



YEAR 1: 2017

“The priorities represented by the Age-Friendly designation are reflective of Salem’s values as a whole. The goals of a livable, safe, and vibrant city serve to lift up all of our residents, no matter their age or ability.” -Mayor Kim Driscoll

City of Salem

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Salem, MA 01970

www.salem.com/council-aging/pages/salem-all-ages

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“In Salem, we’re thoughtful about how we approach the future.”

-Mayor Kim Driscoll

About Salem for All Ages

How We Got Here

In November 2016, the City of Salem formally submitted its age-friendly action plan, *Salem for All Ages*, to the AARP and the World Health Organization. The process of preparing that plan started earlier that year, when the City was accepted into the AARP’s national network and WHO global network of Age Friendly communities, becoming the first City on the North Shore to join and only the third in the Commonwealth.

To help prepare the action plan, the City worked closely with experts from the Center for Social & Demographic Research on Aging at the Gerontology Institute of the University of Massachusetts Boston. Working with a team comprised of City officials, local volunteers, and other stakeholders, the plan was developed based on an exhaustive document review of existing City plans and reports, a community survey completed by over 400 Salem residents over the age of 50, three focus groups, and multiple public listening sessions and convenings throughout the community. In December, AARP and WHO notified the City that they had accepted the plan and that implementation could get underway.

What Is In The Plan

The *Salem for All Ages* Action Plan establishes a vision, based on the research completed during the study process and public input, that focuses on what AARP and WHO called the “eight domains” of an age-friendly community:



Within each domain, a vision statement for the future of an Age-Friendly Salem is described, following a series of recommendations to achieve that vision. Within each recommendation there are corresponding action steps for the City and its partners to fulfill the recommendations and achieve the vision for that domain.

Implementation of the action steps falls to the Salem for All Ages Task Force, a group of individuals representing City departments, local agencies, and nonprofit organizations, which meets monthly to review the status of their work. Guidance for the Task Force's priorities and focus is provided by the Salem for All Ages Leadership Council, comprised of community leaders and elected officials, which meets twice yearly to hear from the Task Force and provide feedback and recommendations.

Completion of Year 1

This report provides the final summaries from the Task Force's five subcommittees, which have been working on implementing or preparing for implementation of the first five action items selected to address:

1. **Communication** domain: Recommendation 1 ("Improve access to information among all of Salem's older residents."), action item f ("Designate a committee or hire a consultant to craft a communication plan for Salem, with a specific emphasis on communicating with older residents of all language abilities and to include a strategy for preserving the printing of specific information sources.")
2. **Transportation** domain: Recommendation 1 ("Investigate the use of existing intra-city transportation options in Salem."), action item a ("Commission a feasibility study of connecting the existing intra-city transportation options to identify gaps in service and streamline access to the amenities of living in Salem.")
3. **Accessible Public Infrastructure**, within the Transportation domain: Recommendation 2 ("Improve access to public transportation options available in Salem."), action item a ("Initiate a process to ensure that benches are available at all bus stops throughout the City. Begin with the prioritization of bus stops with high utilization.")
4. **Volunteerism**, within the Civic Engagement and Employment domain: Recommendation 3 ("Create a city-wide volunteer process and centralized location for the posting of available volunteer opportunities for all Salem residents."), action item a ("Through a partnership between the COA and local libraries, make this information available in a way that seniors and other residents can easily learn more about these opportunities.")

5. **Housing** domain: Recommendation 1 (“Create supports to assist seniors with the maintenance of their homes to enable aging in place.”) action item e (“Connect persons looking for work doing small jobs to seniors for the purpose of providing low-cost home repair or modification services to seniors in Salem.”) and Recommendation 2 (“Incentive and promote development of housing that appeals to Salem seniors wishing to remain in Salem as they age.”), action item a (“Identify mechanisms by which developers can be encouraged and incentivized to use universal design in newly proposed housing units.”)

Not all of these action items were completed to their final outcome in Year 1, however with all of them at the very least groundwork was put in place for the implementation work to continue in Year 2.

Looking Ahead

Finally, this report provides a look ahead at the planned goals and action items for Year 2 of the initiative. While much of the Task Force’s efforts in Year 2 will be the continuation of Year 1 actions, there are opportunities for new action items to be added to the group’s agenda. With input and recommendations from the Salem for All Ages Leadership Council, the Task Force intends to add eleven new action items for 2018 to its work.

Salem for All Ages Task Force

Co-Chairs

- Patricia Zaido – former Executive Director of the Salem Partnership
- Dominick Pangallo – Chief of Staff, Office of Mayor Kimberley Driscoll

Communication Subcommittee

- Jeramie Silveira, Chair – Acting Chair, Occupational Therapy, Salem State University
- Tara Mansfield – Director, Salem Public Library
- Victoria Shams – Vice President, Salem Latino Leadership Coalition

Transportation Subcommittee

- Terry Arnold, Chair – Director, Salem Council on Aging
- Russell Findley – Built Environment Coordinator, Salem Mass in Motion

Volunteerism Subcommittee

- Charity Lezama, Chair – Executive Director, Salem YMCA
- Kerry Murphy – Healthy Living Coordinator, Salem Mass in Motion
- Patricia O'Brien – Director, Parks, Recreation & Community Services, City of Salem

Housing Subcommittee

- Debra Tucker, Chair – Assistant Executive Director, Salem Housing Authority
- Kay Walsh – Immediate Past President, North Shore Elder Services

Accessible Public Infrastructure Subcommittee

- Debra Lobsitz, Chair – Chair, Salem Commission on Disabilities
- Hannah Diozzi – Salem senior resident
- Russell Findley – Built Environment Coordinator, Salem Mass in Motion

Salem for All Ages Leadership Council

Chairperson

- Kim Driscoll – Mayor, City of Salem

Leadership Council

- Margaret Brennan – Executive Director, North Shore Community Health Center
- Linda Coffill – Chair, Salem Council on Aging Board
- Jeff Cohen – Chair, Salem No Place for Hate Committee
- Tom Daniel – Director of Planning and Community Development, City of Salem
- Elizabeth Debski – Executive Director, Salem Partnership
- Rosaleen Doherty – Owner, Right at Home
- Joan Tobin – Explorers Lifelong Learning
- Lynda Hartigan – Deputy Director, Peabody Essex Museum
- Judith Kane – Administrator, Brookhouse Home
- John Keenan – President, Salem State University
- Paul Lanzikos – Executive Director, North Shore Elder Services
- Sherry Leonard – Director of Community Relations, John Bertram House
- Councillor Elaine Milo – President (2017), Salem City Council
- Mickey Northcutt – Executive Director, North Shore Community Development Coalition
- Rinus Oosthoek – Executive Director, Salem Chamber of Commerce
- Dr. David Roberts – President & CEO, North Shore Medical Center/Salem Hospital
- Margarita Ruiz – Superintendent, Salem Public Schools

Transportation Subcommittee Report

In 2017 the City, through the Salem for All Ages initiative and with technical support from the Department of Planning and Community Development, sought and received a \$30,000 grant from the Tufts Health Plan Foundation to conduct a feasibility study of an intra-city shuttle system. At the end of September, TransAction Associates, the consultant, met with a broad-based Shuttle Working Group to provide an overview of the goals and background of the feasibility study and to seek guidance on the study.

The consultant is currently conducting background research on best practices from shuttle systems in like communities and from national examples. Background research will be analyzed along with community input to evaluate opportunities to connect and enhance existing intra-city services. Public outreach will consist of a survey, community meetings with residents and interviews with local service providers. The public involvement portion of the project will begin in January. Staff is working with the consultant on a questionnaire for the local transportation service providers, drafting the community-wide survey, and determining the logistics of the community meetings. In December staff will be reaching out to a subgroup from the working group to review the survey (Matt Smith, Patricia Zaido, and Eric Papetti).

The consultant anticipates that the draft feasibility study will be complete in the Spring. The study will include operation recommendations, route and funding options. There will be another working group meeting in later Spring to review the draft report, and a final report will be complete by the summer.

Accessible Public Infrastructure Subcommittee Report

Goals

The Accessible Public Infrastructure subcommittee outlined the following goals for year one:

- Examine potential improvements to the city infrastructure that will benefit foot traffic and use of public transportation
- Evaluate the MBTA bus routes in Salem for ridership and the availability of and/or the condition of existing benches and shelters.
- Research and pursue potential funding streams for benches and shelters
- Research existing programs and engage local government in improving the programs, informing the public about the programs, and implementing enhancements and new programs
- Share findings and recommendations with the MBTA for improving bus stops and shelters.

Information Gathering

During the year, the subcommittee met with the City Engineer David Knowlton, the Director of Parking and Traffic Matt Smith and reviewed the Mass in Motion Projects and Commission on Disabilities projects to improve accessibility in Salem.

The City Engineer, David Knowlton, explained that the city has a pavement management system that provides a yearly evaluation of the streets and sidewalks in the city requiring repair. Decisions are made, working within the budget, on the basis of need. The system does not have a clear plan specifically for sidewalks and there is no dollar amount devoted to the sidewalks. The street to sidewalk ratio is 80/20 but funding to cover repair is not dispersed guided by that ratio. Matt Smith, Director of Traffic and Parking, explained the city's brick program. The program makes bricks available at no charge to residents who wish to install them, at their own expense. The program is not well publicized and the bricks are not always available due to high demand.

Matt Smith also discussed the Complete Streets Program. Here is an excerpt from the Salem Complete Streets Policy that describes the program:

'Complete Streets are designed and operated to provide safety, comfort, and accessibility for all the users of our streets, trails, and transit systems, including pedestrians, bicyclists,

transit riders, motorists, commercial vehicles, and emergency vehicles and for people of all ages, abilities, and income levels.

‘Furthermore, Complete Streets principles contribute toward the safety, health, economic viability, and quality of life in a community by improving the pedestrian and vehicular environments in order to provide, safe, accessible, and comfortable means of travel between home, school, work, recreation, and retail destinations. Complete Streets also furthers equity objectives by providing safe forms of travel for Salem residents of all income levels. The purpose of the City of Salem’s Complete Streets Policy, therefore, is to accommodate all road users by creating a roadway network that meets the needs of individuals utilizing a variety of transportation modes.’

Research, Training and Potential Funding for Benches and Shelters

An application was submitted to the AARP for a highly competitive nation grant for the purchase of 10 benches at bus stops with highest rates of use and furthest distance from other benches. Salem was not awarded the grant funding.

The committee sought guidance from the Massachusetts Office on Disabilities regarding the Municipal Americans with Disabilities Act (ADA) Improvement Grant Program as a potential funding source for benches. It was determined that bus stop benches and shelters did not fit the criteria for the grant so no application was made. Salem did receive funding from this program for different projects reflective of other priorities in the Salem for All Ages action plan, including pedestrian improvements on the Essex Street pedestrian mall and wheelchair-accessible picnic tables for parks and open spaces.

A request for funding from the Salem Commission on Disabilities was submitted for the proposed MBTA stop benches, but the Commission deemed that benches at bus stops did not fall under their purview for a modification to improve accessibility.

Prioritization of Locations for Benches on MBTA Bus Routes

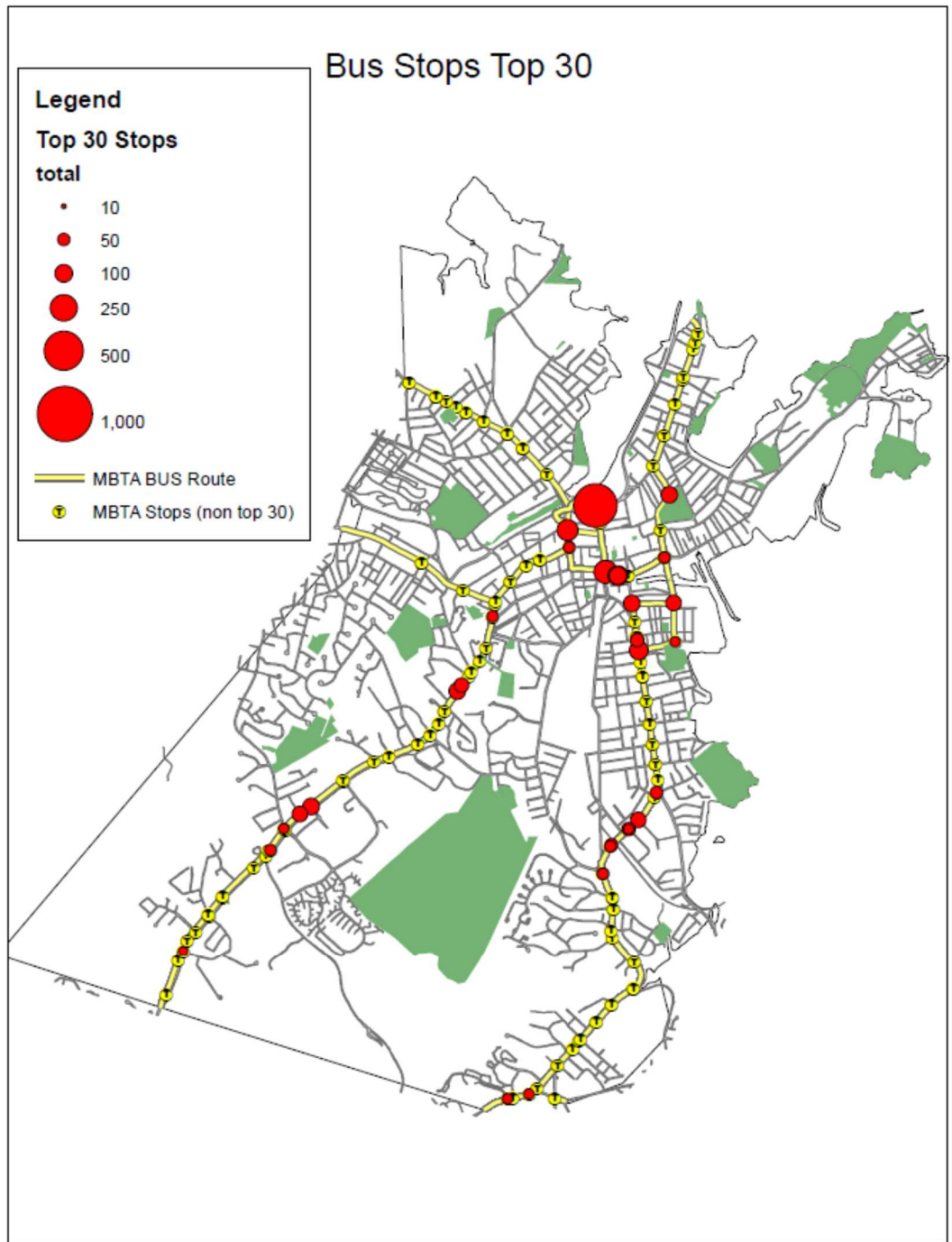
A survey of stops along the bus routes was conducted evaluating existing benches, the distance between benches, and usage data. Using the information collected, a prioritized list of eight locations for bench placement that would offer the broadest benefit for individuals using public transportation to travel within the city and out to surrounding communities has been proposed. The location of the bus stop is shown in the first column and the bus routes it serves is in the second column.

Washington St @ Federal St	465, 459, 456, 455, 451, 450,
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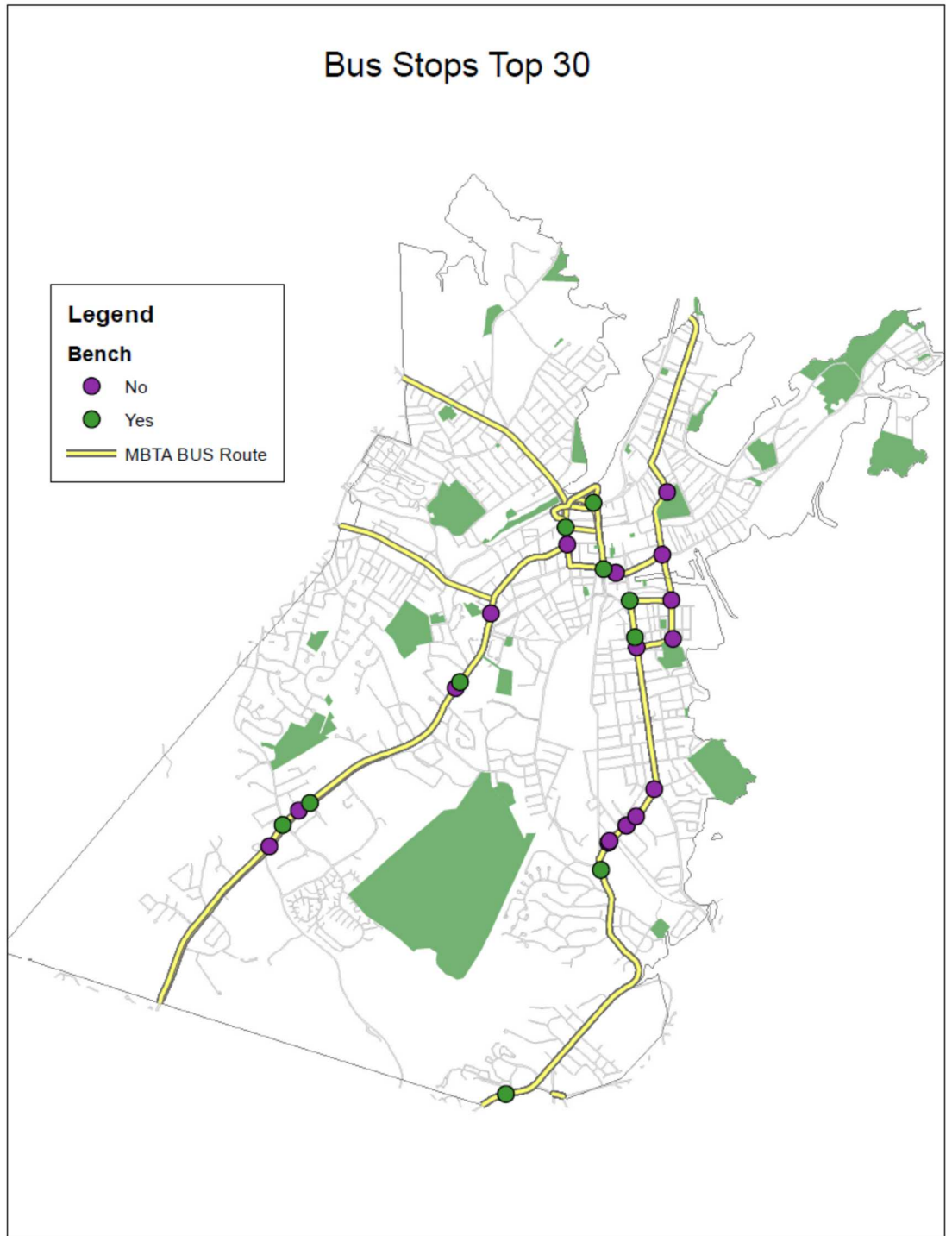
Loring Ave @ Rainbow Terr	459, 455,
Highland Ave @ Hawthorne Sq	456, 450,
Lafayette St @ Loring Ave	459, 455,
Leavitt St @ Congress St	459, 455,
Essex St Opp Warren St	456, 450,
Congress St @ Shetland Park Industrial Park	459, 455,
Congress St @ Derby St	459, 455,
Highland Ave @ Greenledge Rd	456, 450,

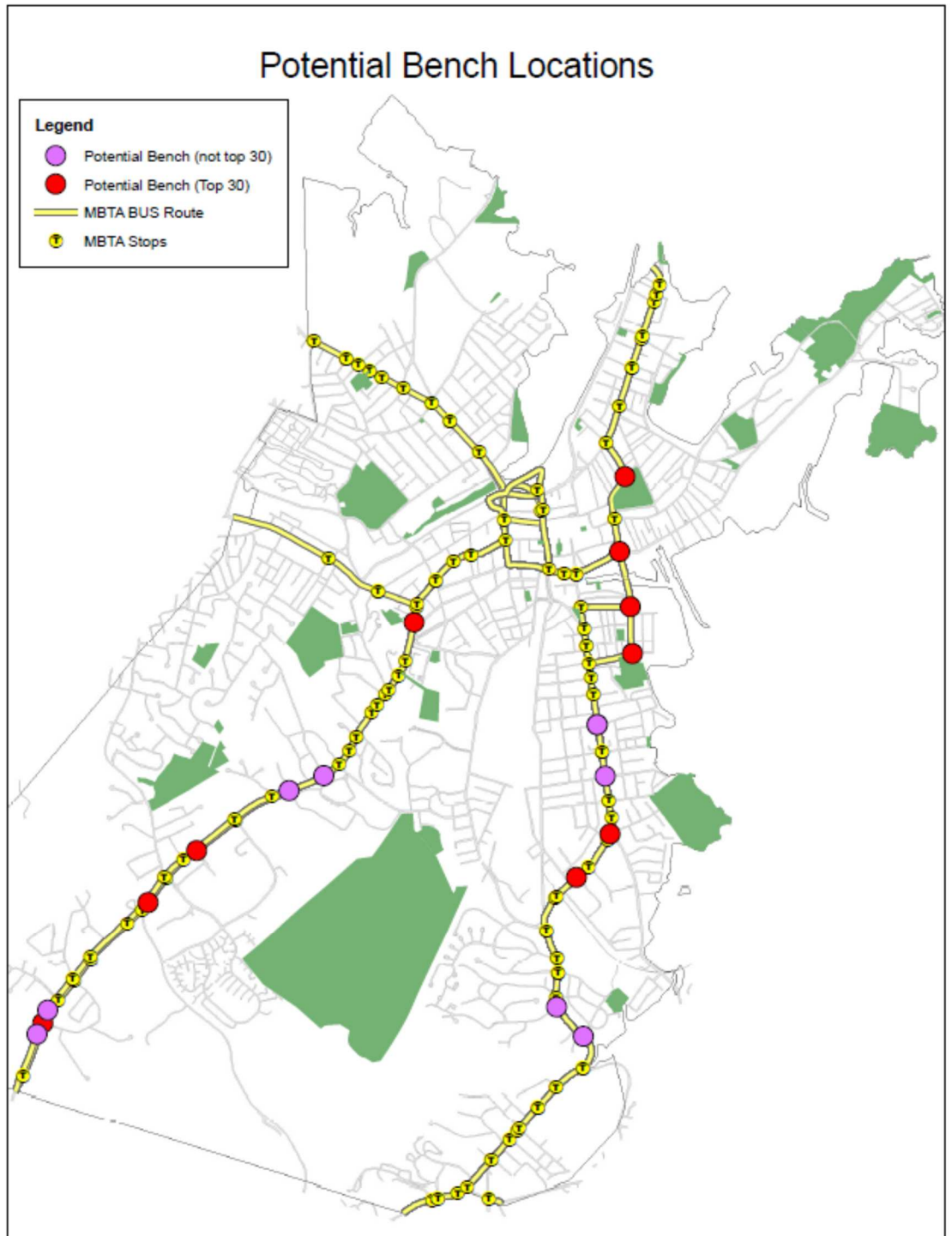
The stop at Essex Street, opposite Warren Street has a shelter but no bench. All other stops have neither a bench nor a shelter.

The following 3 figures show a map of Salem with the MBTA bus routes highlighted in yellow. In the first figure, the stops are marked with a yellow circle containing a 'T' and the frequency of use is indicated by the size of the red dot with smaller to larger size indicating lesser to greater use. The table that follows provides the numbers of riders that use MBTA buses for the top 30 most used stops. The count is separated out by weekdays and weekends. The second figure shows existing benches and the third figure shows the proposed locations for new benches.



Salem MBTA Total Ridership (30 Busiest)						
Location	Weekday On	Weekday Off	Total Weekday	Weekend On	Weekend Off	Total Weekend
Salem Commuter Rail Station	363	261	623	361	228	589
Washington St @ New Derby St	5	174	179	5	166	172
North St Opp Lynde St	142	6	148	161	10	171
New Derby St Opp Klop Alley	127	5	133	134	24	158
New Derby St @ Klopp Alley	3	105	108	3	163	166
Lafayette St @ Harbor St	92	5	97	112	2	114
Highland Ave @ Hawthorne Sq	47	37	84	62	62	123
Highland Ave @ Hawthorne Sq	29	59	88	41	67	108
Washington St @ Federal St	1	96	97	2	95	97
Highland Ave @ Salem Hospital	74	17	91	58	13	71
Lafayette St @ Harbor St	0	0	0	3	149	152
81 Highland Ave @ Salem Hospital	10	63	73	7	52	59
Lafayette St @ Cedar St	56	2	58	61	0	61
Lafayette @ Leavitt St	2	113	115	0	3	3
Highland Ave @ Greenledge Rd	3	39	42	1	67	67
Loring Ave @ Salem State	21	62	83	6	10	16
Highland Ave @ Marlborough Rd	28	11	39	48	12	60
Loring Ave Opp Rainbow Terr	54	8	61	20	12	32
Essex St Opp Warren St	42	2	44	44	2	45
Essex St @ Summer St	1	39	40	0	44	44
Loring Ave Opp Raymond Rd	39	9	48	27	4	31
Congress St @ Shetland Park Industrial Park	2	76	78	0	0	0
Loring Ave @ Vinnin St	15	17	32	18	24	42
Loring Ave @ Jefferson Ave	39	4	43	26	2	29
Highland Ave @ Clark St	4	27	32	7	32	39
Loring Ave @ Rainbow Terr	8	27	35	12	22	33
Lafayette St @ Loring Ave	28	20	48	14	6	20
Loring Ave @ Raymond Rd	6	42	49	3	13	17
1000 Loring Ave	24	9	33	26	7	33
Loring Ave @ Vinnin St	10	16	26	12	22	34
Essex St @ Warren St	2	26	28	1	29	30





Cost Estimate

To provide us with an estimate of the cost of installing benches and shelters, the subcommittee researched similar projects in the past. In 2012, the City of Salem received a cost estimate of the pictured shelter and bench below for \$13,610. For the purposes of the AARP grant, the City utilized an updated quote of \$4,000 per bench for just the bench, without a shelter - \$1,000 for purchasing the bench and \$3,000 for the cost of installation.



Communications Subcommittee Report

The subcommittee has completed an analysis of the current ways information is communicated to seniors in Salem, including who is doing the communicating, what types of communication and what resources are used and when it happens. Salem is already communicating lots of information to seniors in multiple forms and through multiple agencies but what appears to be missing is a coordination of this information in a systematic, easily accessible, and well publicized manner. The subcommittee has completed the following action items this fall:

- a. The subcommittee has created a framework for a comprehensive Salem for All Ages resource guide that will go out to all residents that will provide in print and electronically.
- b. The subcommittee has spent time researching and gathering the information for each section of the guide that was established. This information was gathered from the key stakeholders (Council on Aging, North Shore Elder Services, Destination Salem, The City of Salem, and the other subcommittees).
- c. As part of the overall communications plan developed it was decided that The Salem for All Age resource guide would also be a place to promote the Salem for All Ages website and information in the guide would direct residents to the website for additional information.
- d. Funding for the guide and website updates has recently been approved so the subcommittee can move forward with the full creation of the guide.
- e. The subcommittee has retained Sperling Interactive to design and create a Salem for All Ages website that will, among other elements, include an electronic and regularly updated version of the resource guide.
- f. Lastly the subcommittee has met with Professor Robert Brown in the Communications Department at Salem State and his students in the Public Relations Student Society of America. These students have agreed to assist in creating a public relations plan to market the guide and the website.

Volunteerism Subcommittee Report

The subcommittee's overarching goal was to determine a way to better connect seniors interested in volunteering in the community with organizations and causes in need of volunteers. What started as an effort to create a city-wide volunteer process and centralized location for the posting of available volunteer opportunities for residents was modified over the course of the year as the subcommittee identified an existing site, www.salemvolunteers.org, that could be expanded and enhanced.

The website will be updated to allow for better connections between volunteers and organizations. With funding from the City, the subcommittee will work with the website's creator and a professional website design firm to add language filters, increase search options, and improve the site's overall design and mobile usability. The subcommittee will also create a policy for monitoring and updating the new website as necessary. The goal is to have the new website redesigned and publicly launched in the spring of 2018.

To help ensure all people have access to the website, the committee will identify public access locations for the website to be available and accessible. The subcommittee will launch the revamped website with a broad-based awareness campaign, including links on city websites, a coordinated social media push leveraging the networks of organizations that will benefit from improved connections to volunteers, a press release, and fliers and posters throughout the community.

Housing Subcommittee Report

Existing Housing Stock

The Housing subcommittee began by looking at housing options available in Salem. According to the 2015 Metro Area Planning Council report the City of Salem has 13% subsidized housing inventory compared to the 10% target put in place by the Commonwealth.

The Salem Housing Authority is the largest landlord providing 715 units of low income housing of which 495 units designated for the elderly and disabled. There are large apartment complexes such as Loring Towers, Salem Heights, and Pequot Highlands in Salem as well as the private market. Salem Harbor CDC also is developing affordable units in the Point neighborhood. There are, however, still long waiting lists for affordable house.

Finding that many elderly people would ideally prefer to stay in their homes, if possible, we then looked at options and resources that might help make that possible. The committee determined that access to resources for home maintenance, repair and rehabilitation is crucial to being able to remain living independently in one's home.

The committee developed a listing of resources that could be posted to the new website. Home owners and/or family members would be able to access the website and find resources such as contractors (plumbing, electricians, roofers), general handyman work, medical device suppliers (walkers, grab bars, railings, raised toilet seats, etc.).

Universal Design

The Committee researched the concept of universal design. The elements of universal design whether for new construction or rehabilitation of existing housing units provide thoughtful design elements allowing people 25-65 year of age to be able to live more independently.

Universal Design is also referred to as "Inclusive" or "Design-For-All".

Principles of Universal Design include:

1. Equitable Use: design does not disadvantage or stigmatize any group of users
2. Flexibility in Use: accommodates a wide range of individual preferences and abilities

3. Simple, Intuitive Use: Use is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level
4. Perceptible Information: communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities
5. Tolerance for Error: minimizes hazards and the adverse consequences of accidental or unintended actions.
6. Low Physical Effort: can be used efficiently and comfortably with minimum of fatigue.
7. Size and Space for Approach and Use: Appropriate size and space is provided for approach, reach, manipulation, and use, regardless of the user's body size, posture, or mobility.

Goals of Universal Design are:

- a process that enables and empowers a diverse population by improving human performance, health, wellness, and social participation
- Makes life easier, healthier, and friendlier for all
- Increases the potential for developing a better quality of life for a wide range of individuals
- Reduces stigma by putting all people on an equal playing field.
- Supports people in being more self-reliant and socially engaged.
- Reduces the economic burden of special programs and services designed to assist individuals
- Also called "inclusive design", "design for all", or "life span design"

A few features and examples include:

- A "no-step" path to a "no-step" entry and access to patios, balconies, terraces (v. an entry with a ramp at the side out of the way).
- Cabinetry at a height to allow one to work from a seated position.
- Front load laundry appliances.
- A condo complex, hotel complex, or apartment complex with 100% universal design rooms v. a complex with only a percentage of accessible rooms or units.

"Housing is an important component of the Salem for All Ages action plan," said Mayor Kim Driscoll, "And a key piece of that is ensuring that our housing stock, whether it is being refurbished or constructed new, incorporates the elements of universal design. A universally designed home is one in which one can live and grow older with ease. It enables seniors who have lived in Salem all their lives, who grew up here, to be better able to stay in the community that they love."

In September Valerie Fletcher, Executive Director of the Institute for Human Centered Design, gave two public presentations at Salem on the topic of universal design. This very informative seminar was open to a range of public employees, various board members, and the public at no cost. Nearly one hundred people attended the two presentations. Our hope is that going forward developers and our Boards that oversee that development will be able to consider the elements of Universal Design whenever feasible.

Accessory Dwelling Units

The *Salem for All Ages Action Plan* also calls for the City to explore the creation of zoning in the Code of Ordinances that would enable accessory dwelling units (ADUs) to be created. ADUs, often called in-law apartments, offer a way for seniors with larger homes to create separate living space within their house for a caregiver or relative, to help them as they age; conversely, it allows for the adult children of seniors to create a place for their parent(s) to live close by as they age and require support. The final zoning Ordinance allows ADUs in residential districts in Salem, so long as they are under 800 square feet in size, off-street parking is available, and the unit is contained within the primary house. The Ordinance will be before the City Council for second and final passage at the body's meeting of January 11, 2018.

Year 2 Planned Goals

Continuation of Year 1 Work

The Salem for All Ages Task Force will continue, in Year 2, to implement many of the components of their Year 1 efforts.

The **Transportation** subcommittee will continue to be engaged in the intra-city shuttle feasibility study, which is now underway and is expected to reach completion in the spring of 2018; the group will also be engaged in helping to implement the study's findings and recommendations, as appropriate.

The **Accessible Public Infrastructure** subcommittee has become engaged in the City's planning process around a City-wide sidewalk master plan (see Transportation action items 2.a and 2.b in the Action Plan) and will continue to seek funding to acquire and install benches at the prioritized MBTA bus stops.

The **Communications** subcommittee has brought on board Sperling Interactive to design the Salem for All Ages website, including the online version of the resource guide, and continues to design the hard copy of the resource guide, which will be mailed out in the end of January 2018, and then periodically on an on-going basis after that to Salem residents who turn 60.

The **Volunteerism** subcommittee is providing final feedback to the web designer updating and enhancing www.salemvolunteers.org, which will be completed by the spring of 2018.

Finally, the **Housing** subcommittee will try to find additional ways to ingrain the concept of universal design in new and rehabilitated residential construction in the city, and will be continuing to develop, maintain, and update the contractor listing for the resource guide on an on-going basis.

New Goals for Year 2

The Salem for All Ages Task Force evaluated action items remaining in the plan and made a series of recommendations within the eight domains to the Leadership Council at the Council's second meeting, on December 12, 2017. Based on the Leadership Council's feedback, the Salem for All Ages initiative will focus on the following goals for 2018, the second year of the program:

1. **Housing 2.b:** "Research options for homesharing models for intergenerational housing but also for sharing among adults age

50+.” There is a potential model program, called Nesterly, that could be piloted in Salem to great effect.

2. **Transportation 3.b:** “In order to fill existing gaps in senior transportation options provided by the COA, develop a relationship between the COA and a ride-sharing service to arrange additional transportation availability for seniors.” Companies like Go Go Grandparent, Uber, and Lyft have potential opportunities for connections to this end.
3. **Transportation 3.c:** “Convene an informational event about accessing alternative transportation services like ride-sharing services, obtaining discounted Charlie cards, and existing volunteer driver programs; include consumer protection advocates in these discussions.” This convening could be similar to the Housing subcommittee’s public presentations on universal design in 2017. Having an annual public event affiliated with the initiative is a goal of the Task Force.
4. **Transportation 3.d:** “Investigate the feasibility of a volunteer car-sharing program; these programs organize car sharing between seniors who no longer use their car very much and students who may be living in Salem without a vehicle.” It is possible there is a way to connect this goal with the House 2.b goal, creating a Salem senior sharing program that links housing and vehicles.
5. **Infrastructure 2.c:** “Identify the public buildings that are not accessible to persons with mobility impairments due to the absence of an elevator or ramp or some other restriction or barrier, and schedule modifications to create full accessibility to City buildings by 2020.” The City is already planning to update its ADA Transition Plan, which would largely accomplish this goal. Potential funding is available to implement these upgrades through a Massachusetts Office of Disability grant or funding from the Salem Commission on Disabilities handicap parking fines fund.
6. **Health 1.a:** “Continue plans for building a community center to include specific space and programming for Salem’s growing population of older residents.” The Mayor Jean Levesque Community

Life Center (CLC) was under construction at the conclusion of 2017 and is expected to open around the summer of 2018. The Task Force will work with the CLC building committee and City staff to make the space appropriate and prepared for Salem's seniors to enjoy.

7. **Health 1.b:** "Continue to promote and expand free health screenings and exercise opportunities currently offered through the COA to a wider audience of Salem residents." With the completion of the new CLC in 2018, the Task Force will work with the COA and North Shore Community Health to facilitate expanded opportunities for health screenings and programs in the new building.
8. **Health 1.f:** "Development of an 'Are You OK' program with COA, Salem Police, and Salem Fire for Salem's most vulnerable residents." This concept aligns with the Essex County Sheriff's TRIAD program and the Salem Police & Fire Lock Box initiative. Salem used to have an RUOK program and it seems worthwhile to explore ways to bring it back and how to improve it. There is also an opportunity to expand the Lock Box program through outside funding, for example from the Rotary – which funded lock boxes for all seniors in Marblehead that wanted one recently.
9. **Respect 3.a and b:** "Develop more partnerships between Salem State University and the COA to create local opportunities for intergenerational mentorship." And "Create opportunities to partner with the Salem School district about Age-Friendly Salem and highlight ways that older volunteers can be involved in the schools."
10. **Respect 4.c:** "Provide City staff with specialized training on interacting with seniors in a courteous manner, including issues specific to older residents, such as hearing loss, dementia, behavioral health issues, the impact of social isolation of seniors, etc." The City routinely organizes customer service and other staff training opportunities through MIIA, the City's insurer. They or other entities may offer trainings along these lines. The Task Force would additionally expand this training to make it available to other agencies, nonprofits, organizations, businesses and members of the public.

11. **Engagement 1.a:** “Encourage organizations and departments to review the accessibility of their meetings and replace language in written documents and plans with age and ability appropriate verbiage.” In 2018 the City hopes to develop a standard style guide for all departments, boards, and staff. The Task Force can help ensure that the guide includes age and ability appropriate verbiage, as well as standards that meet or exceed the ADA’s guidelines for elements such as font size, legibility, and contrast.