health, behavioral health, child care, homelessness, addiction recovery, food security, DEI

Canton (24k): Elder & Human Services (serve any age)

Lexington (34k): Human Services - senior, youth and families, transportation, veterans

Marlboro (41K): Human Services - at risk youth, social service referrals, programs, advocacy, crisis intervention

Needham (32k): Health and Human Services - public health, emergency management, youth, veterans, aging, substance use prevention/education

Mansfield, CT (26k): Human Services - youth, senior, social work

# Current

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# COA

# Recreation

# Veterans

1. Management	✓	✓	✓
2. Personnel	✓	✓	
3. Budget/Grants	✓	✓	✓
4. Customers/Constituents	✓	✓	✓
5. Volunteers	✓	✓	✓
6. Events/Programs	✓	✓	✓
7. Vendor, Contracts	✓	✓	✓
8. Facility Management	✓	✓	
9. Social Service Referral	✓		✓
10. Case Management	✓		✓
11. Food/Cafe	✓	✓	
12. Boards/Committees	✓	✓	✓
13. Fundraising	✓	✓	✓
14. Community Outreach	✓	✓	✓

# Proposed

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## COA

## Recreation

## Veterans

1. Management		✓	
2. Budget/Grants		✓	
3. Customers/Constituents	✓	✓	✓
4. Volunteers	✓	✓	✓
5. Events/Programs	✓		✓
6. Vendor, Contracts	✓	✓	
7. Facility Management		✓	
8. Social Service Referral	✓		✓
9. Case Management	✓		✓
10. Food/Cafe	✓		
11. Boards/Committees		✓ /designee	
12. Fundraising		✓	
13. Community Outreach	✓	✓	✓

# Organizational Option

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Human Services Director

Aging Services Director

Community Programs Director

Veterans Director

Food/Cafe  
Transportation  
Volunteers

Social Work  
Programs  
Outreach  
Volunteers

Volunteers

# Next Steps

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**Collaborate:** Working group will establish mission of new department, goals and strategies. Identify additional partners and outreach needed to gather input.

**Consolidate:** Town Administration (including HR and Finance) will work with departments to consolidate staff and resources including a new organizational chart and new budget prior to the March 26 Selectboard budget public hearing.

**Impact:** Develop measurable goals. Explore investing in a needs assessment. Form a Human Services Council.

# Timeline

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Proposal Development: January - May 2024

- Presentation at stakeholder board and committee meetings
- Staff working group (stakeholders welcome)
- Impact bargaining
- Department meetings and staff discussion

Implementation: June - December 2024

Public input and feedback welcome: [Lwong@southhadley.ma.gov](mailto:Lwong@southhadley.ma.gov)