

June 2023

# Town of Andover Community Health Improvement Plan



Health Resources in Action  
*Advancing Public Health and Medical Research*

Contents

- Letter from Andover Health Department ..... 1
- Introduction ..... 2
  - Background ..... 2
  - Purpose of a Community Health Improvement Plan ..... 2
    - How to Use the CHIP ..... 3
    - Relationship Between the CHIP and Other Guiding Documents and Initiatives ..... 3
  - Community Engagement..... 3
- Development of Data-Informed, Community-Identified Health Priorities ..... 3
  - Development of the CHIP Strategic Components..... 5
    - Planning Model ..... 5
    - Goals, Objectives, Outcome Indicators, Strategies, and Potential Partners ..... 6
- CHIP Snapshot..... 6
- CHIP Elements by Priority Area ..... 7
  - Priority 1: Mental Health Across the Lifespan ..... 7
  - Priority 2: Affordable Housing..... 10
  - Priority 3: Diversity, Equity, and Sense of Community ..... 12
- Next Steps – Implementation Phase..... 16
- Appendices ..... 17
  - Appendix A: CHIP Planning Participants..... 18
  - Appendix B: Andover/North Andover Community Advisory Committee Members..... 19
  - Appendix C: CHIP Planning Definitions ..... 20
  - Appendix D: Acronyms ..... 21
  - Appendix E: Year 1 Implementation Plan..... 22

## Letter from Andover Health Department

Dear Andover Community,

We are pleased to present the 2023 Andover Community Health Improvement Plan (CHIP). The CHIP is the culmination of a rigorous ten-month process that the Towns of Andover and North Andover entered together. In the fall of 2022, an Advisory Committee of community members and municipal staff began meeting to guide a Community Health Needs Assessment (CHNA). The CHNA process included reviewing existing data and collecting new data through a survey on community health assets and needs, interviews with community partners, and focus groups with identified populations. The CHNA uncovered several key themes about the health of our community.

Together we identified three priority areas to focus our collective efforts: Mental Health Across the Lifespan; Affordable Housing; and Diversity, Equity, and Sense of Community. Each priority area has a series of objectives, accompanied by metrics and actionable strategies, which provide achievable health improvement for Andover. We urge residents, town staff, businesses, and nonprofit organizations to review the goals, objectives, strategies, and action steps outlined in this plan to determine how we can work together to support these efforts and improve the health and wellbeing of all those who work and live in Andover.

We are grateful to the Advisory Committee and planning participants listed in the appendix who contributed many hours creating this plan. We express our sincerest appreciation to everyone who contributed their thoughtful input.

We look forward to developing partnerships to address this collective work over the next three years.

Sincerely,

Thomas Carbone, Director of Public Health  
Amy Ewing, Assistant Director of Public Health

# Introduction

## Background

Beginning in 2022, the Andover Health Department, or Andover, led its first comprehensive community health improvement process to measurably enhance the health of the Andover community. A community health improvement plan, or CHIP, is an action-oriented strategic plan that outlines the priority health issues and how they will be addressed, including strategies and measures, to ultimately improve the health of a defined community.

In the fall of 2022, Andover partnered with the North Andover Health Department, or North Andover, to contract with Health Resources in Action, Inc. (HRiA) to develop a shared Community Health Needs Assessment (CHNA) and facilitate two subsequent CHIP processes. This partnership between the two towns provided an opportunity to pool resources and collaborate on the towns' first community health improvement processes.

The CHNA process included both qualitative and quantitative data collection as well as an analysis of secondary data. The data collection methods for the assessment included a survey on community health assets and needs, key informant interviews with community partners, and focus groups with identified populations.

Following the development of the CHNA, HRiA worked with town leadership in the spring of 2023 to guide and facilitate the CHIP planning process. The CHIP utilized a participatory, collaborative approach guided by the Mobilization for Action through Planning and Partnerships (MAPP) process.<sup>1</sup> MAPP, a comprehensive, community-driven planning process for improving health, is a strategic framework that coalitions and local public health departments across the country have employed to help direct their strategic planning efforts. MAPP comprises distinct assessments that are the foundation of the planning process and includes the identification of strategic issues and goal/strategy formulation as prerequisites for action. Since health needs are constantly changing as a community and its context evolve, the cyclical nature of the MAPP planning/implementation/evaluation/correction process allows for the periodic identification of new priorities and the realignment of activities and resources to address them.

## Purpose of a Community Health Improvement Plan

CHIPs are created through a community-wide, collaborative planning process that engages partners and organizations to develop, support, and implement the plan. A CHIP is intended to serve as a vision for the health of the community and a framework for organizations to use in leveraging resources, engaging partners, and identifying their own priorities and strategies for community health improvement.

This CHIP is designed to:

- Identify priority issues for action to improve community health
- Outline an implementation and improvement plan with performance measures for monitoring and evaluation

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<sup>1</sup> Advanced by the National Association of County and City Health Officials (NACCHO), MAPP's vision is for communities to achieve improved health and quality of life by mobilizing partnerships and taking strategic action. Facilitated by public health leaders, this framework helps communities apply strategic thinking to prioritize public health issues and identify resources to address them. More information on MAPP can be found at: <http://www.naccho.org/topics/infrastructure/mapp/>

- Guide future community decision-making related to community health improvement

### How to Use the CHIP

A CHIP is intended to be a broad, strategic framework for community health, and should be modified and adjusted as conditions, resources, and external environmental factors change. It is developed and written in a way that engages multiple perspectives so that all community groups and sectors—private and nonprofit organizations, government agencies, academic institutions, community and faith-based organizations, and citizens— can unite to improve the health and quality of life for all people who live, learn, work, and play in Andover. People and organizations should review the CHIP’s priorities and goals, reflect on the suggested strategies, and consider how to participate in this effort, in whole or in part.

### Relationship Between the CHIP and Other Guiding Documents and Initiatives

The CHIP was designed to complement and build upon other guiding documents, plans, initiatives, and coalitions already in place to improve the health of Andover. Rather than conflicting with or duplicating the recommendations and actions of existing frameworks and coalitions, the participants of the CHIP planning process identified potential partners and resources wherever possible for inclusion in this CHIP.

The documents and initiatives that informed this work includes:

- Andover Master Plan
- Andover Complete Streets Initiative
- Andover’s Diversity, Equity, & Inclusion Commission Survey

### Community Engagement

To develop a shared commitment and plan for improved community health, and help sustain implementation efforts, the planning process engaged community members and local public health partners through different avenues:

The **Advisory Committee** was responsible for contributing to the development of the community health improvement plan. See Appendix B for full list of members.

The **CHIP Workgroups**, representing broad and diverse sectors of the community and organized around each priority area, were responsible for developing the goals, objectives and strategies for the CHIP. See Appendix A for full list of participants.

Additional stakeholders were invited to share input and feedback on the draft plan components as they were being developed.

### Development of Data-Informed, Community-Identified Health Priorities

Priorities for the community health improvement plan (CHIP) were identified by examining data and themes from the CHNA findings using a systematic, interactive approach. The following themes emerged most frequently and were considered in the selection of the CHIP health priorities:

- High Cost of Living
- Affordable Housing<sup>2</sup>
- Older Adults and Aging Health Concerns

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<sup>2</sup>Note: High Cost of Living and Affordable Housing were presented as one combined theme of the CHNA. They were separated into two potential priorities for consideration.

- Mental Health, including Youth Mental Health
- Transportation, including Motor Vehicle and Pedestrian Safety<sup>3</sup>
- Diversity, Equity, and Sense of Community

At a Prioritization Session held via Zoom in February 2023, 10 members of the Advisory Committee reviewed the key findings of the community health needs assessment and engaged in a facilitated discussion of the findings.

Participants were then guided through the use of an online multi-voting tool to identify their three top choices for CHIP priorities, taking the following selection criteria into consideration:

<b>RELEVANCE</b> How Important Is It?	<b>APPROPRIATENESS</b> Should We Do It?	<b>IMPACT</b> What Will We Get Out of It?	<b>FEASIBILITY</b> Can We Do It?
<ul style="list-style-type: none"> <li>- Burden (magnitude and severity; economic cost; urgency) of the problem</li> <li>- Community concern</li> <li>- Focus on equity and accessibility</li> </ul>	<ul style="list-style-type: none"> <li>- Ethical and moral issues</li> <li>- Human rights issues</li> <li>- Legal aspects</li> <li>- Political and social acceptability</li> <li>- Public attitudes and values</li> </ul>	<ul style="list-style-type: none"> <li>- Effectiveness</li> <li>- Coverage</li> <li>- Builds on or enhances current work</li> <li>- Fills a gap in the current efforts</li> <li>- Can move the needle and demonstrate measurable outcomes</li> <li>- Proven strategies to address multiple wins</li> </ul>	<ul style="list-style-type: none"> <li>- Community capacity</li> <li>- Technical capacity</li> <li>- Economic capacity</li> <li>- Political capacity/will</li> <li>- Socio-cultural aspects</li> <li>- Ethical aspects</li> <li>- Can identify easy short-term wins</li> </ul>

Following the meeting, the Prioritization Session Presentation and prioritization voting tool were shared with the Advisory Committee, and an additional three members provided input. The voting results were as follows:

<b>Potential Priorities</b>	<b>Polling Results</b>
<b>Mental Health Across the Lifespan</b>	13 votes
<b>Diversity, Equity, and Sense of Community</b>	9 votes
<b>Affordable Housing</b>	6 votes
Transportation, Motor Vehicle, and Pedestrian Safety	4 votes
Older Adults and Aging Health Concerns	2 votes
High Cost of Living	2 votes

<sup>3</sup> In discussion of the priorities, it was noted that both towns had recently passed Complete Streets ordinances that would facilitate the improvement of motor vehicle and pedestrian safety and improve access to active transportation.

As a result, Mental Health Across the Lifespan, Affordable Housing, and Diversity, Equity, and Sense of Community were selected as the priority areas for the 2023 CHIP. The following table contains a list of potential topics for objectives under each priority based on the assessment findings.

Priorities	Potential Objective Topics
<p><b>1</b>      <b>Mental Health Across the Lifespan</b></p>	<ul style="list-style-type: none"> <li>• Youth Mental Health (including the pressure to excel, the COVID-19 pandemic, and social media)</li> <li>• Older Adult Mental Health (including the effects of isolation, anxiety, depression, and hoarding)</li> <li>• Stigma about Mental Health and Substance Misuse</li> </ul>
<p><b>2</b>      <b>Affordable Housing</b></p>	<ul style="list-style-type: none"> <li>• Cost of Living (including increasing utility costs)</li> <li>• Scarcity of Affordable Housing (including perceived resistance to multi-family housing development)</li> <li>• Affordable Housing Options for Older Adults</li> </ul>
<p><b>3</b>      <b>Diversity, Equity, and Sense of Community</b></p>	<ul style="list-style-type: none"> <li>• Issues of Racism and Bias</li> <li>• LGBTQ Inclusivity and Visibility</li> <li>• Making Andover a More Welcoming Community for People of All Identities</li> </ul>

These three priority areas were the focus of virtual planning sessions conducted to identify goals, measurable objectives, outcome indicators, and strategies to address these issues. Andover leadership had a strong desire to focus the efforts of this CHIP on the root causes, or Social Determinants of Health, and on the policies, systems and environmental factors that contribute to the health issues that emerged from the assessment. This focus is reflected across the elements of this plan.

### Development of the CHIP Strategic Components

#### Planning Model

Planning for the CHIP took place virtually via Zoom. Andover leadership invited Advisory Committee members as well as additional community members and partners who work in areas relevant to the plan’s three priority areas.

Planning participants from both towns were invited to two 2-hour joint Capacity Building Sessions facilitated via Zoom. The purpose of these sessions was to build relationships between participants, develop a shared language for equity and planning, and ground the planning work in a systems change framework. Following the Capacity Building Sessions, Andover planning participants were invited to a 1.5-hour Pre-Planning session facilitated via Zoom. In this meeting, participants were prepared for the planning sessions. HRiA shared the CHIP planning framework and planning process and discussed the role of and expectations for planning participants.

After both the Capacity Building and Pre-Planning Sessions, four virtual planning sessions were held between March and April 2023. The sessions ranged in length from 1.5 to 2.5 hours and were structured in both small and large group formats to develop plan components (goals, objectives, potential outcome indicators, strategies, and potential partners). Sessions were facilitated by HRiA and included

opportunities for cross-priority feedback and refinement of each of the core elements of the CHIP. 12 people participated in the Planning Sessions. See Appendix A for a list of CHIP planning participants.

Following the planning sessions, HRiA consultants reviewed the draft output from the workgroups and edited the plan components for clarity and consistency. Andover CHIP leadership shared the CHIP with the Advisory Committee, and other key stakeholders for input and feedback. The input and feedback were reviewed and has been incorporated into the final version of the CHIP where appropriate. See Appendix B for a list of Advisory Committee members.

### Goals, Objectives, Outcome Indicators, Strategies, and Potential Partners

The following pages outline the Goals, Objectives, Outcome Indicators, Strategies, and Potential Partners for the three priority areas outlined in the CHIP. See Appendix C for definitions of these planning terms. See Appendix D for a list of Acronyms used in the CHIP.

## CHIP Snapshot

Priority Area	Goal Statements	Objectives
<b>Mental Health Across the Lifespan</b>	Embrace those living with mental health challenges by informing and referring them to evidence-based resources and encouraging individuals of all identities to access meaningful support across the lifespan.	<p>1.1 Increase the availability and reach of diverse, age-appropriate training and education for residents, municipal and school staff, and care givers to address all aspects of mental health needs by the end of fiscal year (FY) 2024.</p> <p>1.2 Increase availability and reach of age-appropriate evidence-based resources that address both prevention and intervention needs by March 30<sup>th</sup>, 2024 with annual reviews.</p> <p>1.3 Reduce social isolation across the community, focusing on age and cultural sensitivities by the end of FY 2025.</p> <p>1.4 Increase resources to recognize and assist persons with high-risk behaviors, including substance use, problem gambling, social isolation, and excessive screen time by the end of June 2024.</p>
<b>Affordable Housing</b>	Ensure sustainable affordable housing options and resources to support the health of anyone seeking to join or remain a part of the Andover community.	<p>2.1 Increase the affordable housing stock by 2% by 2026 to lower the cost-of-living burden.</p> <p>2.2 Increase the number of transit-oriented housing units to promote use of public and active transportation means by 5% by 2026.</p> <p>2.3 Increase the support for multi-family and affordable housing development by 2026.</p> <p>2.4 Increase the funding for the local housing trust fund and seek other municipal resources to facilitate moving to or staying in Andover.</p>
<b>Diversity, Equity, and Sense of Community</b>	Establish the community of Andover as a welcoming, inclusive, accepting, respectful, and	<p>3.1 By the end of 2023, identify and assess incidences of racism and bias in the town of Andover for the purpose of establishing a baseline.</p>



	safe place for all who live, work, or visit here in order to promote health and racial equity and reduce health disparities.	<p>3.2 Increase the participation and visibility of underrepresented populations in civic engagement/ leadership opportunities (e.g., serving on Board Committees or Commissions, running for office, etc.).</p> <p>3.3 Reduce barriers to accessing equitable health care in order to reduce health disparities.</p> <p>3.4 Increase visible town support for the LGBTQ+ community in Andover.</p>
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## CHIP Elements by Priority Area

### Priority 1: Mental Health Across the Lifespan

**Goal 1:** Embrace those living with mental health challenges by informing and referring them to evidence-based resources and encouraging individuals of all identities to access meaningful support across the lifespan.

**Objective 1.1:** Increase the availability and reach of diverse, age-appropriate training and education for residents, municipal and school staff, and care givers to address all aspects of mental health needs by the end of FY 2024.

#### Outcome Indicators

- # of opportunities to attend training(s)
- List of affinity groups/partners – partnerships created
- Funding sources identified
- Convening of Advisory Committee

#### Strategies

- 1.1.1 Create a standing Behavioral Health Advisory Committee to provide professional guidance.
- 1.1.2 Create a sub-committee /working group to identify appropriate evidence- based educational strategies for residents/care givers.
- 1.1.3 Create a sub-committee / working group to identify appropriate evidence-based trainings for municipal and school staff.
- 1.1.4 Identify affinity groups and other opportunities for partnerships for disseminating training and educational opportunities.
- 1.1.5 Identify funding sources, internal resources, and outsourcing options for training and education.

#### Potential Partners and Resources

- Andover Home for Aging Persons (grant money for programs for seniors)
- Massachusetts Interlocal Insurance Association
- Other communities e.g., Lexington and Chelsea for best practices and examples
- Town of Andover Employee Assistance Program

**Objective 1.2:** Increase availability and reach of age-appropriate evidence-based resources that address both prevention and intervention needs by March 30<sup>th</sup>, 2024 with annual reviews.

**Outcome Indicators**

- Availability of resource guide - # and types of places where list is available (e.g., at the library, restaurants)
- # of town staff trained in using the resource guide
- # of events where resource guide is promoted (e.g., Andover Day, health fair)
- # of languages resource guide is translated into/available in

**Strategies**

- 1.2.1 Develop behavioral health resource guide (categorized by intervention prevention resources) that will be posted on Town website for the public.
- 1.2.2 Utilize technology and in-person methods to provide information about accessing and using the resource guide.  
Potential action step: Develop a calendar of town wide events.
- 1.2.3 Identify funding for translation services.
- 1.2.4 Ensure resources and resource guide are culturally sensitive.
- 1.2.5 Train town staff to utilize resource guide to help community members navigate effective resources based on their needs.

**Potential Partners and Resources**

- Bureau of Substance Abuse Services (BSAS)
- Massachusetts Behavioral Health Access Database
- National Alliance on Mental Illness (NAMI)
- Police Department
- Substance Abuse and Mental Health Services Administration (SAMHSA)
- William James College – InterFace Referral Service

**Objective 1.3:** Reduce social isolation across the community, focusing on age and cultural sensitivities by the end of FY 2025.

**Outcome Indicators**

- # of new tools or strategies used
- Increasing citizen participation in Town activities across life span (e.g., Youth Center, Senior Centers)

**Strategies**

- 1.3.1 Research behavioral health surveys that will be offered to community members across the lifespan to help identify trends with isolation.
- 1.3.2 Utilize or develop a public survey to identify behavioral health and other challenges contributing to isolation.
- 1.3.3 Market existing community events and programs to existing affinity groups to expand interest.
- 1.3.4 Identify existing social/cultural/age groups to inform development of new strategies.
- 1.3.5 Identify opportunities to support/partner with existing strategies.

1.3.6 Research evidence-based programs and services that reduce social isolation.

### **Potential Partners and Resources**

- Faith-based groups – youth and adults
- Community organizations (e.g., Boy Scouts, Girl Scouts, sports teams)
- Public and private schools
- Cultural orgs
- Private clubs (e.g., Rotary, Andona)
- Andover Health Department intern(s)

**Objective 1.4:** Increase resources to recognize and assist persons with high-risk behaviors, including substance use, problem gambling, social isolation, and excessive screen time by the end of June 2024.

### **Outcome Indicators**

- Hiring of a wellness coordinator
- Updated website resources
- Town wide behavioral health fair

### **Strategies**

- 1.4.1 Research best practices/organizations for support groups.
- 1.4.2 Produce a shared definition of “high-risk behaviors” and specific risk factors.
- 1.4.3 Evaluate/identify other communities with Wellness Coordinator position – what the role is, what have been successes.
- 1.4.4 Initiate marketing campaign to highlight/raise awareness of existing available resources for those engaging in risky behaviors.
- 1.4.5 Participate in health fairs and other community events.
- 1.4.6 Develop and implement a town-wide behavioral health fair to educate the community on the negative impacts of and stigma associated with mental illness and high-risk behaviors.  
*Potential action steps:*
  - *Establish a working group to develop the fair.*
  - *Participate in health fairs and other community events.*
  - *Identify vendors for participation in town-wide behavioral health fair.*
- 1.4.7 Redevelop the Town’s website with information/resources.

### **Potential Partners and Resources**

- Andover Public Schools
- Andover Youth Services
- Existing support groups (e.g., Alcoholics Anonymous, AlAnon)
- Local behavioral health agencies
- Local hospitals - Lawrence General Hospital
- Massachusetts Gaming Commission
- Massachusetts Problem Gambling Helpline
- Mental Health Advisory Committee (see objective 1)
- Police Department
- Regional Tobacco Control Program

- State agencies – DCF, DMH, DPPC
- Surrounding towns that are of equal demographics and population (for research of wellness coordinator, regional partnership opportunities) – North Andover, North Reading

## Priority 2: Affordable Housing

**Goal 2:** Ensure sustainable affordable housing options and resources to support the health of anyone seeking to join or remain a part of the Andover community.

**Objective 2.1:** Increase the affordable housing stock by 2% by 2026 to lower the cost-of-living burden.

### Outcome Indicator

- Subsidized housing inventory % (defined by the state, according to their guidelines SHI, above and beyond Section 8- Andover Planning has definition of affordable)

### Strategies

- 2.1.1 Include affordable housing as an Andover Select Board goal.
- 2.1.2 Identify opportunities to develop smaller homes and multi-family housing, including accessory dwelling units.
- 2.1.3 Strengthen and add additional inclusionary zoning requirements, including housing units for 100-120% median income.
- 2.1.4 Identify areas in Andover for senior overlay districts to zone for senior specific housing.

### Potential Partners and Resources

- Andover Community Trust
- Andover Planning
- Andover Select Board
- Citizens Housing and Planning Association
- Finance committee
- Housing For All

**Objective 2.2:** Increase the number of transit-oriented housing units to promote use of public and active transportation means by 5% by 2026.

### Outcome Indicators

- Number of units (single family, rental, condos) built within 1-mile radius of two train stations in Andover
- Count of people walking and using other modes of transportation like bikes etc (currently do traffic counts, could look at doing pedestrian counts. Could also use Google data)
- Usage numbers of public transportation (MBTA numbers of people getting on at Andover stations as well as MEVA routes and usage)

### Strategies

- 2.2.1 Advocate for and implement zoning changes to allow for a higher unit/acre within a 1-mile radius of the train stations.

- 2.2.2 Advocate for and support Complete Streets to improve public health and safety outcomes.
- 2.2.3 Utilize design review for site design and building design to encourage development that enhances the neighborhood.

**Potential Partners and Resources**

- Andover Fire
- Andover Planning (Master Plan)
- Andover Police
- Andover Sustainability (Climate Action Plan)
- Department of Public Works
- Merrimack Valley Planning Commission
- Walk Bike Andover

**Objective 2.3:** Increase the support for multi-family and affordable housing development by 2026.

**Outcome Indicators**

- Number of approvals at public hearings
- Number of educational events and community dialogues

**Strategies**

- 2.3.1 Explore messaging options and approaches to communicate the benefits of affordable housing to the community.
  - Potential action steps:*
    - *Compile statistics and research that supports the intersection economic development and housing and bust any myths about affordable housing (ie. School overcrowding).*
    - *Provide visuals and best practices from comparable communities.*
    - *Highlight previous affordable housing projects and how they impacted the community 5, 10, 20 years after development.*
- 2.3.2 Build relationships with partners to co-host events and share educational materials. (See partners)
- 2.3.3 Based on findings of 2.3.1, create website, public forms, and educational materials in multiple languages.
- 2.3.4 Educate elected officials upon election and regularly thereafter on the benefits of affordable housing development.

**Potential Partners and Resources**

- Andover Community Trust
- Andover Public Schools
- Housing For All
- Memorial Hall Library
- Religious organizations, faith leaders
- Senior Centers

**Objective 2.4:** Increase the funding for the local housing trust fund and seek other municipal resources to facilitate moving to or staying in Andover.

**Outcome Indicators**

- Amount of money in the housing trust fund (increase from current amount of ~\$170k)
- Number of people served by existing programs
- Number of new programs created

**Strategies**

- 2.4.1 Ask Andover’s Town Meeting for funding through the budget process for the housing trust fund.
- 2.4.2 Utilize the payment in lieu of for Inclusionary Zoning when appropriate.
- 2.4.3 Advocate for the adoption of the Community Preservation Act (CPA).  
Potential action steps: Share North Andover success with the CPA.
- 2.4.4 Research state and federally funded programs that provide supplemental resources.
- 2.4.5 Publicize resources and funding programs available locally and statewide.  
*Potential action steps:*
  - *People who have benefited from those programs sharing their experiences, help finding residents who could benefit as well.*
  - *Partner with schools to send information in multiple languages home with children.*
  - *Partner with senior center to share information in multiple languages.*
- 2.4.6 Collaborate with town partners to identify resources and investment opportunities e.g., rental and utility assistance, senior rehab program, reducing the tax burden at municipal level, housing modifications (e.g., ramps, doorways)

**Potential Partners and Resources**

- Andover Affordable Housing Trust Fund Board
- Andover Housing Trust
- Andover Sustainability
- Andover Town Meeting
- Conservation Commission
- Housing For All
- Preservation Commission

Priority 3: Diversity, Equity, and Sense of Community

**Goal 3:** Establish the community of Andover as a welcoming, inclusive, accepting, respectful, and safe place for all who live, work, or visit here in order to promote health and racial equity and reduce health disparities.

**Objective 3.1:** By the end of 2023, identify and assess incidences of racism and bias in the town of Andover for the purpose of establishing a baseline.

**Outcome Indicators**

- Number of reported incidents of racism and bias (current baseline = 0)
- Safe reporting mechanism created and publicized

- Trends identified

### **Strategies**

- 3.1.1 Support the work of the Commission on Diversity, Equity, and Inclusion (DEI) to establish and promote safe reporting mechanisms.
- 3.1.2 Gather and analyze baseline data with the Commission on DEI Data Gathering Working Group.
- 3.1.3 Engage Commission on DEI to identify improvement strategies (e.g., employer training, community educational opportunities, etc.) to address identified trends.
- 3.1.4 Work with Commission on DEI to gather feedback from those who report incidents.

### **Potential Partners and Resources**

- Andover Commission on Diversity, Equity, and Inclusion (DEI)
  - Strategic Plan
- Town Government/Departments
- Andover DIVERSE

**Objective 3.2:** Increase the participation and visibility of underrepresented populations in civic engagement/ leadership opportunities (e.g., serving on Board Committees or Commissions, running for office, etc.).

### **Outcome Indicator**

- Number of persons serving in town leadership roles from historically underrepresented populations (defined as: diverse racially/ethnically, culturally, socio-economically, linguistically, age, gender, sexual orientation, ability, religion)

### **Strategies**

- 3.2.1 Engage community members via survey, focus groups, etc. on their willingness/interest/ability to participate in town leadership opportunities and barriers to participation.
- 3.2.2 Promote application process for appointments and DEI-centered recruitment and selection processes, including where to look (Andover.gov) and what Departments do/need (Andover Leadership Academy).
- 3.2.3 Update/revise talent bank form and provide in a variety of languages (those who speak English well may not be as effective reading/writing in English).
- 3.2.4 Publicize available supports for participation (transportation, childcare, stipends, library internet access, etc.) and address technology divide by offering support for those who don't have/don't know how to use technology.
- 3.2.5 Advocate for Town to adequately resource staff time for community engagement and communication (via Town budget, grants, etc).
- 3.2.6 Actively engage and provide leadership opportunities for underrepresented populations to design and develop inclusive events/messaging.
- 3.2.7 Seek out/identify diverse leadership within community groups and encourage them to apply (see Andover Leadership Academy).

### **Potential Partners and Resources**

- Andover Commission on DEI

- Andover Community Trust (Farmers Markets)
- Andover DIVERSE
- Andover Leadership Academy
- Andover Public Schools
- Merrimack College
- Regional Clergy Group
- Robb Center (Senior Center)
- South Church (United Church of Christ)
- The Merrimack Valley Black and Brown Voices
- Town Government/Departments

**Objective 3.3:** Reduce barriers to accessing equitable health care in order to reduce health disparities.

#### **Outcome Indicators**

- # of historically underrepresented populations who can access the care they need (survey)
- # of people connected to MassHealth services
- # and types of resources/services available that address the social determinants of health (SDOH)
- # of people who use the Emergency Department for primary care

#### **Strategies**

- 3.3.1 Identify barriers to accessing equitable health care via topic specific community survey/forum.
- 3.3.2 Share and promote social determinants of health information and resources, and how to access them, at Town events (in collaboration with Community events working group and Health Department), in schools, in community clinics and in other community-based locations (library, senior center, faith-based organizations, farmer’s market, etc.).
- 3.3.3 Invest in community outreach workers and/or navigators to identify and address barriers to health, including support for applying for MassHealth and other assistance programs.
- 3.3.4 Research best practices in communities that have been successful in reducing barriers to health.
- 3.3.5 Promote Greater Lawrence Family Health Center (GLFHC) and other sites where anyone without insurance can access care.
- 3.3.6 Collaborate with Lawrence General Hospital to identify trends in the number of residents from Andover who visit the Emergency Department for primary (non-emergent) care and the types of presenting conditions; and develop potential strategies/partners to reduce incidences.

#### **Potential Partners and Resources**

- Andover Commission on DEI
  - Strategic Plan
- Andover Community Trust (Farmers Markets)
- Andover DIVERSE



- Andover Leadership Academy
- Andover Public Schools
- Greater Lawrence Family Health Center
- Lawrence General Hospital
- Merrimack College
- Regional Clergy Group
- Robb Center (Senior Center)
- South Church (United Church of Christ)
- The Merrimack Valley Black and Brown Voices
- Town Government/Departments

**Objective 3.4:** Increase visible town support for the LGBTQ+ community in Andover.

**Outcome Indicators**

- # of town supported events for the LGBTQ+ community (e.g., Pride events)

**Strategies**

- 3.4.1 Support and promote the work of the Commission on DEI on LGBTQ+ inclusion.
- 3.4.2 Identify opportunities for the town to support LGBTQ+ visibility and inclusion.
- 3.4.3 Advocate for and promote opportunities identified in 3.4.2.
- 3.4.4 Gather input from community members on improving efforts and implement changes.

**Potential Partners and Resources**

- Andover Commission on DEI

## Next Steps – Implementation Phase

The components included in this report represent the strategic framework for a data-informed, community health improvement plan. Given the unpredictable nature of changing resources, priorities, and events, planning participants examined the CHIP's 60 strategies and prioritized a subset of 20 strategies to start implementing in the first year of the CHIP. When thinking about which strategies to prioritize for the first year of implementation, planning participants considered:

1. Is the strategy foundational? Does it need to happen first, before other strategies?
2. Is there already momentum for the strategy?
3. Is it feasible to start the strategy in the coming year?

Individual responses were tallied, and 20 strategies were prioritized to initiate in the first year of the CHIP. Planning participants developed a Year 1 Implementation Plan that includes: prioritized strategies and specific 1-year action steps with timelines, identified lead responsible parties and resources for each prioritized strategy. The implementation plan includes monitoring and evaluation processes and procedures to ensure that successes and challenges are captured on an annual basis. Working groups for each priority area, comprised of partners, stakeholders, and community participants, are responsible for this annual process for implementing and updating the plan.

See Appendix E for the Year 1 Implementation Plan which includes detailed information about implementing proposed strategies and activities, a description of partner participation, monitoring and evaluation approaches, and required resources.

# Appendices

Appendix A: CHIP Planning Participants

Appendix B: Andover/North Andover Community Advisory Committee Members

Appendix C: Planning Definitions

Appendix D: Acronyms

Appendix E: Year 1 Implementation Plan

## Appendix A: CHIP Planning Participants

### **Priority Area 1: Mental Health Across the Lifespan**

Anthony Serio  
Jane Burns  
Monica Gregoire  
Rita Casper  
Tom Carbone

### **Priority 2: Affordable Housing**

Joyce Losick-Yang  
Lisa Schwarz  
Mike Lindstrom

### **Priority 3: Diversity, Equity, and Sense of Community**

Amy Ewing  
Christina Wolf  
Deb Enegess  
Jemma Lambert

## Appendix B: Andover/North Andover Community Advisory Committee Members

Cheryl Barczak, North Andover Public Schools

Christina Wolf, Lawrence General Hopsia

Crystal Clunie, North Andover Police Department Community Support Services

Deb Enegess, Andover Board of Health

Felipe Schwarz, Merrimack College

Jane Burns, Andover Elder Services

Jennifer Darfoor, Andover Resident

Joe Yarid, Andover Public Schools

Joyce Losick-Yang, Andover Sustainability

Kathy Shelp, North Andover Elder Services

Melissa Rodrigues, North Andover Town Management

Michael Lindstrom, Andover Deputy Town Manager

Michele Davis, North Andover Board of Health

Rene Manning, Andover Resident

Rick Gorman, North Andover Youth Services

Rita Casper, Andover Public Schools

Rob Johnson, Barkan Management

Sean Wilen, Andover Resident

## Appendix C: CHIP Planning Definitions

<b>Term</b>	<b>Definition/Description</b>
<b>Priority</b>	Key issues identified from an assessment that provide a focus for planning.
<b>Goal</b>	A goal is a broadly stated, non-measurable change in the priority area. It describes in broad terms a desired outcome of the planning initiative.
<b>Objective</b>	Objectives articulate goal-related outcomes in specific and measurable terms. Objectives state how much of what you hope to accomplish and by when. Objectives are SMART (specific, measurable, achievable, Relevant, time-phased).
<b>Outcome Indicators</b>	Indicators are ways to track progress for each of the objectives. They describe the baseline and target values for each objective based on data that are relevant and available.
<b>Strategies</b>	A strategy is a statement of HOW an objective will be achieved. It is less specific than action steps but tries broadly to answer the question, "How can we get from where we are now to where we want to be?"

## Appendix D: Acronyms

BSAS	Bureau of Substance Abuse Services
CHIP	Community Health Improvement Plan
CPA	Community Preservation Act
CHNA	Community Health Needs Assessment
DCF	Department of Children and Families
DEI	Diversity, equity, and inclusion
DMH	Department of Mental Health
DPPC	Disabled Persons Protection Commission
FY	Fiscal Year
GLFHC	Greater Lawrence Family Health Center
HRiA	Health Resources in Action, Inc.
LGBTQ+	Lesbian, gay, bisexual, transgender, queer and questioning. An umbrella term that represents a diverse range of sexualities and gender-identities.
MAPP	Mobilization for Action through Planning and Partnerships
NACCHO	National Association of County and City Health Officials
NAMI	National Alliance on Mental Illness
SAMHSA	Substance Abuse and Mental Health Services Administration

Appendix E: Year 1 Implementation Plan

Priority 1: Mental Health Across the Lifespan							
Goal 1: Embrace those living with mental health challenges by informing and referring them to evidence-based resources and encouraging individuals of all identities to access meaningful support across the lifespan.							
Objective 1.1: Increase the availability and reach of diverse, age-appropriate training and education for residents, municipal and school staff, and care givers to address all aspects of mental health needs by the end of FY 2024.							
Outcome Indicators							
<ul style="list-style-type: none"> <li># of opportunities to attend training(s)</li> <li>List of affinity groups/partners – partnerships created</li> <li>Funding sources identified</li> <li>Convening of Advisory Committee</li> </ul>							
Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline				
			2023		2024		
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	
1.1.1 Create a standing Behavioral Health Advisory Committee to provide professional guidance.	Identify and invite professionals in the medical/behavioral health provider community to serve on the committee.	R: Board of Health C: Key Stakeholders (e.g., Senior Center, School Committee, DEI Commission) A: Select Board	X	X			
	Convene first meeting.	R: Health Department		X			
	Review CHIP/action plan and establish priorities.	R: Health Department, Advisory Committee		X			
1.1.2 Create a sub-committee/ working group to identify appropriate evidence- based educational strategies for residents/care givers.	Identifying members for sub-committee from Advisory Committee membership.	R: Advisory Committee		X	X		
	Convene first meeting.	R: Health Department Staff (TBD)		X	X		
	Review CHIP/action plan and establish priorities for educational strategies.	R: Sub-committee C: Intern, Academic Public Health Corps (APHC)			X		
	Identify evidence-based strategies and programs.	R: Sub-committee C: Key Stakeholders (e.g., Senior Center, School Committee, DEI Commission, Andover Youth			X	X	



Priority 1: Mental Health Across the Lifespan						
Goal 1: Embrace those living with mental health challenges by informing and referring them to evidence-based resources and encouraging individuals of all identities to access meaningful support across the lifespan.						
		Services and Recreation), Town of Andover Human Resources A: Behavioral Health Advisory Committee				
	Develop schedule for delivery and identify appropriate audiences.	R: Advisory Committee C: Key Stakeholders (e.g., Senior Center, School Committee, DEI Commission, AYS and Rec)				X
<b>Resources Required (human, partnerships, financial, infrastructure or other)</b> <ul style="list-style-type: none"> <li>Academic Public Health Corps (APHC) internship program</li> <li>Andover Home for Aging Persons (grant money for programs for seniors)</li> <li>Andover Board of Health</li> <li>Andover Diversity, Equity, and Inclusion (DEI) Commission</li> <li>Andover School Committee</li> <li>Andover Senior Center</li> <li>Andover Youth Services (AYS)</li> <li>Behavioral Health (BH) Advisory Committee</li> <li>Beth Israel Lahey Health (BILH) Behavior Health Services</li> <li>Massachusetts Interlocal Insurance Association</li> <li>Other communities e.g., Lexington and Chelsea for best practices and examples of how Advisory Committees run</li> <li>Town of Andover Employee Assistance Program</li> <li>Town of Andover Human Resources</li> <li>Trauma Intervention Program</li> <li>VinFin Community Behavioral Health</li> </ul>						
<b>Monitoring/Evaluation Approaches</b> <ul style="list-style-type: none"> <li>Meeting minutes shared back with Board of Health</li> </ul>						

Priority 1: Mental Health Across the Lifespan						
Goal 1: Embrace those living with mental health challenges by informing and referring them to evidence-based resources and encouraging individuals of all identities to access meaningful support across the lifespan.						
Objective 1.2: Increase availability and reach of age-appropriate evidence-based resources that address both prevention and intervention needs by March 30th, 2024 with annual reviews.						
Outcome Indicators						
<ul style="list-style-type: none"> <li>• Availability of resource guide - # and types of places where list is available (e.g., at the library, restaurants)</li> <li>• # of town staff trained in using the resource guide</li> <li>• # of events where resource guide is promoted (e.g., Andover Day, health fair)</li> <li>• # of languages resource guide is translated into/available in</li> </ul>						
Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline			
			2023		2024	
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun
1.2.1 Develop behavioral health resource guide (categorized by intervention prevention resources) that will be posted on Town website for the public.	Establish point person to compile resource guide information.	R: Health Department		X		
	Compile and ensure accuracy of resources.	R: Intern C: BH Advisory Committee, Key Stakeholders (e.g., Senior Center, School Committee, DEI Commission, AYS, Rec) A: BH Advisory Committee			X	
	Post guide on Town website.	R: Health Department			X	
	Distribute hard copies to key locations (e.g., library, senior center).	R: Health Department			X	
	Develop a review schedule for resource guide.	R: Health Department			X	
1.2.2 Utilize technology and in-person methods to provide information about accessing and using the resource guide.	Develop a communications plan.	R: Health Department C: Communications Director, DEI				X
	BH Advisory Committee reviews communication plan to ensure reach to all targeted groups.	R: BH Advisory Committee				X
	Implement communications plan.	R: Health Department, Communications Director				X

Priority 1: Mental Health Across the Lifespan						
Goal 1: Embrace those living with mental health challenges by informing and referring them to evidence-based resources and encouraging individuals of all identities to access meaningful support across the lifespan.						
Objective 1.2: Increase availability and reach of age-appropriate evidence-based resources that address both prevention and intervention needs by March 30th, 2024 with annual reviews.						
1.2.5 Train town staff to utilize resource guide to help community members navigate effective resources based on their needs.	Identify and pursue funding and resources required.	R: Health Department			X	X
	Establish point person for trainings.	R: Health Department C: BH Advisory Committee, Key Stakeholders (listed above)				X
	Identify training methodology/develop training.	R: Point Person TBD C: BH Advisory Committee, Key Stakeholders				X
	Implement training.	R: Point Person TBD				X
<b>Resources Required (human, partnerships, financial, infrastructure or other)</b> <ul style="list-style-type: none"> <li>Andover Diversity, Equity, and Inclusion (DEI) Commission</li> <li>Andover Police Department</li> <li>Andover Recreation</li> <li>Andover School Committee</li> <li>Andover Senior Center</li> <li>Andover Youth Services (AYS)</li> <li>Behavioral Health (BH) Advisory Committee</li> <li>Bureau of Substance Abuse Services (BSAS)</li> <li>Greater Lawrence Community Health Center</li> <li>Houses of worship in Andover</li> <li>Massachusetts Behavioral Health Access Database</li> <li>Merrimack College</li> <li>National Alliance on Mental Illness (NAMI)</li> <li>Phillips Andover</li> <li>Substance Abuse and Mental Health Services Administration (SAMHSA)</li> <li>William James College – InterFace Referral Service</li> </ul>						
<b>Monitoring/Evaluation Approaches</b> <ul style="list-style-type: none"> <li>TBD by Advisory Committee</li> </ul>						

Priority 1: Mental Health Across the Lifespan						
Goal 1: Embrace those living with mental health challenges by informing and referring them to evidence-based resources and encouraging individuals of all identities to access meaningful support across the lifespan.						
Objective 1.3: Reduce social isolation across the community, focusing on age and cultural sensitivities by the end of FY 2025.						
Outcome Indicators						
<ul style="list-style-type: none"> <li># of new tools or strategies used</li> <li>Increasing citizen participation in Town activities across life span (e.g., Youth Center, Senior Centers)</li> </ul>						
Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline			
			2023		2024	
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun
1.3.1 Research behavioral health surveys that will be offered to community members	Identify existing surveys.	R: Health Dept. intern			X	X
	Report findings back to BH Advisory Committee.	R: Intern C: BH Advisory Committee				X
1.3.2 Utilize or develop a public survey to identify behavioral health and other challenges contributing to isolation.	Determine survey tool (existing or new).	R: BH Advisory Committee				Goes into Y2
	Develop or adapt survey tool.	R: BH Advisory Committee C: Health Dept. Staff				
	Develop a survey dissemination plan.	R: Communication Director, Community Services, Division Heads, School Staff, Library				
	Collect survey responses.	R: Health Dept. Staff				
	Analyze survey data.	R: Key Stakeholders involved in survey dissemination				
	Develop action plan based on survey findings.	R: BH Advisory Committee				
<b>Resources Required (human, partnerships, financial, infrastructure or other)</b>						
<ul style="list-style-type: none"> <li>Andover Community Services</li> <li>Andover Health Department intern(s)</li> <li>Andover Recreation</li> <li>Andover Youth Services (AYS)</li> <li>Behavioral Health (BH) Advisory Committee</li> <li>Community organizations (e.g., Boy Scouts, Girl Scouts, sports teams)</li> <li>Cultural organizations</li> <li>Faith-based groups – youth and adults</li> <li>Memorial Hall Library</li> <li>Private clubs (e.g., Rotary, ABC, Andona)</li> <li>Public and private schools</li> <li>YMCA</li> </ul>						

**Priority 1: Mental Health Across the Lifespan**

**Goal 1: Embrace those living with mental health challenges by informing and referring them to evidence-based resources and encouraging individuals of all identities to access meaningful support across the lifespan.**

**Monitoring/Evaluation Approaches**

- Updates to Advisory Committee

Priority 1: Mental Health Across the Lifespan						
Goal 1: Embrace those living with mental health challenges by informing and referring them to evidence-based resources and encouraging individuals of all identities to access meaningful support across the lifespan.						
Objective 1.4: Increase resources to recognize and assist persons with high-risk behaviors, including substance use, problem gambling, social isolation, and excessive screen time by the end of June 2024.						
Outcome Indicators						
<ul style="list-style-type: none"> <li>Hiring of a wellness coordinator</li> <li>Updated website resources</li> <li>Town wide behavioral health fair</li> </ul>						
Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline			
			2023		2024	
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun
1.4.3 Evaluate/identify other communities with Wellness Coordinator position – what the role is, what have been successes with the role.	Identify other communities with Wellness Coordinator position.	R: Dir. of Community Services C: Health Dept.				Move to Y2
	Interview representatives from other communities.	R: Deputy Town Manager C: Health Dept.				
	Analyze models used by other towns.	R: Health Dept.				
	Create a comparison grid.	R: Health Dept.				
	Report back to BH Advisory Committee.	R: Deputy Town Manager				
1.4.4 Initiate marketing campaign to highlight/raise awareness of existing available resources for those engaging in risky behaviors.	Engage Key Resources/Stakeholders (Communications Director, Tobacco Control Director, Department of Public Health, Senior Services, Youth Services, Public Health Outreach Worker, Andover PD).	R: Health Department C: Communications Director, Town Managers Office			X	
	Develop marketing plan with stakeholders – determining roll out, audiences.	R: Communications Director C: Key Stakeholders (listed above) A: Town Managers Office			X	
	Develop branding/look of campaign.	R: Communications Director (potentially outsourced) C: Key Stakeholders (listed above) A: Town Managers Office			X	

<b>Priority 1: Mental Health Across the Lifespan</b>					
<b>Goal 1: Embrace those living with mental health challenges by informing and referring them to evidence-based resources and encouraging individuals of all identities to access meaningful support across the lifespan.</b>					
	Launch marketing campaign.	R: Communications Director			X X
<b>Resources Required (human, partnerships, financial, infrastructure or other)</b>					
<ul style="list-style-type: none"> <li>Andover Diversity, Equity, and Inclusion (DEI) coordinator</li> <li>Andover Police Department</li> <li>Andover Public Schools</li> <li>Andover Youth Services (AYS)</li> <li>Existing support groups (e.g., AA, AlAnon)</li> <li>Family Services of Merrimack Valley</li> <li>Local behavioral health agencies</li> <li>Local hospitals - Lawrence General Hospital</li> <li>Massachusetts Gaming Commission</li> <li>Massachusetts Problem Gambling Helpline</li> <li>Mental Health Advisory Committee (see objective 1)</li> <li>Regional Tobacco Control Program</li> <li>State agencies – DCF, DMH, DPPC</li> <li>Surrounding towns that are of equal demographics/population (for research of wellness coordinator, regional partnership opportunities)</li> <li>Funding Sources: ARPA, Andover Cares (Rotary)</li> </ul>					
<b>Monitoring/Evaluation Approaches</b>					
<ul style="list-style-type: none"> <li>Website hits for resource guide</li> </ul>					

Priority 2: Affordable Housing						
Goal 2: Ensure sustainable affordable housing options and resources to support the health of anyone seeking to join or remain a part of the Andover community.						
Objective 2.1: Increase the affordable housing stock by 2% by 2026 to lower the cost-of-living burden.						
Outcome Indicators						
<ul style="list-style-type: none"> <li>Subsidized housing inventory % (from 2020, defined by the state, according to their guidelines SHI, above and beyond Section 8- Andover Planning has definition of affordable)</li> </ul>						
Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline			
			2023		2024	
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun
2.1.1 Include affordable housing as an Andover Select Board goal.	Partner with the Master Plan to co-present affordable housing as a goal.	R: Andover Planning	X			
	Define affordable housing as a priority-broad definition that will help it gain traction. Diverse, sustainable housing stock that allows young people to move to the town, older adults to age in place.	R: Andover Planning	X			
	Present to the Town Manager for inclusion of Affordable Housing as a Select Board goal (or included as part of a goal) for FY24.	R: Multiple town departments (e.g., Health, Planning, Sustainability) A: Town manager	X	X		
2.1.2 Identify opportunities to develop smaller homes and multi-family housing, including accessory dwelling units.	Review zoning bylaws.	R: Andover Planning C: Town Counsel		X		
	Research best practices from other communities.	R: Andover Planning		X		
	Identify next steps, including partnering with Merrimack Valley Planning Commission (MVPC).	R: Andover Planning C: Housing Committee, MVPC			X	X
2.1.4 Identify areas in Andover for senior overlay districts to zone for senior specific housing.	Meet with partners (listed as consultants) to discuss and identify needs, and potential next steps.	R: Andover Planning C: Elder Services, Council on Aging, Elder Services Task		X		



Priority 2: Affordable Housing						
Goal 2: Ensure sustainable affordable housing options and resources to support the health of anyone seeking to join or remain a part of the Andover community.						
		Force, Planning Board, Zoning Board of Appeals				
	Research examples and best practices from other communities.	R: Andover Planning C: Elder Services, Council on Aging, Elder Services Task Force, Planning Board, Zoning Board of Appeals			X	X
	Explore ways to build community buy-in.	R: Andover Planning C: Elder Services, Council on Aging, Elder Services Task Force, Planning Board, Zoning Board of Appeals			X	X
<b>Resources Required (human, partnerships, financial, infrastructure or other)</b>						
<ul style="list-style-type: none"> <li>• Andover Community Trust</li> <li>• Andover Council on Aging</li> <li>• Andover Elder Services</li> <li>• Andover Planning</li> <li>• Andover Select Board</li> <li>• Andover Sustainability</li> <li>• Andover Town Counsel</li> <li>• Andover Town Manager</li> <li>• Citizens Housing and Planning Association</li> <li>• Elder Services Task Force</li> <li>• Housing For All</li> <li>• Merrimack Valley Planning Commission (MVPC)</li> <li>• Andover Planning Board</li> <li>• Zoning Board of Appeals</li> </ul>						
<b>Monitoring/Evaluation Approaches</b>						
<ul style="list-style-type: none"> <li>• Establish a baseline for the subsidized housing inventory %</li> </ul>						

Priority 2: Affordable Housing						
Goal 2: Ensure sustainable affordable housing options and resources to support the health of anyone seeking to join or remain a part of the Andover community.						
Objective 2.2: Increase the number of transit-oriented housing units to promote use of public and active transportation means by 5% by 2026.						
Outcome Indicators						
<ul style="list-style-type: none"> <li>Number of units (single family, rental, condos) built within 1-mile radius of two train stations in Andover</li> <li>Count of people walking and using other modes of transportation like bikes etc (currently do traffic counts, could look at doing pedestrian counts, Google data)</li> <li>Usage numbers of public transportation (MBTA numbers of people getting on at Andover stations as well as MEVA routes and usage)</li> </ul>						
Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline			
			2023		2024	
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun
2.2.1 Advocate for and implement zoning changes to allow for a higher unit/acre within a 1-mile radius of the train stations	Research and establish a baseline (based on MBTA Communities data).	R: Andover Planning C: GIS Coordinator	X			
	Establish the MBTA Communities Working Group and begin convening.	R: Andover Town Manager C: Andover Planning	X			
	Draft zoning change recommendations.	R: MBTA Communities Working Group		X	X	X
2.2.2 Advocate for and support Complete Streets to improve public health and safety outcomes.	Kickoff work on Complete Streets Prioritization Plan and Active Transportation Plan.	R: Andover Planning, Department of Public Works (DPW) C: Andover Sustainability, Walk-Bike Andover	X			
	Develop Complete Streets Prioritization Plan and Active Transportation Plan.	R: Andover Planning, DPW C: Andover Sustainability, Walk/Bike Andover		X	X	X
	<i>Note: This was added as an additional strategy to capture ongoing work in this area.</i>	R: Andover Planning, DPW C: Andover Sustainability, Walk/Bike Andover				X

**Priority 2: Affordable Housing**

**Goal 2: Ensure sustainable affordable housing options and resources to support the health of anyone seeking to join or remain a part of the Andover community.**

**Resources Required (human, partnerships, financial, infrastructure or other)**

- Andover Department of Public Works
- Andover Planning (Master Plan)
- Andover Police Department
- Andover Sustainability (Climate Action Plan)
- Andover Town Manager
- Andover Select Board
- Merrimack Valley Planning Commission
- Walk/Bike Andover

**Monitoring/Evaluation Approaches**

- MBTA Communities data

<b>Priority 2: Affordable Housing</b>						
<b>Goal 2: Ensure sustainable affordable housing options and resources to support the health of anyone seeking to join or remain a part of the Andover community.</b>						
<b>Objective 2.3: Increase the support for multi-family and affordable housing development by 2026.</b>						
<b>Outcome Indicators</b>						
<ul style="list-style-type: none"> <li>• Number of approvals at public hearings</li> <li>• Number of educational events and community dialogues</li> </ul>						
Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline			
			2023		2024	
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun
2.3.1 Explore messaging options and approaches to communicate the benefits of affordable housing to the community.	Identify and activate strategic partners to collaborate on affordable housing initiatives.	R: Andover Planning (and/or Director of Andover DEI) C: Andover Commission on DEI, Andover Community Trust (ACT), Andover Select Board, Senior Center, Housing for All		X		
	Brainstorm with partners about the best ways to communicate with different groups in town. E.g., focus groups	R: Andover Planning (and/or Director of Andover DEI) C: Andover Commission on DEI, ACT, Andover Select Board, Senior Center, Housing for All			X	
	Begin implementation of identified communication strategies and methods.	R: Andover Planning (and/or Director of Andover DEI) C: Andover Commission on DEI, ACT, Andover Select Board, Senior Center, Housing for All				X
<b>Resources Required (human, partnerships, financial, infrastructure or other)</b>						
<ul style="list-style-type: none"> <li>• Andover Commission on Diversity, Equity, and Inclusion (DEI)</li> <li>• Andover Community Trust (ACT)</li> <li>• Andover Planning</li> <li>• Andover Select Board</li> <li>• Housing For All</li> <li>• Senior Center</li> </ul>						

**Priority 2: Affordable Housing**

**Goal 2: Ensure sustainable affordable housing options and resources to support the health of anyone seeking to join or remain a part of the Andover community.**

**Monitoring/Evaluation Approaches**

- Begin tracking number of approvals at public hearings and number of educational events and community dialogues

Priority 2: Affordable Housing							
Goal 2: Ensure sustainable affordable housing options and resources to support the health of anyone seeking to join or remain a part of the Andover community.							
Objective 2.4: Increase the funding for the local housing trust fund and seek other municipal resources to facilitate moving to or staying in Andover.							
Outcome Indicators							
<ul style="list-style-type: none"> <li>Amount of money in the housing trust fund (increase from current amount of ~\$170k)</li> <li>Number of people served by existing programs</li> <li>Number of new programs created</li> </ul>							
Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline				
			2023		2024		
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun	
2.4.4 Research state and federally funded programs that provide supplemental resources, e.g., homeownership programs, housing subsidies, and fuel assistance).	Explore the potential of the Community Preservation Act (CPA) to provide funding for housing resources and identify collaborators.	R: Andover Planning C: Open Space Taskforce, historic preservation groups, housing groups, previous CPA champions, Andover Sustainability, Conservation Division A: Town Meeting		X	X		
	Contact The Executive Office of Housing and Livable Communities and talk to someone who does municipal outreach.	R: Andover Planning	X				
2.4.5 Publicize resources and funding programs available locally and statewide.	Compile list of resources.	R: Andover Planning	X	X			
	Share compiled resources with Andover Communications to disseminate.	R: Andover Town Communications C: Andover Library, Andover Community Trust		X	X		
2.4.6 Collaborate with town partners to identify resources and investment opportunities	Explore potential grants to support clean energy and other housing sustainability programs.	R: Andover Planning C: Andover Sustainability	X	X			

Priority 2: Affordable Housing						
Goal 2: Ensure sustainable affordable housing options and resources to support the health of anyone seeking to join or remain a part of the Andover community.						
e.g., rental and utility assistance, senior rehab program, reducing the tax burden at municipal level, housing modifications (ramps, doorways etc.)	Explore potential grants to support senior rehab, reducing the tax burden, and housing modifications.	R: Andover Planning and Elder Services C: Commission on Disabilities, Elder Services Task Force	X	X		
<b>Resources Required (human, partnerships, financial, infrastructure or other)</b> <ul style="list-style-type: none"> <li>Andover Affordable Housing Trust Fund Board</li> <li>Andover Commission on Disabilities</li> <li>Andover Conservation Division</li> <li>Andover Housing Trust</li> <li>Andover Planning</li> <li>Andover Sustainability</li> <li>Andover Town Communications</li> <li>Andover Town Meeting</li> <li>Conservation Commission</li> <li>Elder Services Taskforce</li> <li>Housing For All</li> <li>Memorial Hall Library</li> <li>Open Space Task Force</li> <li>Preservation Commission</li> </ul>						
<b>Monitoring/Evaluation Approaches</b> <ul style="list-style-type: none"> <li>Begin tracking amount of money in the Housing Trust Fund</li> </ul>						

**Priority 3: Diversity, Equity, and Sense of Community**

**Goal 3: Establish the community of Andover as a welcoming, inclusive, accepting, respectful, and safe place for all who live, work, or visit here in order to promote health and racial equity and reduce health disparities.**

**Objective 3.1: By the end of 2023, identify and assess incidences of racism and bias in the town of Andover for the purpose of establishing a baseline.**

- Outcome Indicators**
- Number of reported incidents of racism and bias (current baseline = 0)
  - Safe reporting mechanism created and publicized
  - Trends identified

Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline			
			2023		2024	
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun
3.1.2 Gather and analyze baseline data with the Commission on DEI Data Gathering Working Group.	Attend Commission on DEI Data Gathering Working Group and put this item on the agenda.	R: Diversity, Equity, and Inclusion (DEI) Director C: Andover Commission on DEI	X	X		
	Reach out to police department to see if there have been any reported incidents of racism and bias.	R: DEI Director, DEI Commission A: Police Chief	X	X		
	Reach out to school department to see if there have been any reported incidents.	R: DEI Director, DEI Commission A: School Superintendent	X	X		
	Depending on availability of existing data, reach out to community leaders to see if there have been any reported incidents of racism and bias and ways to encourage reporting.	R: DEI Director, DEI Commission A: Town Manager	X	X		
	Start analysis of baseline data.	R: DEI Director, DEI Commission C: Health Department Epidemiologist			X	X



**Priority 3: Diversity, Equity, and Sense of Community**

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**Resources Required (human, partnerships, financial, infrastructure or other)**

- Andover Commission on Diversity, Equity, and Inclusion (DEI)
- Andover DIVERSE
- Andover Police Department
- Andover Public Schools
- Andover Town Community Leaders
- Andover Town Manager
- Grant to support community-wide survey, if needed
- Strategic Plan
- Town Government/Departments

**Monitoring/Evaluation Approaches**

- DEI Commission subcommittee data group monitors, tracks, and reports on data collection/analysis in conjunction with Andover Health Department

Priority 3: Diversity, Equity, and Sense of Community						
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Objective 3.2: Increase the participation and visibility of underrepresented populations in civic engagement/ leadership opportunities (e.g., serving on Board Committees or Commissions, running for office, etc.).						
Outcome Indicators						
<ul style="list-style-type: none"> <li>Number of persons serving in town leadership roles from historically underrepresented populations (defined as: diverse racially/ethnically, culturally, socio-economically, linguistically, age, gender, sexual orientation, ability, religion)</li> </ul>						
Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline			
			2023		2024	
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun
3.2.1 Engage community members via survey, focus groups, etc. on their willingness/interest/ability to participate in town leadership opportunities and barriers to participation.	Develop sub-committee on the DEI Commission to explore diverse leadership opportunities in the town.	R: DEI Commission C: DEI Director, Communications Director, Town Manager's Office	X			
	Determine what questions to ask for various opportunities (e.g., running for election, volunteering for boards) regarding interest and barriers and identify modifications needed to enhance participation.	R: Subcommittee of DEI Commission C: DEI Director, Communications Director	X	X		
	Review other strategies in this action plan to combine data collection efforts (see 3.4).	R: DEI Director C: DEI Commission	X	X		
	Establish ways to engage community members where they are (e.g., signs in apartment complexes) to get the message out more broadly re: leadership opportunities.	R: DEI Commission C: DEI Director			X	X
	Translate materials into multiple languages.	R: DEI Commission C: DEI Director, Communications Director			X	X

Priority 3: Diversity, Equity, and Sense of Community						
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3.2.2 Promote application process for appointments and DEI-centered recruitment and selection processes, including where to look (Andover.gov) and what Departments do/need (Andover Leadership Academy).	Be present at existing community events (e.g., Andover Day) to share information and facilitate applications.	R: Community Services Department C: Town Manager’s Office, Communications Director	X	X		X
	Brainstorm ways to advertise Leadership Academy through low-tech methods (e.g., information table at library, housing authority venues).	R: Community Services Department, Communications Director	X			
	Explore ways to make information more visible and readily accessible online, including town website.	R: Community Services Department C: Town IT Department	X			
3.2.4 Publicize available supports for participation (transportation, childcare, stipends, library internet access, etc.) and address technology divide by offering support for those who don’t have/don’t know how to use technology.	Advertise messaging about available supports for participation in local newspaper.	R: Town Clerk C: Community Services Department			X	X
	When posting about town meeting, include available supports and a point of contact.	R: Town Clerk C: Community Services Department			X	X
	Conduct social media blast that these supports are available.	R: Town Clerk, Communications Director C: Community Services Department			X	X
	Develop a working group to expand access to participating in town meetings.	R: Town Clerk’s Office	X			
	Explore low-cost or free computer classes at senior centers and library (e.g., volunteers, youth).	R: Town Meeting Participation Working Group A: Town Clerk’s Office		X	X	X
	If not already done, explore the feasibility of simulcasting town meetings in different venues, or on a government channel.	R: Town Meeting Participation Working Group A: Town Clerk’s Office		X	X	X
	Record/televise and promote an educational seminar on how town	R: Town Clerk’s Office	X	X		

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	meeting works, how to participate, and how to propose a warrant for town meeting.	C: Town Manager’s Office, TV Government channel				
3.2.6 Actively engage and provide leadership opportunities for underrepresented populations to design and develop inclusive events/messaging.	Develop a sub-committee of DEI Commission focusing on communication (if not already established).	R: DEI Commission	X	X		
	Identify individuals who could help with the design and development of inclusive, culturally sensitive events/messaging.	R: DEI Sub-Committee			X	X
	Explore different ways to celebrate our diverse community and be more inclusive of all our different cultures.	R: DEI Sub-Committee			X	X
<b>Resources Required (human, partnerships, financial, infrastructure or other)</b> <ul style="list-style-type: none"> <li>Andover Commission on Diversity, Equity, and Inclusion (DEI)</li> <li>Andover Community Services</li> <li>Andover Community Trust (Farmers Markets)</li> <li>Andover DIVERSE</li> <li>Andover Information Technology Department</li> <li>Andover Leadership Academy</li> <li>Andover Public Schools</li> <li>Andover Town Clerk</li> <li>Merrimack College</li> <li>Regional Clergy Group</li> <li>Robb Center (Senior Center)</li> <li>South Church (United Church of Christ)</li> <li>The Merrimack Valley Black and Brown Voices</li> <li>Translation Services for Strategy 3.2.1</li> </ul>						
<b>Monitoring/Evaluation Approaches</b> <ul style="list-style-type: none"> <li>Sub-Committees monitor, track, and report on progress quarterly.</li> </ul>						

**Priority 3: Diversity, Equity, and Sense of Community**

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**Objective 3.3: Reduce barriers to accessing equitable health care in order to reduce health disparities.**

- Outcome Indicators**
- # of historically underrepresented populations who can access the care they need (survey)
  - # of people connected to MassHealth services
  - # and types of resources/services available that address the social determinants of health (SDOH)
  - # of people who use the Emergency Department for primary care

Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline			
			2023		2024	
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun
3.3.1 Identify barriers to accessing equitable health care via topic specific community survey/forum.	Research existing data.	R: Health Department – Contact Tracing Team	X			
	Develop Advisory committee to explore this issue.	R: Health Department	X	X		
	Determine what questions to ask about barriers on accessing health care.	R: Advisory Committee C: Contact Tracing Team			X	X
	Review other strategies in this action plan to combine data collection efforts.	R: Advisory Committee C: Contact Tracing Team			X	X
	Establish ways to engage community members where they are (e.g., signs in apartment complexes).	R: Advisory Committee C: Contact Tracing Team			X	X
	Translate materials into multiple languages.	R: Health Department			X	X
	Analyze collected data and share findings.	R: Health Department – Contact Tracing Team			X	X
3.3.2 Share and promote social determinants of health information and resources, and how to access them, at Town events (in collaboration with Community events	Create easily sharable and digestible information (e.g., one-pager infographics).	R: Health Department – Contact Tracing Team	X	X	X	X
	Be present at existing community events (e.g., Andover Day) to share information.	R: Health Department	X	X	X	X

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working group and Health Department), in schools, in community clinics and in other community-based locations (library, senior center, faith-based organizations, farmer's market, etc.).	Explore ways to make information more visible online, including town website.	R: Health Department	X	X	X	X
3.3.3 Invest in community outreach workers and/or navigators to identify and address barriers to health, including support for applying for MassHealth and other assistance programs.	Research if this model already exists in other towns in Massachusetts	R: Health Department – Contact Tracing Team	X	X		
	Explore funding mechanisms (e.g., grants) for this program	R: Health Department – Contact Tracing Team		X	X	X
	Promote available opportunities for interested community outreach workers or navigators	R: Health Department				X
<b>Resources Required (human, partnerships, financial, infrastructure or other)</b> <ul style="list-style-type: none"> <li>• Academic Public Health Corps (APHC)</li> <li>• CTG Epidemiologist</li> <li>• Medical Reserve Corps (MRC)</li> <li>• Town Government/Departments</li> </ul>						
<b>Monitoring/Evaluation Approaches</b> <ul style="list-style-type: none"> <li>• Health Department staff monitoring and reporting on barriers and access to health care, current health disparities data</li> </ul>						

<b>Priority 3: Diversity, Equity, and Sense of Community</b>						
<b>Goal 3: Establish the community of Andover as a welcoming, inclusive, accepting, respectful, and safe place for all who live, work, or visit here in order to promote health and racial equity and reduce health disparities.</b>						
<b>Objective 3.4: Increase visible town support for the LGBTQ+ community in Andover.</b>						
<b>Outcome Indicators</b>						
<ul style="list-style-type: none"> <li># of town supported events for the LGBTQ+ community (e.g., Pride events)</li> </ul>						
Strategies	Actions	Implementers (R)Responsible, (C)Consultants, (A)Approvers	Y1 Timeline			
			2023		2024	
			Q1 Jul-Sep	Q2 Oct-Dec	Q3 Jan-Mar	Q4 Apr-Jun
3.4.2 Identify opportunities to support LGBTQ+ visibility and inclusion efforts.	Reach out to Andover Diverse to identify opportunities to collaborate.	R: DEI Director	X			
	Include LBGTO+ representation in outreach efforts for Town leadership opportunities (see 3.2.6).	R: DEI Commission	X			
	Build on Pride Month and other LBGTO+ activities already underway throughout the year.	R: DEI Commission C: Youth Center, Senior Center, School Department	X			
<b>Resources Required (human, partnerships, financial, infrastructure or other)</b>						
<ul style="list-style-type: none"> <li>Andover Commission on DEI and Andover Diverse subcommittee</li> <li>Andover School Department</li> <li>Senior Center</li> <li>Youth Center</li> </ul>						
<b>Monitoring/Evaluation Approaches</b>						
<ul style="list-style-type: none"> <li>Working group quarterly monitoring/tracking and reporting on progress</li> </ul>						