

# WaylandCares

*"We Want You to Know..."*

## Budget

	<u>Budget</u>
A. Personnel	
Coalition Director	\$30,438
Project Coordinator	17,955
Youth Coordinators	6,876
B. Contract Personnel	
Website Consultant	1,625
Needs Assessment Consultant	17,000
Grant Writer	15,000
Training, speakers	2,500
C. Travel	
Conference Registration	2,698
Travel Expenses	3,130
D. Supplies	1,305
E. Other	
Printing of Materials	3,235
Dues	200
Misc	<u>709</u>
Total	\$102,666

### **Five-Year Goals**

**Goal 1:** Reduce alcohol, marijuana and other drug use among Wayland youth through environmental and prevention strategies.

**Strategy 1:** Educate youth to increase perception of harm, parental and peer disapproval, consequences and penalties; improve youth resistance to substance abuse.

**Strategy 2:** Educate parents to increase perception of harm, consequences and penalties, and provide strategies for in-home barriers to youth use.

**Strategy 3:** Educate the broader Wayland community to increase perception of harm, and provide strategies for community barriers to youth use.

**Strategy 4:** Facilitate education and coordination among community professionals to build skills and improve curriculums, including law enforcement, Wayland Public Schools and other agencies and organizations.

**Strategy 5:** Continually monitor progress and update strategies to align with best practices.

**Goal 2:** Reduce substance abuse among other segments of the Wayland community through environmental and prevention strategies.

**Strategy 1:** Determine the scope of substance abuse problems for other community sectors, and develop targeted strategies to address.

**Strategy 2:** Identify resource requirements and identify funding sources.

**Strategy 3:** Employ environmental strategies described above.

**Goal 3:** Develop a sustainable, expandable agency capable of addressing other behavioral health issues in the Wayland community.

**Strategy 1:** Continue to operate under the direction of an Executive Committee comprised of key community stakeholders and decision-makers, and to use sound administrative practices.

**Strategy 2:** Expand and enhance the agency's capability to match community needs with grant opportunities, and to obtain additional funding.

**Strategy 3:** Expand goals and provide programming, using environmental strategies described above and others as needed.

**Year 6 Action Plan**

**Goal 1:** Reduce alcohol, marijuana and other drug use among Wayland youth through environmental and prevention strategies.

**Strategy 1:** *Educate youth to increase perception of harm, parental and peer disapproval, consequences and penalties; improve youth ability to resist drug and alcohol use.*

Activity	Responsible Group/Person	Target Date
<p>Continue social norms marketing campaigns targeting parents and youth to raise awareness of harms of marijuana and underage drinking, good parenting strategies and build on the majority of students who choose a substance abuse free lifestyle.</p> <p>Targeting students:</p> <ul style="list-style-type: none"> <li>▪ post a different message monthly throughout the high school</li> <li>▪ run student focus groups twice to test messaging</li> <li>▪ conduct intercept surveys twice</li> </ul> <p>Targeting parents:</p> <ul style="list-style-type: none"> <li>▪ post parenting norm messages throughout community 2x</li> <li>▪ mail 5 different post card messages</li> </ul>	<p>Program Coordinator,          Student social norms subcommittee, Parent social norms subcommittee</p>	<p>June 30, 2014</p>
<p>Continue to maintain and build capacity of the WaylandCARES youth leadership program:</p> <ul style="list-style-type: none"> <li>▪ identify and position 2 youth leaders to co-chair sub-committee work</li> <li>▪ meet with staff and youth coordinators weekly to review goals and plans</li> <li>▪ coordinate regular student leader meeting structure for the full school year</li> <li>▪ execute at least 5 youth-led projects</li> <li>▪ create Coalition meeting schedule that coincides at least three times with youth leadership meetings, locate these</li> </ul>	<p>Youth Coordinators</p>	<p>Ongoing</p>

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Activity	Responsible Group/Person	Target Date
meetings at the high school <ul style="list-style-type: none"> <li>▪ send at least 6 students and Youth Coordinators to Youth to Youth conference</li> </ul>		

**Strategy 2:** Educate parents to increase perception of harm, consequences and penalties, and provide strategies for in-home barriers to youth use.

Activity	Responsible Group/Person	Target Date
Meet three times with Elementary Parents to collaborate on targeted Coalition programming and hold 2 parent education programs.	Coalition Staff	May 1, 2014
Continue development and implementation of parent social norms campaign: create and post five or more data-driven messages targeting parent attitudes and behavior.	Parent Social Norms Committee	June 31, 2014
Hold 3 Conversations That Count programs for parents.	Program Coordinator, Wayland Youth and Family Services	June 31, 2014
Post Commentary/ Op-Ed defining perception of parental disapproval, perception of harm and accessibility and how these impact youth incidence rates.	Coalition Director	May 31, 2014
Hold community forum that highlights enforcement's role in substance abuse prevention.	Coalition Director	April 31, 2014
Coordinate police officer training; publicize event and content of training to parent community through newspaper and other media outlets.	Coalition Director, Wayland Police Department	April 1, 2014
Establish parent-networking groups for facilitated discussion on parenting strategies that prevent underage drinking.	Coalition Staff	June 30, 2014

**Strategy 3:** *Educate the broader Wayland community to increase perception of harm, and provide strategies for community barriers to youth use.*

Activity	Responsible Group/Person	Target Date
Work with a local communications expert to review target messages and audience and determine best vehicles for message delivery, develop basic communications plan.	Coalition Staff, Communications Expert	December 31, 2013
Hold series of community events that build and rely on community resources, including clergy, businesses and youth. <ul style="list-style-type: none"> <li>▪ One to promote marijuana education</li> <li>▪ One to highlight progress and success with youth leaders present &amp; acknowledged</li> <li>▪ One to highlight 2012 YRBS data</li> <li>▪ Other events to be shaped through the communications strategy</li> </ul>	Coalition Staff, Youth Coordinators, Action Committee	June 31, 2014
Set up informational booths at community events to educate public and invite them to join coalition.	Coalition Staff	Ongoing
Based on the communications plan, post announcements, updates/commentaries/op-eds in school newsletters, e-letters and local papers, that include: <ul style="list-style-type: none"> <li>▪ Two on underage drinking risks and protective factors</li> <li>▪ One on the new Youth Risk Behavior Data</li> <li>▪ One on marijuana</li> <li>▪ Others to be determined as they align with communications plan</li> </ul>	Coalition Director, Communications Committee	June 31, 2014
Submit 2 program videos to Waycam to post on local cable access.	Program Coordinator	June 21, 2014
Maintain and strengthen social media strategy that includes:	Coalition Chair	Ongoing

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Activity	Responsible Group/Person	Target Date
<ul style="list-style-type: none"> <li>WaylandCARES blog &amp; commentary in Patch</li> <li>Web Site and Facebook</li> </ul>		
Create and mail three prevention message postcards to targeted community populace.	Program Coordinator, Communications Committee	June 31, 2014
Maintain regular signage and messaging at public locations throughout community.	Program Coordinator	Ongoing
Facilitate marijuana enforcement searches when appropriate at locations around the community including post office and other mailing locations, parking lots, DUI check points, sporting events, the school.	Wayland Police Department, WHS Principal	June 2014
Assess environmental conditions that promote teen marijuana use and identify target areas to address. Craft a plan to address these areas.	Coalition Director	Ongoing

**Strategy 4:** Facilitate education and coordination among community professionals to build skills and improve curriculums, including law enforcement, Wayland Public Schools and other agencies and organizations.

Activity	Responsible Group/Person	Target Date
Strengthen and reinforce school-based strategies through collaboration with WPS, that targets evidence-based: <ul style="list-style-type: none"> <li>marijuana education for students</li> <li>alcohol and underage-drinking education</li> <li>health and wellness education</li> </ul>	Wayland Public Schools, Coalition Director	June 31, 2014
Review local substance abuse policy and enforcement practices and identify areas to reinforce and strengthen.	Coalition Director	Ongoing

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Activity	Responsible Group/Person	Target Date
Document use offenses and incident referrals to Youth Diversion Program monthly to spot trends and inform strategies.	Coalition Director, Wayland Youth and Family Services, Wayland Police Department	September 30, 2014
Annual training to staff to identify students under the influence and related protocols.	Coalition Director, Wayland High School, Wayland Middle School	May 30, 2014
Assess and review option for best practice enforcement intervention models including restorative justice collaborative. Determine target strategy.	Wayland Police Department, Coalition Director	June 30 <sup>th</sup> 2014
As described below, offer staff and coalition members opportunity for professional development and education in community prevention strategies through conference trainings.	Coalition Director	Ongoing

**Strategy 5:** Continually monitor progress and update strategies to align with best practices.

Activity	Responsible Group/Person	Target Date
Review best practices staying abreast of latest trends and research.	Coalition Director	Ongoing
Network with other local, regional, state and national resource agencies.	Coalition Director, Program Coordinator	Ongoing
Analyze results of YRBS to inform direction of strategies and programming.	Coalition staff	December 2013

**Goal 2:** Reduce substance abuse among other segments of the Wayland community through environmental and prevention strategies.

**Strategy 1:** Determine the scope of substance abuse problems for other community sectors, and develop targeted strategies to address.



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<b>Activity</b>	<b>Responsible Group/Person</b>	<b>Target Date</b>
Identify and recruit community members to participate on Assessment Committee, document scope of work and meeting schedule.	Coalition Director	November 1, 2013
Identify and thoroughly review available data sets, determine & implement measures to fill gaps.	Assessment Committee	February 29, 2014
Hold a series of small group focus groups and one to one interviews to explore community norms, coalition progress, needs and gaps; present WaylandCARES strategies to address those community norms.	Assessment Committee	Ongoing
Hold a series of small group focus groups and one to one interviews in all sectors of the community to identify current state of substance abuse and mental health system in Wayland.	Assessment Committee	Ongoing
Conduct a local public policy review of relevant laws and regulations, policies and practices, advertising, zoning, etc.	Assessment Committee	March 2014
Identify and research relevant peer town resources.	Assessment Committee	Ongoing
Analyze the available data to determine the scope and intensity of needs and gaps in services.	Assessment Committee	June 2014
Document findings and recommendations.	Assessment Committee	June 2014

**Strategy 2:** *Identify resource requirements and identify funding sources.*

<b>Activity</b>	<b>Responsible Group/Person</b>	<b>Target Date</b>
Define goals, identify measurable objectives and develop action steps to reach these goals and objectives.	Coalition Director & Assessment Committee	June 2014
Document action plan and final report, present to Coalition and BOS.	Coalition Director & Assessment Committee	June 2014



**Strategy 3:** *Employ environmental strategies described above.*

Activity	Responsible Group/Person	Target Date
Review best practice strategies for all identified target populations and risk factors, determine best fit for existing local variables and document in final report.	Coalition Director	June 2014

**Goal 3:** Develop a sustainable, expandable agency capable of addressing other behavioral health issues in the Wayland community.

**Strategy 1:** *Continue to operate under the direction of an Executive Committee comprised of key community stakeholders and decision-makers, and to use sound administrative practices.*

Activity	Responsible Group/Person	Target Date
Review action plan three times with Staff and Committee Chairs to modify, check progress and guide activity.	Coalition Chairperson	June 30, 2014
Review best practices of board governance with Executive Committee.	Executive Committee	April 1, 2014
Maintain membership database and track collaborative involvement.	Program Coordinator	June 31, 2013
Update/renew MOUs with each sector representative as appropriate with renewed membership.	Coalition Director	April 1, 2014

**Strategy 2:** *Expand and enhance the agency's capability to match community needs with grant opportunities, and to obtain additional funding.*

Activity	Responsible Group/Person	Target Date
Establish and maintain connection with grant funding resources.	Coalition Director	Ongoing

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Activity	Responsible Group/Person	Target Date
Identify potential grants, assess fit for Wayland & prioritize based on need and opportunity, determine scope of work and time requirement.	Coalition Director	Ongoing
Identify hiring committee, post position, hold interviews and hire a grant writer.	Coalition Director, Hiring Committee	January 2014
Determine work plan with grant writer, manage and control workflow for grant writer, support and supervise the process.	Coalition Director	Ongoing

**Strategy 3:** *Expand goals and provide programming, using environmental strategies described above and others as needed.*

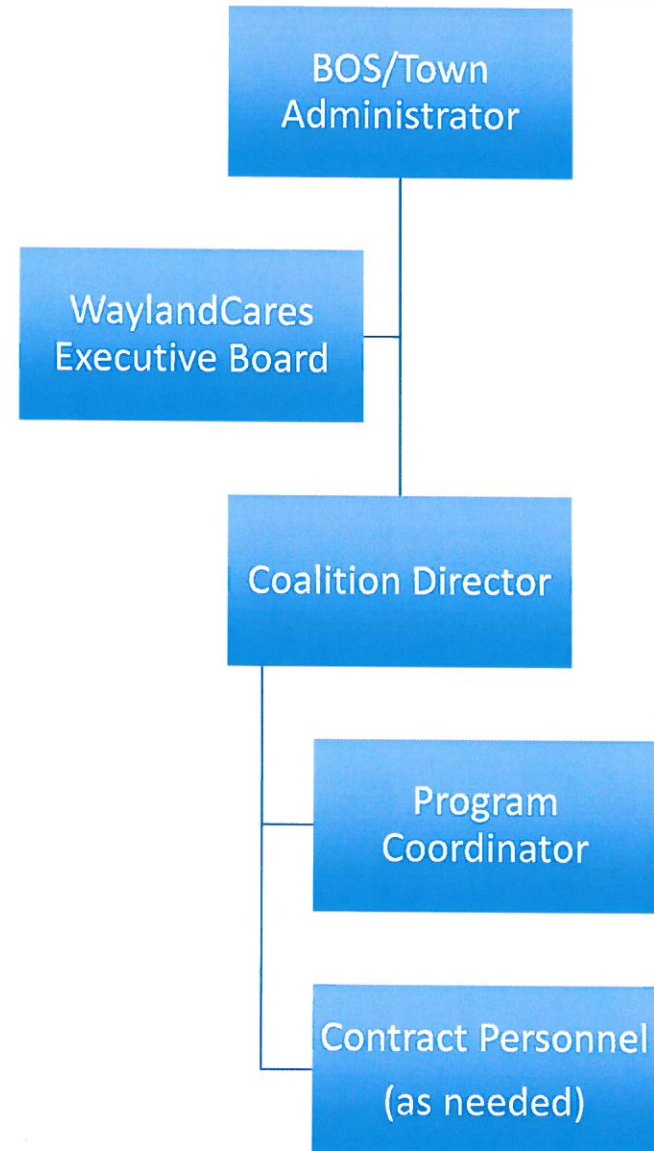
Activity	Responsible Group/Person	Target Date
Make recommendation whether or not to undertake broader needs assessment that looks at other behavioral health risks based on identified needs and funding opportunities.	Coalition Director	June 2014



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## Proposed Agency Structure



**DRAFT**

**TOWN OF WAYLAND  
POSITION DESCRIPTION**

**Title:** WaylandCARES Director

**Department:** WaylandCARES

**Appointing Authority:** Town Administrator

**Affiliation:** Non-Union

**Grade:** TBD

**Personnel Board Approved:** TBD

**Summary of Duties**

Professional, administrative and supervisory work in developing and implementing programs to reduce substance abuse in the community; all other related work as required.

**Supervision Received**

Works under the policy and program direction of the WaylandCARES Executive Board; works under the day-to-day supervision of the Town Administrator.

**Supervision Exercised**

Supervises 3 part-time employees; may supervise interns and contracted workers.

**Job Environment**

Work is performed under typical office conditions, as well as in homes, schools, and other community settings; evening work and limited weekend work is required.

Operates a computer and standard office equipment.

Makes frequent contact with residents, Town and School staff, Wayland Board of Health, Wayland Department of Health, the Wayland Police Department, and Wayland Youth and Family Services; occasional contact with federal, state and regional agencies as well as peer town community organizations; most contacts are made in person, by phone and through email.

May have access to confidential files.

Errors could result in lower standards of service to the community and failure to meet program goals.

### **Essential Functions**

*The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*

Serves as an executive officer of the WaylandCARES Executive Board, provides strategic leadership and direction for the WaylandCARES organization; establishes priorities, policies, and programs; advocates for issues of central importance to the department.

Maintains strategic and collaborative relationships with community leadership and key stakeholders in order to identify and propose advocacy and educational opportunities in alignment with WaylandCARES mission.

Builds capacity to address substance abuse and other relevant community behavioral health and safety issues through the community-based coalition structure.

Stays abreast of current research, trends and best practices of community prevention strategies to improve overall work and programming.

Provides consultation and collaborates with School and Police Department on substance abuse and other salient behavioral health/safety policy and enforcement practices and protocols. Coordinates relevant training for and with these agencies on substance abuse and behavioral health policy and enforcement issues. Supports town agencies on addressing relevant behavioral issues as a community.

Communicates and interprets the mission and vision of WaylandCARES to stakeholders representing 12 community sectors (schools, public health agents, business and clergy agents, youth, parents, municipal government, mental and behavior health agents, youth organizations, medical professionals, and substance abuse prevention, treatment and recovery groups) at the local, regional, state and national levels; serves as the primary spokesperson for WaylandCARES.

Develops innovative, best practice approaches to accomplish goals and execute the mission of WaylandCARES; identifies, assesses, and informs the Executive Committee of internal and external issues that affect the organization.

Develops prevention programming for students, parents and residents; works cooperatively with a wide variety of community based organizations in achieving WaylandCARES' goals.

Develops and oversees prevention programs and outreach efforts for students, parents and residents; evaluates programs effectiveness and adjusts programs to maximize value; oversees the development and dissemination of descriptive program literature and

organizational material; prepares reports and communicates findings to the Executive Board.

Oversees the collection and tracking of data, surveys and evaluations; interprets information and feedback to improve and expand programing.

Organizes and motivates staff to maintain consistent high levels of performance in carrying out the mission and work of WaylandCARES.

Oversees the operation of the Department including all administrative functions; develops office procedures and documents; reviews, prepares, administers and monitors departmental budget; oversees record keeping; prepares annual report; makes recommendations for contracted services; authorizes the purchase of supplies as needed.

In conjunction with the Executive Committee develops, manages, implements and evaluates a fund development plan which sets annual funding goals and identifies sources of funding through grant initiatives.

Develops, implements, manages and evaluates all grants, programs, events, projects, and services; directs staff in the efficient and effective delivery of programs and services; cultivates new stakeholders and works to strengthen relationships with current stakeholders.

Coordinates the work of WaylandCARES with internal and external partners such as the Wayland Police, Health and School Departments, Wayland Youth and Family Services, the School PTOs, the Wayland Clergy and Business Associations, Wayland municipal leaders and other invested community agencies.

Recommends to the Town Administrator the hiring and firing of department employees; supervises, directs, trains, reviews, disciplines and establishes work schedules and work assignments for all departmental employees consistent with Town by-laws, policies, procedures.

Oversees the administration of the departmental web page and other social media platforms.

Is responsible for maintaining and improving upon the efficiency and effectiveness of all areas under his/her control.

Attends local, regional and national conferences and trainings as required.

Performs similar or related work as required or as situation dictates.

### **Recommended Minimum Qualifications**

#### **Education:**

Master's Degree in social work, public health or a related field.

#### **Experience:**



Minimum of 3 years' experience working in social services, substance abuse prevention or a related field; foundation and government grant experience preferable.

**Licenses/Certificates:**

None

**Knowledge, Abilities and Skills**

Knowledge of social conditions and the impact of substance abuse on children, adolescents, parents and families.

Working knowledge of substance abuse prevention, community coalition-building and public awareness activities.

Knowledge of the local, state, federal and private substance abuse programs available to schools, communities, children, adolescents and their families.

Demonstrated ability to build strong interpersonal relationships with a wide range of stakeholders

Ability to conduct research including data collection and interpret results

Ability to respond effectively with children, adolescents, and parents; municipal government officials; and professional representatives of all community organizations.

Ability to develop constructive working relationships with local, state, and federal officials, service providers, service recipients and the general public.

Ability to maintain confidentiality of information.

Strong and effective communication skills, both oral and written.

Skill in community organizing, program planning, and development.

**Physical Requirements**

Minimal physical effort generally required for work performed in the office. Ability to be mobile in the community for meetings, site visits, and program events. Ability to operate a computer. Ability to sit for long periods of time and to talk or listen.

*This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.*



**DRAFT**

**TOWN OF WAYLAND  
POSITION DESCRIPTION**

**Title:** WaylandCARES Program Coordinator

**Department:** WaylandCARES

**Appointing Authority:** Town Administrator

**Affiliation:** Non-Union

**Grade:** TBD

**Personnel Board Approved:** TBD

**Summary of Duties**

High level, responsible and complex administrative and clerical work in project-based programming, including education, training, coalition communication, and data collection; routine office management work of the department; all other related work as required.

**Supervision Received**

Works under the day-to-day supervision of the WaylandCARES Director.

**Supervision Exercised**

None.

**Job Environment**

Work is performed under typical office conditions, as well as in homes, schools, and other community settings; evening work and limited weekend work is required.

Operates a computer and standard office equipment.

Makes regular contact with residents, Town and School staff, Wayland Board of Health, Wayland Department of Health, the Wayland Police Department, and Wayland Youth and Family Services; occasional contact with federal, state and regional agencies as well as peer town community organizations; most contacts are made in person, by phone and through email.

May have access to confidential files.

Errors could result in lower standards of service to the community and failure to meet program goals.

### **Essential Functions**

*The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*

Assists the Director in the department's financial work to include the development and monitoring of budgets, tracking expense and completing federal reports.

Markets WaylanCARES to include writing and designing promotional and advertising pieces to publicize all programs undertaken by WaylandCares. This includes electronic media as well as print media such as fliers, signs, etc.

Communicates with and updates Coalition members, school staff, town employees and others as required with information about WaylandCares including providing agendas and minutes for meetings and other information pertinent to the work and goals of the Coalition; supports a database of all members including stakeholders in the faith-based community, business community, parent volunteer groups and others in Wayland.

Works with interns, youth coordinators, and coalition members to coordinate and implement organizational programming and prevention strategies.

Helps coordinate, promote and implement all educational and social norms campaigns.

Attends all WaylandCares general coalition and executive committee meetings; maintains records of meetings and related coalition activities.

Assists in the design and collection of assessment data including a parent survey, student social norms survey, student intercept surveys and evaluations of individual programs; assist with the student survey as needed.

Promotes and coordinates training opportunities to Coalition members and other key stakeholders and manage registration, travel, etc. for trainings to include local trainings through MIAA, other coalitions, etc. and national trainings through CADCA, Youth to Youth and SADD National.

Strengthens relationships with other community organizations (Wayland Clergy Association, various PTOs, Friends of Wayland Youth and Family Services) through various outreach including emails, attending meetings, etc.

Runs programs for the community to include arranging speakers, organizing activities such as community discussions, presentations or forums.

Supports Youth Advisors and WHS SADD group as needed.

Assists with grant documentation including administrative support for new or continuation applications and any modification applications.

Attend regional and state networking meeting as appropriate to participate in inter-coalition collaborative.

All other duties as required.

### **Recommended Minimum Qualifications**

#### **Education:**

High school diploma; Bachelor's Degree in a related field of endeavor preferred.

#### **Experience:**

Over three years of experience in general administrative, marketing, and financial work; Experience with community relations and prevention experience or expertise preferred.

#### **Substitutions:**

Additional years of relevant education may be substituted for the experience requirement on a year for year basis.

#### **Licenses/Certificates:**

None

#### **Knowledge, Abilities and Skills**

Knowledge of account maintenance in support of the department; ability to prepare reports and correspondence.

Knowledge and ability to employ records management practices.

Ability to maintain accurate and detailed records.

Ability to multi task, organize, work independently, accomplish tasks and meet deadlines despite frequent interruptions in a fast-paced environment while maintaining attention to detail.

Ability to maintain confidentiality of information.

User knowledge of personal computers and Windows-based software programs; skill and ability to operate a personal computer and a variety of office equipment; proficient with Microsoft programs including Word, Excel and Power Point.

Excellent verbal, written and communication skills; ability to communicate effectively both verbally and in writing.

Excellent typing and secretarial skills.

Excellent customer service skills.

Understanding of community mobilization

**Physical Requirements**

Minimal physical effort generally required for work performed in the office. Ability to be mobile in the community for meetings, site visits, and program events. Ability to operate a computer. Ability to sit for long periods of time and to talk or listen.

*This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.*

The WaylandCares Youth Coordinator will organize and develop a youth leadership component for the Coalition. The Youth Coordinator will recruit youth membership, coordinate youth training, attend coalition meetings, advise youth activities and projects and meet with youth members weekly throughout the school year. A few weeks of summer work will be required to fulfill these job responsibilities.

#### **Job Description**

The Youth Coordinator implements coalition-driven projects with youth to meet goals and objectives of the WaylandCares strategic plan. The position requires establishing strong rapport with students and empowering youth to fully engage with the coalition and its activities. The overall objective for the position is to build strong youth leadership on the Coalition in a way that promotes and embraces partnership between students, WaylandCares, Wayland High School and the Wayland community.

#### ***Responsibilities:***

- Recruit students to serve as active, engaged members of WaylandCares.
- Serve as the liaison between WaylandCares, Wayland High School, student groups and youth leaders to deliver programming that builds youth leadership and a strong youth voice on the coalition.
- Serve as SADD Advisor.
- Assist in a co-teaching capacity with Wayland High School's Youth Leadership Class. Meet with students outside of class time to facilitate youth-led projects that fit with the mission of WaylandCares.
- Attend all general Coalition meetings.
- Facilitate youth presence and leadership at each coalition meeting, and within WaylandCares activities and programs.
- Meet with students weekly to plan, organize and coordinate youth-led projects that align with the mission of WaylandCares, fit with the strategic plan and are visible to the Wayland High School student body and/or the Wayland community.
- Champion the coalition and its activities among Wayland High School's and Wayland Middle School's staff and student body.
- Attend the Youth to Youth conference in July as the adult advisor for participating Wayland youth.