

Open Spaces and Buildings

Activities	By Whom	By When	Resources Available	Resources Needed	Potential Barriers or Resistance	Communication Plan for Implementation	Metrics	UPDATE
Develop Senior Activities at Edgemont Park House	Lifelong Montclair, Township of Montclair Departments of Health & Human Services and Recreation & Cultural Affairs	March, 2016	Grant funding by Partners for Health Foundation, programming by community members and organizations	Participants, continued funding	Confusion about various sites throughout town, lack of buy in from older residents	Newsletter, email list	Number of phone calls and walk-ins/program attendees by month	Phone Calls: 8/2016-7/2017: 985 (average 82 per month) 8/2017-7/2018: 1505 (average 125 per month) 8/2018-7/2019: 1497 (average 125 per month) 52% increase between 2016 and 2019 Walk-Ins/Program Attendees: 8/2016-7/2017: 5097 (average 425 per month) 8/2017-7/2018: 6614 (average 551 per month) 8/2018-7/2019: 8300 (average 692 per month) 63% increase between 2016 and 2019
Conduct walking audit training	Township Engineer and Bike&Walk Montclair	September, 2015	Knowledge of Township Engineer, AARP materials	Participants	Reluctance to report problems	Promotion through Bike&Walk Montclair and walking groups	Number of individuals trained, number of audit reports	2 individuals were trained, then program was not further implemented
Host Walkability Conference	Lifelong Montclair	June, 2014	Free through funding by NJ Dept. of Transportation; work by Civic Eye Collaborative and Parsons Brinckerhoff	Event space, fieldwork coordination, attendees, funding to make proposed improvements	Budget limitations	Newspaper, online news sources	Number of attendees, number of proposed improvements implemented	24 attendees. View report: https://montclairnjusa-my.sharepoint.com/:b:/g/personal/kyork_montclairnjusa_org/EUxawpUkQqhHvWOKMX_EZ1UBfvGOAJ6ueqNUS7Da_0qBJg?e=b7mea2 Unable to obtain data on improvements implemented.
Optimize use of existing spaces for older adults to increase engagement and reduce isolation	Lifelong Montclair and its partners	Ongoing	Wally Choice Center, Edgemont Park House, Library, Salvation Army, YMCA, Montclair State University, Hackensack Meridian Health Mountainside Medical Center	Attendees	Biases held by attendees regarding spaces	Promotion through Lifelong Montclair partner organizations	Attendance; increase compared to baseline where baseline has been measured	Unable to obtain data (except for Edgemont Park House; see above)
Develop and implement Parklet Program	Township of Montclair Planning Department and Montclair Center Business Improvement District Update: Bike&Walk Montclair	October, 2016	Summer intern for planning	Space and funding	Reluctance of community to lose parking spots, potential loss of revenue to town	Local media, BID outreach	Number of parklets	2 parklets implemented; parklet manual created: https://montclairnjusa-my.sharepoint.com/:w:/g/personal/kyork_montclairnjusa_org/EWYF_oBpabpDn_-WdaLxDcgBvB4zRWceKfjerlYOI6OvQQ?e=QETsnL
Implement SAFE Streets Program	Township Engineer, Township Planner, Traffic/Parking Advisory Committee, RBA Group	Concept in 2011. Community meetings in 2016-17. Presentation of plan to Council late 2017.	Expertise of participating parties	Funding for implementation of plan, community input	Perceived competing interests between pedestrians and vehicles	Local media, Facebook pages	Number of streets given treatments proposed in report	Not yet adopted
Explore sidewalk repair cost-sharing and walkability education campaign	Township Pedestrian Safety Committee, Code Enforcement, Department of Community Services	August, 2017	Model off of Livingston, NJ	Funding	Budget limitations, concern over Township "endorsement" of contractor, perceived fairness/equity	If implemented - newspaper, online news sources	Implementation of program, square yardage repaired	Not started
Establish a comprehensive Senior Center	Lifelong Montclair, SCAC, Township	Determine site and plan by 2018	Cooperating non-profit organizations in town, model of Princeton Senior Resource Center	Funding, space	Lack of developable space, budget limitations, lack of registry of older residents	Staged communication plan	Type and amount of funding allocated by Town Council; number of private benefactors enlisted to fund Center	Planning still underway. Township Council passed a resolution affirming commitment to establishing a comprehensive senior center on 3/8/17: https://ecode360.com/documents/MO0769/public/339682393.pdf
Use CDBG funding to improve walkability	Township Engineer/Department of Community Services, Lifelong Montclair	Fall, 2017	CDBG funding, report from walkability study	Efforts of Department of Community Services	Budget limitations	None	Number of sites improved to ADA compliance	3 intersections were improved

Transportation

Activities	By Whom	By When	Resources Available	Resources Needed	Potential Barriers or Resistance	Communication Plan for Implementation	Metrics	UPDATE
Develop Lifelong Montclair Guide to Public Transportation	NJTIP @Rutgers	February, 2015	Expertise of NJTIP	Funding for NJTIP's work and printing	Lack of understanding of accessibility features of public transportation options	Distribution to community organizations and senior housing; inclusion on Township website	Number of books printed and distributed	3800 copies of transportation guide printed; incorporated information on www.lifelongmontclair.org/transportation
Develop and implement Taxi Voucher Program	Lifelong Montclair, SCAC	October, 2015	Multiple taxi companies in the area, potential alliance with neighboring towns	Cooperation of taxi companies, funding for printing and fare reimbursement	Vouchers must be purchased at the Health Department in order for individuals to participate in the program. Sustainability of large subsidy, lack of user understanding of partnership with taxi companies	Newspaper and online news sources	Number of vouchers sold and submitted by taxi companies for reimbursement and number of individuals participating.	In 2016, 461 SIT voucher booklets were sold to 114 riders, which is an average of 4 booklets per rider. \$8819 in taxi fares were reimbursed to the taxi companies. In 2017, 616 SIT voucher booklets were sold to 116 riders, which is an average of 5.3 booklets per rider. \$9900 in taxi fares were reimbursed to the taxi companies. The following year, we shifted the program to one in which taxi companies provide a discount directly to the rider and receive a one-time incentive payment. This program was expanded to serve Bloomfield, Nutley, Verona, and Glen Ridge older residents. Unfortunately, the program was not financially sustainable after 2018.
Improve Senior Bus Services	Lifelong Montclair, Senior Bus Roundtable	February, 2017	Expertise of EZ Ride, funding by Township Council	Riders	Persisting stigma carrying over from previous bus experience	Robust marketing plan including door to door visits, print, and digital outreach	Ridership, ROI for Township	3/2017-12/2017: 2485 rides, 249 rides averaged per month, \$41.48 average cost per ride 2018: 6118 rides, 510 rides averaged per month (105% increase from 2017), \$19.45 average cost per ride (53% decrease from 2017) 2019: 8557 rides, 713 rides per month (40% increase from 2018, 186% increase from 2017), \$13.66 average cost per ride (30% decrease from 2018, 204% decrease from 2017)
Research discount overnight parking permit and senior-only parking permits/spaces	Parking Utility	Fall, 2017	State-wide legislation developed by Montclair's SCAC	Council support	Public perception of preferential treatment toward older residents, limited parking availability	Newspaper and online news sources	Number of permits/spaces	Not started
Offer trip opportunities through the county and former township bus	Lifelong Montclair, Department of Community Services, Department of Recreation & Cultural Affairs, volunteer drivers	Fall, 2017	Former senior bus	Driver, availability of bus	Budget limitations	Newspaper and online news sources	Number of trips offered and ridership	We partnered with Essex County's Special Transportation Services to provide transportation for the majority of our trips. 2018: 13 trips, 217 participants 2019: 15 trips, 301 participants Trips were to performances at Montclair State University and Papermill Playhouse, the Newark Museum, a minor league baseball game, and more.
Offer Transit 101 trainings to older Montclair residents	NJTIP @Rutgers	Ongoing	Expertise of NJTIP	Funding for NJTIP's work	Budget limitations	Newspaper and online news sources	Number of participants	178 older residents have participated in Transit 101 trainings. Additionally, 14 professionals and older adults attended a Connect to Transit training.
Promote AARP Defensive Driving classes	Lifelong Montclair partner organizations	Ongoing	Local trainers and interested participants	Participants	Reluctance of drivers to participate	Township newsletter, AARP newsletter	Number of participants	2018: 11 attendees 2019: 2 events due to demand; 14 and 15 attendees
Explore opportunities with bike share programs as a way to engage older adults in active transportation	Lifelong Montclair partner organizations	Summer, 2018	Expertise of local bike organizations	Funding partner, locations	Funding, community buy in	Newspaper and online news sources	Bicycle usage	Not started
Increase access to and awareness of EZ Ride Community Cars	Lifelong Montclair partner organizations	Ongoing	Expertise of EZ Ride, existing relationship of EZ Ride	More volunteer drivers, local place to park car	Limited parking availability	Public presentations	Ridership	EZ Ride retired the Community Cars program
Increase awareness of alternative transportation such as Zip Cars, Uber, EZ Ride's Ryde 4 Life, and Go Go Grandparent	Lifelong Montclair partner organizations	Ongoing	Existing network of Lifelong Montclair partners	Marketing to increase awareness	Difficulty reaching individual homeowners, some older adults' concern over technology used	Conduct trainings, share information with community partners	Ryde 4 Life's ridership	2017: 12 riders, 425 trips 2018: 15 riders, 504 trips 2019: 33 riders, 226 trips (in 2019, we partnered with EZRide to provide a \$50 scholarship to the first 100 Montclair residents to sign up)

Housing

Activities	By Whom	By When	Resources Available	Resources Needed	Potential Barriers or Resistance	Communication Plan for Implementation	Metrics	UPDATE
NEW Housing Action Group development so members can be trained and advocate effectively	Local residents interested in housing issues affecting older adults	Spring, 2019	Housing information from AARP/various experts	Interested volunteers	Conducting advocacy and education with adversarial interactions	Word of mouth, direct invitations to targeted members	Number of individuals completing training	11 individuals participated in the 9 week training
Facilitate HomeSharing, Inc.'s entry into the Montclair area. Encourage increased sharing of homes by matching those who are "over-housed" and those who are seeking affordable housing	Lifelong Montclair, SCAC, AIM, HomeSharing	Ongoing	HomeSharing's 30 years of experience, local Realtors, houses of worship, local TV station	Increased number of homeowners willing to participate	Lack of understanding of program, reluctance to share a home	Coordinate with West Essex Realtor Association, houses of worship, and local TV station for presentations and distribution of brochures	Number of "matches" in Montclair and duration of "matches;" reasons for discontinuation	Program was discontinued due to lack of individuals willing to share their homes. Unable to obtain data.
Investigate Property Tax Discount Card Program - residents shop locally and receive a discount applied to their property tax bill (or a check if they rent)	Lifelong Montclair, SCAC, Township, Business Associations	Spring, 2018	Existing programs in surrounding communities	Buy-in by Township, participating residents, participating businesses	Willingness of businesses to participate	Mass mailing of cards, newspaper articles, online posts	Number of residents receiving refunds and total amount of refunds	Not started
Improve access to and awareness of County's Home Repair Services	SCAC, Lifelong Montclair	Ongoing	County service, Lifelong Montclair Online Directory of Senior Services, SCAC outreach to clarify process	Continued County funding of program	Potential difficulty accessing program, County restrictions on vendors	Lifelong Montclair Online Directory of Senior Services	Number of Montclair residents using the program; types of home repair services	Unable to obtain data
Develop and host Housing Summit: Creating a dialogue with the community, developers, contractors, architects, Realtors, etc. Topics to include Universal Design and creative housing options. Develop white paper on opportunities in community.	Lifelong Montclair, AIM, SCAC, Township Planner, Montclair State University	2019	Interested and engaged volunteers and paid staff	Funding for expert presentation/ materials	Lack of understanding of Universal Design, potential cost	Targeted outreach to specific parties, online and newspaper communication	Number of attendees	101 individuals attended the Universal Design seminar we held on 11/7/2019.
Host Seniorama 2017: Concerted effort to inform community, developers, municipal leaders of mutual self interest in expanding housing options for retirees; explore creative partnerships between for-profit & non-profit entities	SCAC, Lifelong Montclair, community partners	November, 2017	Volunteers, local experts	Funding, attendees in variety of roles	Need to increase awareness of housing needs of senior residents	Word of mouth, direct invitations to targeted attendees	Number of attendees, post-conference survey	126 attendees completed the post-conference survey
Work on updating ADU ordinance to be less restrictive	Lifelong Montclair, Township Planner, Housing Commission, Include Montclair	Winter, 2017	Expertise of group	Buy in of Council	Fear of increased illegal multi-family units	Flyers, local media	Passage of updated ordinance	Updated ordinance developed, no progress in passing new ordinance

Housing

Develop incentives for small landlords thus helping them retain older tenants	Lifelong Montclair, Township Planner, SCAC, Housing Commission, Advisory Committee for People with Disabilities	Winter, 2018	Cooperation with Tax Assessment Department to develop comprehensive registry of landlords, Planning Department records	Registry of all landlords, developing appropriate publication vehicle for seal of approval for cooperating landlord	Fear of reprisals against those with illegal rental units	Outreach from Township to landlords	Number of landlords/units participating	Not started
Conduct education campaign on tax breaks	SCAC, AIM	Ongoing	Municipal Tax Office; Municipal Town Clerk; County Office on Aging	Older adults informing their friends and associates	Mean income of older residents of Montclair often exceeds \$\$ threshold for inclusion	SCAC email distribution; AIM Outreach; SCAC Conferences; Community Events SCAC Tables	Number of applicants; number of approved recipients	Three presentations have shared information about tax breaks. Unable to obtain data for number of applicants

Social Participation

Activities	By Whom	By When	Resources Available	Resources Needed	Potential Barriers or Resistance	Communication Plan for Implementation	Metrics	UPDATE
Develop and implement the Montclair Institute for Lifelong Learning (MILL)	Lifelong Montclair, Montclair Public Library and its Adult School Department, Montclair Art Museum, Montclair Historical Society, Montclair State University	Spring, 2015	Funding from Partners for Health Foundation, instructors, in-kind support from MILL partner organizations	Increased funding to expand supply to meet demand	Imbalance of supply and demand	Adult School of Montclair course catalog Update: we currently have a separate MILL brochure. To view information, visit www.lifelongmontclair.org/MILL .	Number of registrations, number of unique students, number of classes, number on waiting list	2015: 30 courses, 558 registrations, 221 waitlists, 112 registrations per semester average 2016: 48 courses, 1131 registrations, 422 waitlists, 219 registrations per semester average (96% increase over 2015) 2017: 69 courses, 1927 registrations, 574 waitlists, 321 registrations per semester average (47% increase over 2016) 2018: 80 courses, 2081 registrations, 481 waitlists, 347 registrations per semester average (8% increase over 2017) 2019: (switched from 6 semesters to 4 semesters per year) 54 courses, 1522 registrations, 223 waitlists, 381 registrations per semester average (10% increase over 2018) Totals (2015-2019): 281 courses, 7399 registrations, 1921 waitlists, 671 unique students in MILL registration system
NEW MILL Buddies	MILL students	January, 2019	Edgemont Park House space, wifi	MILL students and their own tech devices, process to handle registration requests, wifi	Striking the balance of enough buddies to meet demand for assistance vs filling all classes with buddies	Email to MILL students to recruit; language about the program on every MILL semester brochure	Number of buddies, number of individuals provided registration assistance	We have 8 active buddies and 6 on the waitlist, all of whom have attended an in-person training session. 12 people attended for the Fall 2019 semester and 15 people attended for the Winter 2020 semester.
NEW Programming between MILL semesters to keep skills honed	Lifelong Montclair	January, 2019	Edgemont Park House space, Lifelong Montclair staff	Instructors	Potential cost for instructors	Lifelong Montclair newsletter	Number of participants	Refer to Edgemont data
Increase engagement in Senior Space	United Methodist Communities, AngelaCares, Montclair Public Library	June, 2014	PineRidge and AngelaCares staff, space in Library	Participants, program instructors	Limited space	Weekly newsletter	Number of participants	2018: 47 sessions, 1474 attendees January-June 2019: 25 sessions, 594 attendees
Implement pet visitation/ volunteer opportunities to reduce isolation	Montclair Township Animal Shelter, senior residences	Spring, 2018	Montclair Township Animal Shelter Volunteers, Friends of Montclair Animal Shelter (FOMTAS)	Manpower	Transportation, resistance of senior residences	Montclair Township media outlets	Number of people visited, number of suitable animals	Not started
Implement and promote Art in the Afternoon: drop-in monthly gallery/ art-making program for older adults	Montclair Art Museum	Fall, 2013	Has been funded in the past by Partners for Health over the past years.	Help with marketing and sustainable funding for educator, materials, overhead	Need better marketing for this program and would like to diversify audiences for this program	Marketed through Fall and Spring program brochures and flyers as well as MAM website and social media.	Number of participants per class, satisfaction surveys	20-40 participants per class
Implement and promote Artful Outing: drop-in monthly art programs for people with Alzheimer's Disease and their caregivers	Montclair Art Museum	Spring, 2014	Program run by docents using current MAM exhibitions and permanent collection	Minimal funding for refreshments/overhead ad. Marketing help	More avenues to spread the word about this program would be great. Reaching more diverse group	Marketed through Fall and Spring program brochures and flyers as well as MAM website and social media.	Number of participants per session	Now called "Looking Together;" 6-10 participants per session
Implement and promote Bridges: intergenerational programs for people with Alzheimer's Disease	Montclair Art Museum	Spring, 2014	Partnership with Windsor Healthcare activities director and residents	Sustainable funding for instructor and materials	Most expensive of the Creative Aging programs	Email blasts to middle school teachers and past participants	Number of kids and number of adults per session	10-12 pairs of participants per session
Implement and promote Stoop Time™	Local resident who is a certified therapist specializing in group work with older adults	2014	Volunteer with necessary background and time for training in facilitating a stoop group. Space.	Private space and time to expand to more groups	Lack of awareness of program	Local media, Edgemont calendar	Number of attendees	2018: 215 participants 2019: 197 participants

Social Participation

Implement AIM +Focus Listening Project: facilitated, confidential group discussions that foster relationship building and consciousness raising. Participants share stories and shape solutions.	AIM (Aging in Montclair)	June, 2016; Renamed Conversations on Aging March, 2017	Volunteer to moderate group	Need for scheduling for both attendees and facilitators	Need for scheduling for both attendees and facilitators	AIM newsletter/notifications on AIM website	Number of attendees	Rebranded as "Conversations on Aging in Community." 15-25 attendees.
Increase collaboration with clergy associations and houses of worship	SCAC	2013	Montclair Clergy Association, Montclair African American Clergy Association	Responsive liaison at each House of Worship; inclusion in newsletters circulated by Houses of Worship	Volume of competing responsibilities within Houses of Worship	AIM Outreach; SCAC email distribution	Anecdotal information from Houses of Worship; number of Houses of Worship newsletters that pass on our information	Representatives from the Montclair African American Clergy Association and the Montclair Clergy Association are members of the SCAC listserv. In addition, members of SCAC have made several presentations at houses of worship.
Develop collaborative programming with senior programs in town	Lifelong Montclair, SCAC, AIM, Do Drop Inn, Library, PineRidge, YMCA	Ongoing	Seminars and other activities	Coordination plan, cooperation of all groups	Issues of "turf"/"territory"	Through collaborating organizations' communication efforts	Attendance at programs	Unable to obtain attendance at all programs; programs and speakers are referred informally
Develop and implement Coffee and... (Weekly gathering with refreshments, discussion, and music)	Aging in Montclair	January, 2017	Space to meet, volunteers, refreshments	Attendees	Low attendance	AIM newsletter/email, Facebook, local media	Attendance	Rebranded as "Saturday Socials." Attendance is 19-30 people.

Respect and Inclusion

Activities	By Whom	By When	Resources Available	Resources Needed	Potential Barriers or Resistance	Communication Plan for Implementation	Metrics	UPDATE
Implement Senior of the Month program	Lifelong Montclair, SCAC	May, 2017	Population of older adults, SCAC volunteers to assist with interviews	Promotion	Reluctance of older residents to highlight their work or identify as "senior"	TV34 PSA, feature in local newspaper, BID	Number of featured residents	32 through 12/2019
Develop a program of senior-friendly businesses	Lifelong Montclair	Ongoing	Self-assessment checklist	Participating businesses	Ongoing monitoring can be burdensome	Lifelong Montclair's Online Directory of Senior Services	Number of businesses completing checklist. Aim to increase by 10% every year	Not continued/promoted
Implement Pledge and Protect - a program to increase LGBT cultural competency among health care and senior housing providers. Secondary goal of impacting LGBT elders	Garden State Equality	Spring, 2017	Hackensack Meridian Health Mountainside Medical Center, Chrill, Clara Maass Medical Center, First Montclair House, South End Gardens, PineRidge, Montclair Ambulance Unit, Montclair Inn, funding by Partners for Health	Participation of community organizations	Reluctance of organizations to recognize need for training; ignorance/defensiveness/resistance surrounding issues	Direct outreach to potential organizations	Number of individuals trained; number of organizations hosting training	490 people trained at 10 events in Essex County since January, 2019.
Facilitate homebound seniors' access to lifelong learning programming	Connections at Home NJ (formerly Care at Home NJ), Lifelong Montclair	Ongoing	Local TV station's streaming and recording capability	Technical support	Technical issues	Connections at Home NJ (CAHNJ)'s client list, TV viewers	Viewership; number of individuals using the call-in line to be developed in 2018	Unable to obtain data
Improve senior access to public meetings	AIM (Aging in Montclair)	March, 2015	Rides can be provided to older adults provided they have enough warning about agenda items of special interest and that said agenda items are early enough in the meeting to allow people to get home at a decent hour	Participants, continued funding for the rides for older adults	Need enough warning about agenda items of special interest to older residents in order to provide rides	AIM newsletter/notifications on AIM website	Number of riders using the ride system to justify its continued use	Not started
Implement senior-friendliness in all policies – working to ensure resolutions and ordinances enacted do not have negative impact on older residents	Township Manager's office, Lifelong Montclair, Township Clerk's office, SCAC	Ongoing	SCAC and their collection of data, research committees, and Written Reports to Township	Time to review all relevant proposed policies	Ageist assumptions across generations	None	Assessment of resolutions and ordinance	Concept was discussed; project has not been implemented
Host Celebrating Aging in Film Series	AIM and beival	October 20-22, 2017	Montclair State University School of Communication and Media Presentation Hall, Montclair Art Museum Leir Hall, Presenters (Mario Garrett, PhD and Sophie Glazer)	Funding for advertising, licenses, honorariums, security at MSU, attendees	Budget limitations, transportation issues, persistent stigma	AIM emails, website, and Facebook page; online and print media; word of mouth	Post-surveys and number of attendees	Unable to obtain data

Civic Participation and Employment

Activities	By Whom	By When	Resources Available	Resources Needed	Potential Barriers or Resistance	Communication Plan for Implementation	Metrics	UPDATE
RSVP promotion	Lifelong Montclair and its partners	July, 2014	RSVP can provide advertising and marketing - in print, online, etc. Staff to present program	Invitation to community events, opportunities to promote program	Lack of interest from the community in committing to ongoing volunteer positions.	Continue to educate the community on the importance of civic engagement.	# of volunteers, # of hours served by volunteers	(Year = October 1-September 30) 2016: 426 volunteers, 11,758 hours 2017: 545 volunteers, 12,436 hours 2018: 439 volunteers, 9,912 hours 2019: 452 volunteers, 10, 333 hours The program is purposely shrinking to focus on quality over quantity. RSVP is focusing on data-driven, outcome-based volunteer opportunities.
Develop and promote Reading Buddies: intergenerational program in which older adults read to elementary students	RSVP	September, 2016	Advertising and marketing - in print, online, etc. Staff to present program and coordinate volunteers.	Connections to potential schools that have a need and interest in Reading Buddies	Potential barrier is the lack interest from the school system.	Continue to coordinate RB in West Orange, Orange and Maplewood/South Orange. Expand into other districts in Essex County.	# of schools, # of volunteers serving, # of kids receiving services, improvement of children's reading skills via survey of teachers	2017-2018 School Year: 4 schools, 89 volunteers serving 701 kids receiving services 2018-2019 School Year: 5 schools, 127 volunteers serving 946 kids receiving services 2019-2020 School Year: The program has launched in 2 additional schools, bringing schools served to 7. RSVP expects to serve over 1200 students with 150 volunteers.
Disseminate Age-Friendly Employer Information	Lifelong Montclair	2018	Existing information from Age-Friendly NYC, AARP employer pledge	Township commitment	Requires vetting and approval by Township legal department	AARP employer pledge logo on website	Implementation of pledge	Not started
Participate in Lobby Day- Facilitating Lobbying for Senior-Friendly Legislation	AARP West Essex Chapter 131 through volunteers	Ongoing	Programming by AARP, funding through AARP	Participants, continued funding	Lack of interest from community, lack of support for legislation supporting seniors' health and welfare of caregivers	AARP newsletter, community outreach	Number of participants	9 AARP West Essex Chapter 131 members attended on 3/4/19
Develop AIM Time Bank	Aging in Montclair	October, 2017	Existing software, volunteer efforts	Volunteer labor, grant to hire PT coordinator	Unwieldy software	AIM notices sent to members, print and online media	Numbers of volunteers, numbers of recipients, number of donors, numbers of credits	Unable to obtain data

Communication and Information

Activities	By Whom	By When	Resources Available	Resources Needed	Potential Barriers or Resistance	Communication Plan for Implementation	Metrics	UPDATE
NEW Provide family caregivers with Assistive Technology devices (virtual assistants, cameras, smartphone apps, etc.) and help with use to provide a less stressful and more supportive caregiving experience.	United Way of Northern New Jersey Caregivers Coalition	March, 2019	Grant funding by Healthcare Foundation of New Jersey, UWNNJ staff will provide technical support	Family caregiver participants, continued funding	Fear of technology from family caregivers	Personal outreach to Coalition members and family caregivers, digital outreach, community presentations	3,6,9 and 12 month assessments which track improved caregiving experience	
Create Lifelong Montclair Directory of Senior Services	Lifelong Montclair	January, 2015	Intern to update information, older directory, partner organizations	Printing costs	Expensive to print	Newspaper and online news sources	Number of directories distributed	2100 directories have been distributed, and the directory is now available online at www.lifelongmontclair.org/directory .
Create Community Calendar	Montclair Senior Citizens Advisory Committee (SCAC)	2014	Volunteer manages calendar and www.scacmontclair.org	Need assigned staff person to keep calendar up to date and adoption of new technology	Funding	Referential linkages between websites (e. g. Lifelong Montclair, AIM)	Increase in viewer stat's on SCAC website; increased attendance at events, etc.	Due to difficulty compiling all sources of programming for Montclair, the calendar was abandoned in favor of the email listserv
Create SCAC Website	SCAC	2014	Volunteer manages www.scacmontclair.org	Need assigned staff person to assist with update, and adoption of new tech	Funding	Referential linkages between websites (e. g. Lifelong Montclair, AIM)	Increase in viewer stats on SCAC website;	Total of 3000 visitors over 4 years. Decline in recent viewing will lead to sunset to streamline websites within Township website
Create SCAC Listserv	SCAC	2014	Volunteer manages	Need assigned staff person to assist with volume of blasts, and adoption of new technology	Funding; Lack of comprehensive registry of older Montclair residents	Word of mouth	Increase in attendance at events, etc.	Listserv has been volunteer-managed all 5 years of its existence. Total of 357 emails sent between 2014 and 10/2019. The listserv has 473 members.
Create Lifelong Montclair Facebook page	Lifelong Montclair	January, 2016	Facebook tools	Staff time to update page regularly	Difficulty getting the word out, low reliance on social media for news by some	Lifelong Montclair newsletter, website, email list	Page likes	134 page likes
Distribute GrandPads, Senior Friendly Computers	Connections at Home NJ (CAH NJ)	September, 2014	Computers, tablets, social workers, caregiver support group, website with resource guide	Volunteers to video chat or visit in person with homebound older adults	Finding older adults who are truly socially isolated but also willing to try a computer/tablet	CAH NJ website, presentations at senior buildings and senior organizations, Facebook group	Lubben Social Isolation scale (contact with friends and family), PHQ9 (depression) at baseline and 6 months	105 current clients with tech devices 177 clients were provided tech devices since CAH NJ launched After one year, 74% of clients showed a decrease in social isolation based on the Lubben scale, and 73% showed an improvement in their mental health, according to the PHQ9 screening tool.
Online Directory of Senior Services	Lifelong Montclair, SCAC, AIM	October, 2016	Volunteers with website expertise	Ongoing hosting fees	Preference of printed version by some, reliance on other sources for information	Lifelong Montclair newsletter, email list	Site visits	2017 (on WordPress): 1887 views, 524 visitors 2018 (on WordPress): 1426 views, 537 visitors 2019 (on WordPress): 154 views, 73 visitors Between late 2018 and early 2019, we migrated the directory to the Township's website. 2019 (on Township site): 1091 views, 205 visitors
Implement and film/broadcast Lunch, Learn, Ask	Lifelong Montclair, Matthews and Company Realty, TV34	Ongoing. Start date: September, 2016	Lifelong Montclair Partner Organizations	Lunch donations from community businesses	Transportation, lack of awareness of program	Lifelong Montclair mailing list, mailing list of participants	Number of participants	2018: 11 sessions, 298 participants 2019: 11 sessions, 432 participants
Broadcast lifelong learning programs online and on local TV station	CAH NJ, Lifelong Montclair, United Way Caregivers Coalition, Township of Montclair's TV34	Ongoing. Start date: Summer, 2016	Existing TV34 infrastructure	Time commitment of TV34 staff	Lack of awareness of program	Local media, Lifelong Montclair email list CAH NJ website, UWNNJ Caregivers Coalition	Viewership	Unable to track viewership. Have anecdotal reports from older adults who have viewed from home.

Communication and Information

Aging in Montclair creates newsletter and website	AIM (Aging in Montclair)	Summer, 2015	Website and newsletter are up and running	Volunteers sufficiently computer literate to update website and newsletter	Volunteers sufficiently computer literate to update website and newsletter	Promotion in marketing materials	Number of people on mailing list	628 people are on the mailing list
Lay groundwork for comprehensive senior registry	Township and SCAC	2017	SCAC; Rotary Club; AIM, Veterans Rights organization; Hackensack Meridian Health Mountainside Medical Center	Township support	Privacy barriers	Canvassing, mailers in water bills	Increase in number of people identified	Research has been conducted; unable to implement at this time
Increase availability of technology training	Library, Lifelong Montclair	Fall, 2016	Expertise of librarian, space in senior building for tech support	Computer training lab	Cost of lab	Senior activities calendar, Library calendar, online calendars, flyers	Number of participants	Book a Librarian appointments: 2018: 52 January 1-October 14, 2019: 154 Technology drop-in program at Edgemont Park House: Individuals bring their own devices. 2018: 15 sessions, 47 attendees January 10-October 10, 2019: 32 sessions, 149 attendees
Develop and implement senior marketing plan	Lifelong Montclair	Spring, 2017	Marketing intern, funding from Partners for Health Foundation	Training and background information	Difficulty finding the appropriate intern with required skills	To be used for future outreach	Completion of plan and tracking of implementation	Marketing intern developed a plan in 2017: https://docs.google.com/document/d/1Aj4woH_sDfzYzBELOdN_l7SjkTrrZtGdYBYkF9f5dNU/edit?usp=sharing
Create Lifelong Montclair newsletter	Lifelong Montclair	December, 2016	Partnership with organization who sells ads to cover cost of printing newsletter	Staff time for content development and creation of newsletter	Limited	Lifelong Montclair mailing list, distribution at various sites throughout town	Number of newsletters distributed	1000-1200 newsletters are distributed per month
Develop Senior Speakers Bureau	AIM (Aging in Montclair)	June, 2016	All resources needed to get Speakers Bureau up and running are/have been available, except finding appropriate groups willing to book trained volunteer speakers	Finding appropriate groups willing to book trained volunteer speakers	Lack of interest in groups willing to book trained speakers	AIM newsletter/ notifications on AIM website	Number of groups willing to book speakers	Unable to obtain data
Promote Senior Call-In Center volunteer opportunities	AIM (Aging in Montclair)	April, 2016	Resources needed to implement call in center are available and have been utilized	Senior participation at appropriate times	Users' reluctance to ask for information until situation is critical	AIM newsletter/ notifications on AIM website	Number of callers using call-in center at appropriate time	Program was discontinued. From June 25-October 12, 2016, volunteers fielded 60 calls.
Host computer classes	AARP West Essex Chapter 131 through volunteers in 2014-2015; after 2015, through Adult School	2014	Programming by AARP volunteers, funding through AARP, space offered by Montclair Public Library	Participants, continued funding	Lack of interest from community	AARP newsletter, community outreach	Number of walk-ins/program attendees by month and by year	Unable to obtain data

Community Support and Health Services

Activities	By Whom	By When	Resources Available	Resources Needed	Potential Barriers or Resistance	Communication Plan for Implementation	Metrics	UPDATE
Develop and implement Life Transitions for Seniors	MHAEC, Library, YMCA, AIM, Toni's Kitchen, SCAC	January, 2015	Staff available to provide counseling, referrals and case management Wednesdays through Fridays 9:30-2:30	Increased fiscal support to increase program availability	Programs funded by grants; lack of existing available housing	Market services at YMCA, the Library, AIM and Toni's Kitchen	Record number of individuals served; itemize requests for service	October 2016-June 2017: 25 individuals served Rebranded as Planning in Partnership (PiP) in 2018. September 2018-September 2019: 82 individual served Due to changes in fiscal/overseeing agencies and case managers, there have been some disruptions in these services. We are relaunching PiP as a program within the Township in 2020.
Develop and implement lock box program – to allow access to first responders	Lifelong Montclair, Montclair Police and Fire Departments, Montclair Ambulance Unit	Fall, 2017	Funding from Partners for Health Foundation, existing model programs	Identified vulnerable older adults	Mistrust in the program, hard-to-access population	Local media, via existing programs that serve homebound older adults	Number of lockboxes installed	30 lockboxes have been installed
Promote SHIP program	JFS of MetroWest's RSVP Center of Essex and Hudson Counties	July, 2016	Funding from the NCOA and the State of NJ. Existing program model.	Identifying low-income older adults and Medicare beneficiaries in need of help.	Lack of awareness of SHIP	Existing programs that serve homebound older adults, direct mailers, email marketing, online and in print marketing, enrollment events, presentations	Number of client contacts, LIS applications submitted, percent of submitted applications enrolled. Comparison across years	2018: 1403 clients served Jan – August 2019: 786 clients served Cannot view LIS applications submitted due to changes in the state's data tracking system.
Promote SNAP program	JFS of MetroWest's RSVP Center of Essex and Hudson Counties	October, 2016	Funding from the NCOA and the State of NJ. Existing program model.	Identifying low-income older adults and Medicare beneficiaries in need of help.	Stigma for SNAP, difficulties with SNAP application process, lack of awareness of SNAP	Existing programs that serve homebound older adults, direct mailers, email marketing, online and in print marketing, enrollment events, presentations	Number of client contacts, SNAP applications submitted, percent of submitted applications enrolled, average SNAP benefit of those enrolled. Comparison across years	During the program year, 1478 clients were screened for services by staff and volunteers. Of those, only 203 people decided to move forward with a SNAP application. Many decided against it due to the onerous process and heavy documentation required, all for an average benefit amount of \$15/mo. 62 clients completed surveys after a volunteer helped them complete a SNAP application. Many did not receive benefits, due to issues at the county level. Of the people who actually received benefits, most received \$15 and only 36 clients thought that the benefits increased their access to food. Even those reported the monthly award amount did not increase their food security, still reported that they appreciated that a volunteer worked one on one with them during the application process. Many clients would not have attempted the application without a volunteer's assistance. The program was discontinued due to issues with county welfare department and loss of funding.
Promote and implement Geriatric Psych Program and Helpline	Hackensack Meridian Health Mountainside Medical Center	Geriatric Unit open since ~2010; Helpline started Summer, 2017	Resources for older adults, crisis intervention	Behavioral health programs	Limited support	Outreach to programs that cater to older adults, nursing homes, assisted livings, senior living communities	Frequency of callers	Unable to obtain data
Implement Mobile Farm Stand at senior buildings and Edgemont Park House	Montclair Community Farms	Summer, 2015	Produce from Montclair Community Farms, mobile farm stand	Funding, staff, continued operation of mobile farm stand	Program is funded by grants	Media notifications, flyers, newsletter, Facebook, community outreach	Pounds of produce sold, revenue	2,500 lbs of produce sold to 420 older adults (approx. 15 older adults a week)
Develop and implement WAVE Program - Wellness Assessment Van for Elders	Clara Maass Medical Center	January, 2016	Clara Maass professionals, funding by the Healthcare Foundation of NJ	Older adults in need of annual wellness exam	Lack of awareness of availability of annual wellness exam through Medicare	Media, brochures at locations older adults gather	Number of wellness exams administered	Unable to obtain data
Implement Snow Buddies program partnering youth with older residents in need of snow shoveling	Health Department	Winter, 2016	Older residents needing shoveling, shovels funded by Partners for Health Foundation	Student volunteers	Engagement by student volunteers	Newspaper, Township newsletter	Number of matches	29 older adults were matched with 16 buddies. Unfortunately, the program was not continued due to difficulties recruiting students.

Community Support and Health Services

Increase access to health screenings	Montclair Department of Health & Human Services	Ongoing	Department of Health & Human Services' Nursing Division and Health Educator, Hackensack Meridian Health Mountainside Medical Center, Clara Maass Medical Center	Patients	Increased number of insured people appears to have decreased demand for free screenings	Local media, newsletters	Number of screenings administered	2016: 764 blood pressures screened, 40 other health screening events with 437 participants 2017: 600 blood pressures screened, 13 other health screening events with 103 participants 2018: 641 blood pressures screened, 10 other health screening events with 141 participants 2019: 742 blood pressures screened, 10 other health screening events with 166 participants																																																								
Promote Healthy Corner Stores	Department of Health & Human Services and participating stores	2015	Partners for Health Foundation/NJ Healthy Communities Network funding	Continued grant funding, consultants	Corner store participation, consumer support	Media outlets, community outreach	Number of participating corner stores, number of food demos	7 Healthy Corner Stores, 5 food demonstrations																																																								
Promote Good Bucks Program (doubles the value of WIC/SNAP/FMNP vouchers at Montclair Farmers Market)	Montclair Farmers Market	2015	Funding from Partners for Health Foundation, implementation support from City Green and Montclair Farmers Market Board	Outreach and communication	Lack of transportation; for some, doubling is still not sufficient or options at Farmers Market not aligned with their food choices	Email listservs, local media, flyers, tabling, speaking engagements	Number of bucks used, number of participants	<table border="1"> <thead> <tr> <th>Montclair Farmers Market DVCP 2015-2019</th> <th>2015 (Numbers may not be accurate)</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>CUMULATIVE TOTALS 2015-2019</th> </tr> </thead> <tbody> <tr> <td>SNAP \$ Matched</td> <td>\$1,154.50</td> <td>\$715.00</td> <td>\$1,167.00</td> <td>\$633.00</td> <td>\$480.00</td> <td>\$4,149.50</td> </tr> <tr> <td>WIC FMNP \$ Matched</td> <td>\$1,690.00</td> <td>\$1,077.00</td> <td>\$1,360.00</td> <td>\$1,760.00</td> <td>\$1,551.00</td> <td>\$7,438.00</td> </tr> <tr> <td>Senior FMNP \$ Matched</td> <td>\$11,440.00</td> <td>\$12,610.00</td> <td>\$11,696.00</td> <td>\$11,077.00</td> <td>\$11,415.00</td> <td>\$58,238.00</td> </tr> <tr> <td>Total Customers</td> <td>N/A</td> <td>N/A</td> <td>792</td> <td>657</td> <td>707</td> <td></td> </tr> <tr> <td>Good Food Bucks Distributed</td> <td>\$13,065.00</td> <td>\$12,500.00</td> <td>\$14,000.00</td> <td>\$13,421.00</td> <td>\$13,446.00</td> <td>\$66,432.00</td> </tr> <tr> <td>Good Food Bucks Redeemed</td> <td>\$12,111.00</td> <td>\$11,703.00</td> <td>\$13,323.00</td> <td>\$12,474.00</td> <td>\$12,653.00</td> <td>\$62,264.00</td> </tr> <tr> <td>Good Food Buck Redemption Rate</td> <td>92.70%</td> <td>93.62%</td> <td>95.16%</td> <td>92.94%</td> <td>94.10%</td> <td></td> </tr> </tbody> </table>	Montclair Farmers Market DVCP 2015-2019	2015 (Numbers may not be accurate)	2016	2017	2018	2019	CUMULATIVE TOTALS 2015-2019	SNAP \$ Matched	\$1,154.50	\$715.00	\$1,167.00	\$633.00	\$480.00	\$4,149.50	WIC FMNP \$ Matched	\$1,690.00	\$1,077.00	\$1,360.00	\$1,760.00	\$1,551.00	\$7,438.00	Senior FMNP \$ Matched	\$11,440.00	\$12,610.00	\$11,696.00	\$11,077.00	\$11,415.00	\$58,238.00	Total Customers	N/A	N/A	792	657	707		Good Food Bucks Distributed	\$13,065.00	\$12,500.00	\$14,000.00	\$13,421.00	\$13,446.00	\$66,432.00	Good Food Bucks Redeemed	\$12,111.00	\$11,703.00	\$13,323.00	\$12,474.00	\$12,653.00	\$62,264.00	Good Food Buck Redemption Rate	92.70%	93.62%	95.16%	92.94%	94.10%	
Montclair Farmers Market DVCP 2015-2019	2015 (Numbers may not be accurate)	2016	2017	2018	2019	CUMULATIVE TOTALS 2015-2019																																																										
SNAP \$ Matched	\$1,154.50	\$715.00	\$1,167.00	\$633.00	\$480.00	\$4,149.50																																																										
WIC FMNP \$ Matched	\$1,690.00	\$1,077.00	\$1,360.00	\$1,760.00	\$1,551.00	\$7,438.00																																																										
Senior FMNP \$ Matched	\$11,440.00	\$12,610.00	\$11,696.00	\$11,077.00	\$11,415.00	\$58,238.00																																																										
Total Customers	N/A	N/A	792	657	707																																																											
Good Food Bucks Distributed	\$13,065.00	\$12,500.00	\$14,000.00	\$13,421.00	\$13,446.00	\$66,432.00																																																										
Good Food Bucks Redeemed	\$12,111.00	\$11,703.00	\$13,323.00	\$12,474.00	\$12,653.00	\$62,264.00																																																										
Good Food Buck Redemption Rate	92.70%	93.62%	95.16%	92.94%	94.10%																																																											
Implement and promote walking program	AARP West Essex Chapter 131 at the Edgemont Park House and throughout the Community using the walking paths at this location using volunteers	Fall, 2016	Programming by AARP, funding through AARP	Participants, continued funding	Lack of interest from community	AARP newsletter, community outreach	Number of walk-ins/program attendees by week	Not sustained																																																								
Conduct Take Control of Your Health Workshop	AARP West Essex Chapter 131 through volunteers, held at the Edgemont Park House	Fall, 2016	Programming by AARP, funding through AARP	Participants, continued funding	Lack of interest from community	AARP newsletter, community outreach	Number of walk-ins/program attendees by week	Not sustained																																																								
Host Caregiver Support Group	Aging in Montclair	May, 2017	Facilitator, room for meetings	Participants, professional facilitator	Awareness, resistance toward attending support group, ability of caregivers to get to the group	Local media and AIM newsletter/email list	Number of attendees	Average attendance is 5 people; expanded to add widow/widowers support group which averages 8 attendees.																																																								