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PUBLIC NOTICE

Board of Directors
STRATEGIC DIRECTION OVERSIGHT COMMITTEE
1819 Trousdale Dr. (Classroom)
January 8, 2025, 5:00 pm

AGENDA

1. **Call to Order & Roll Call:** Chair Cappel
2. **Approval of Minutes:** SDOC November 6, 2024 **Pg. 1-9**
3. **Blue Zones Project Monterey County Implementation Model:** Tiffany M. DiTullio, Executive Director, Blue Zones Project Monterey County **Pg. 10-28**
4. **2025 Committee Charge:** Ana M. Pulido, Chief Executive Officer **Pg. 29**
5. **2025 Strategic Direction Committee Membership:** Ana M. Pulido, Chief Executive Officer
 - a. **Renewing Members**
 1. Mark Johnson
 2. Dr. Cameron Emmott
6. **Adjournment**



Strategic Direction Oversight Committee Meeting Minutes

November 6, 2024

1. Call to Order: Chairman Cappel called the meeting to order at 5:05 p.m.

Roll Call: SDOC members present were Cappel, Pagliaro, Aubry, Emmott, McDevitt, Jurow

Absent: Bandrapalli, Johnson, Quigg

2. Approval of Minutes: SDOC July 23, 2024

3. Blue Zones: Dan Buettner, Jr., EVP & Chief Development Officer

CEO Pulido shared that she would be presenting an exciting opportunity to the Board: a comprehensive preventive health model called the Blue Zones Project. This initiative has the potential to significantly enhance the health and well-being of the district's community. At the Peninsula Healthcare District, the mission is to support the health of all residents at every stage of life, recognizing that good health is not just an individual goal but a valuable community asset. The Blue Zones Project offers a unique approach to realizing this vision.

The Blue Zones Project employs proven strategies to transform environments—whether in neighborhoods, workplaces, schools, or even the food people purchase—to foster healthier lifestyles and create a more connected, resilient community. They will discuss how this initiative aligns with the district's priorities and values, supports existing programs, and brings measurable, positive change to the community.

Several healthcare districts and health systems in California, including Healthy Petaluma, Beach Cities, and Salinas Valley Health System, have already adopted the Blue Zones model. CEO Pulido and SID Rodriguez had the opportunity to visit Salinas Valley Health a few weeks ago, learning firsthand why these organizations are committed to the project. The Blue Zones Project targets lifestyle and environmental factors contributing to chronic diseases by promoting healthier choices that help prevent costly health issues before they develop. It also uses a collaborative model, engaging local partners—such as government, schools, and businesses—to ensure lasting change. Communities that have implemented Blue Zones have seen significant benefits, including double-digit reductions in obesity and smoking rates, increased local economic vitality, and healthcare savings.

CEO Pulido introduced Dan Buettner, who will provide further details on the components of the project, including a health assessment report and the creation of a community-informed blueprint for change.

Blue Zones EVP & Chief Development Officer Dan Buettner presented the Blue Zones Project model.

Presentation Highlights

Who They Are

Blue Zones is a term coined by Dan Buettner, Sr., National Geographic Fellow and author, to describe regions of the world where people live significantly longer, healthier lives than the global average. These areas have been studied for their high number of centenarians—people who live to 100 or more—and the overall longevity and well-being of their populations.

Purpose

The purpose of Blue Zones is to explore and understand the factors contributing to longer and healthier lives and to share this knowledge globally in the hopes of improving quality of life. Blue Zones focuses on lifestyle, environment, and culture as key determinants of health and longevity. Their goal is to promote well-being by offering practical advice for communities to adopt healthier living practices.

Their Promise

Blue Zones offers a promise of creating healthier, longer lives by applying principles from the world's longest-living populations. Through research and community-based programs, they aim to help individuals adopt habits and make choices that increase their lifespan and improve their overall health and well-being.

Blue Zones "Power 9"

- **Move Naturally:** Make physical activity (e.g. walking, gardening) a part of your daily routine so you don't have to think about it. There's no need for intensive workouts.
- **80% Rule:** Stop eating when you're 80% full. The 20% difference can decide if you gain or lose weight.
- **Plant Slant:** Eat more beans, vegetables, fruits and whole grains. Meat should be consumed in small amounts, if at all.
- **Wine Consumption:** Drink 1-2 glasses of red wine daily with meals and/or friends.
- **Purpose:** Have a purpose in life. It makes you happier and healthier and helps you live longer.
- **Down Shift:** Build stress-relieving rituals into your routine so your body can recover.
- **Belong:** Be part of a spiritual community to improve your well-being and life expectancy.
- **Loved Ones First:** Make family a priority. Invest in your children so they may reciprocate your love and care.
- **Right Tribe:** Be surrounded by close friends and people who'll reinforce your Blue Zone values & habits.

Life Radius

Life Radius is an initiative and concept created by Blue Zones. It refers to the geographic and social radius within which a person lives their life, encompassing not just physical space but also the social and cultural environments that influence their daily habits and overall health. The idea is that by optimizing this radius—through factors like community design, food availability, social networks, and mental health support—people can significantly improve their well-being and lifespan.

In Blue Zones communities, the goal is to create an environment where the positive health choices are the easiest choices, whether that's through creating walkable neighborhoods, providing access to healthy food, or fostering strong social connections.

Methods

Policy

- Encouraging Smoke-Free Laws: Blue Zones advocates for policies that limit smoking in public spaces and workplaces to reduce tobacco-related diseases.
- Creating Walkable Infrastructure: Working with local governments to implement policies that encourage pedestrian-friendly urban planning, such as safe sidewalks, bike lanes, and traffic-calming measures.
- Supporting Healthy Food Access: Implementing zoning laws that make healthy foods more accessible in underserved areas, and restricting the proliferation of unhealthy food outlets like fast food chains near schools.
- Promoting Paid Family Leave and Vacation Time: Advocating for policies that allow workers to have time off for rest and family, promoting better work-life balance and reducing stress.

Places

- Healthy School Cafeterias: Blue Zones works with schools to offer healthier meal options, create salad bars, and encourage nutrition education to build healthy habits in children.
- Worksite Wellness Programs: Implementing programs at businesses and corporations to offer healthier food choices, exercise options, and stress management workshops for employees.
- Active Living in Schools: Partnering with educational institutions to incorporate physical activity into the school day, such as through walking programs, recess, and movement breaks.
- Designing Healthy Work Environments: Encouraging employers to redesign office spaces and break areas to promote movement, such as by making stairs more visible and accessible and offering standing desks.

People

- Purpose Workshops: Hosting workshops to help individuals discover their "why" or sense of purpose in life, which is shown to be linked to improved mental and physical health.
- Neighborhood Social Groups: Encouraging communities to form social groups and activities that foster social connection, reduce loneliness, and provide emotional support to individuals.
- Volunteerism and Community Engagement: Promoting volunteer opportunities and community involvement as ways to increase a sense of purpose and strengthen social bonds.
- Social Support Networks: Creating peer groups or associations that support healthy behaviors and hold each other accountable, such as walking groups or healthy cooking classes.

Improving well-being improves outcomes

Health Outcomes

- Reduced chronic diseases
- Lower obesity rates
- Increased life expectancy
- Enhanced physical fitness

Business Outcomes

- Improved employee productivity
- Reduced healthcare costs
- Increased employee engagement

- Lower absenteeism rates

Community Outcomes

- Stronger social connections
- Increased community participation
- Healthier living environments
- Better access to resources

Mental Health Outcomes

- Reduced stress levels
- Improved emotional well-being
- Higher sense of purpose
- Enhanced social support

Blue Zones Transformations

- Blue Zones has deployed to 6.5M lives in over 90 communities/worksite projects in over 17 states over the course of 14 years to improve health and well being
- Project currently working on over 100 qualified opportunities

Blue Zones Certification Criteria

- Awareness and Engagement of Leadership, Citizens, and Organizations
- Improvement in Key Components and or overall Well-Being
- Reduction in Population Health and Well-Being Risk
- Evidence of Change Deployed to People
- Improvement in Key Community Self-Reported Metrics

Q & A with Dan Buettner

Dr. Aubry inquired whether the Blue Zones Project has been implemented in the Bay Area and whether it is being considered as part of the PHCD Wellness initiative.

CEO Pulido responded that the Blue Zones Project has the potential to significantly advance preventive health, which aligns with one of the District's key focus areas outlined in the Strategic Plan. They are currently evaluating various projects, programs, and initiatives that could make a substantial impact in this area, and the Blue Zones Project is still in the early stages of consideration and exploration. In Northern California, the project is already being implemented in places like Monterey and Petaluma.

Mr. Buettner added that while the Blue Zones Project has not yet launched in the Bay Area, it is active in other parts of Northern and Southern California, such as Petaluma and Salinas, Monterey.

CEO Pulido mentioned that the City of San José, in partnership with Santa Clara County, has just begun integrating the Blue Zones Project into their community; though, they are still in the initial phase.

Vice-Chairman Pagliaro asked how the organization determines its fees.

Mr. Buettner explained that fees are set based on several factors, including the population size and the complexity of the jurisdictions involved. This includes considerations like the number of policy bodies to coordinate with, the presence of multiple school districts, and the overall scope of the project. Over the years, the organization has become skilled at estimating fees according to the size, geography, and

complexity of each project. For the first four to five years, Blue Zones typically hires a local team in partnership with the local host or steering committee, with 40–50% of the fees going to the local team. Another 50% covers expenses such as Gallup services, technology, brand intellectual property, and overhead. The remaining 15% generally represents the contract margin for all Blue Zones projects over the first few years. Additionally, 25% of the total fees are tied to achieving agreed-upon outcomes.

Mr. Jurow asked for a rough estimate of the financial investment required from the District over a five-year period.

Mr. Buettner replied that the final figure can only be determined after a comprehensive assessment, which typically takes six months to complete. This assessment helps the organization understand the community and its needs. As part of the process, a detailed proposal is developed, which will include expenses such as salaries, benefits, and office space for the full team. The total cost is generally a couple of million dollars per year for five years.

Chairman Cappel requested more information on what other organizations have spent during the first five years of Blue Zones Project implementation. He also suggested inviting someone from Petaluma or Salinas to share their experience with the project at the District.

CEO Pulido noted that someone from the Salinas Health System can be invited to present at the next SDOC meeting.

4. San Mateo County Baby Bonus: Opening Remarks: Congresswoman Jackie Speier and Sheryl Young, San Mateo County Program Director, Philanthropic Ventures Foundation Presentation: Kitty Lopez, Executive Director of First 5 San Mateo County

Opening Remarks

Jackie Speier shared recent San Mateo County life expectancy Data.

- Average life expectancy for a person in the United States is 76.4 years
- Average life expectancy in California is 78.3 years
- All of cities in San Mateo County over 80 years
- Based on 2022 data, Foster City is 90.6 years
- Millbrae is 86.2 years
- San Carlos is 85.6 years

Jackie Speier highlighted a report she had previously written titled *Hidden in Plain Sight: Child Poverty in the Wealthiest County in California*. San Mateo County is indeed the wealthiest county in California, and the fourth wealthiest in the nation, yet it faces significant challenges with poverty. Approximately 27,000 children live in poverty, with around 2,000 of them currently homeless. There are 50 families on the county's waiting list for housing.

Her primary focus is on women and children, which led her to embark on a listening tour. During this tour, she met with families, particularly mothers, through local nonprofits and county organizations. The stories she heard were deeply moving and underscored the urgent need for change. During her research, she came across a National Institutes of Health (NIH) study that examined the first three years of life for infants from various parts of the country, including Minnesota, Nebraska, Louisiana, and New York. The study included 1,000 infants, 400 of whom were Medicaid-eligible and received \$300 a month for three years, while the other 600 received just \$30 a month.

The NIH study found that, after one year, the infants who received \$300 per month showed significantly higher brainwave activity compared to those who received the smaller amount. Inspired by these findings, she convened a conference with some of the NIH study's experts to discuss how the results could be applied to San Mateo County. She has committed \$350,000 toward the effort, with additional contributions from the San Mateo County Supervisors, who allocated Measure K funds for the initiative, bringing the total to \$700,000. The largest contributor was the Health Plan of San Mateo County, which helped bring the total to \$7 million.

Building on this model, the initiative aims to not only replicate the findings but to expand and improve upon them by leveraging more resources. This includes analyzing healthcare data and utilizing community health care workers to engage directly with families. The goal is to scale the model to provide an even greater impact and, ultimately, advocate at the federal level for the reinstatement of the child tax credit, which had lifted millions of children out of poverty during the COVID-19 pandemic.

Stanford University is partnering to help evaluate the project's effectiveness, and while significant funding has been raised, there remains a shortfall for about 100 infants. Given that 39% of the eligible infants for this program come from the PHCD, she is seeking support to help meet this funding gap. The program is set to launch in January of next year, and the county has been dedicating resources to it for the past year and a half.

Presentation Highlights

Essential Supports for Baby's Beginning

- Cash Gift (\$300)
- Coordinated care
 - Improved health and well-being of children
 - Data to Inform policy changes to reduce child poverty

Core Planning Partners

- First 5 San Mateo County
- San Mateo County Health
- County of San Mateo Human Service Agency
- Health Plan of San Mateo
- Stanford University
- The Jackie Speier Foundation

Timeline 2024-2029

- Establishing partnerships and processes
- Fundraising
- Developing program design
- Developing evaluation plan
- Understanding policy landscape
- Getting feedback from various stakeholders

Population

Eligible population: Residents of San Mateo County with Medi-Cal funded births

- HPSM Medi-Cal births in 2022: 1,169
- Top delivery hospitals: Lucile Packard Children's Hospital (70%), CPMC (10%), Mills Peninsula (10%)
- 45% Hispanic, 7% Asian, 5% White, 2% Black (38% other or no data)
- 44% speak Spanish
- About 33% from PHCD zip codes

Evaluation

- Randomized Controlled Trial (RCT)
- Led by multiple departments at Stanford University, including the Center for Population Health Sciences, the Department of Pediatrics and School of Medicine, the Center on Early Childhood, the Center on Poverty and Inequality, and the Health Policy Department
- Codesigned with First 5, HPSM, County Health Human Service Agency
- Applied for NIH funding in March

Key Outcome Measures Will include:

- Health care utilization
- Service access and utilization (e.g. WIC, home visiting, childcare)
- Parental workforce participation
- Parental mental health
- Child developmental status
- Parent-child relationship qualities
- Household income

Evaluation Costs

- The evaluation may cost between \$1.5 – 3.5M, depending on whether Stanford can secure funding for a 3-year or 5-year study
- Team is still reviewing the costs and benefits of several kinds of child development assessments that could enhance the evaluation
- Additional assessments being considered are anticipated to cost between \$500k-1M

Innovation and Collaboration

- Collaboration and deep commitment among major institutions
- Significant investment and involvement from managed care plan
- Data sharing and systems alignment
- Approach centers participants' dignity, choice, and ability to make best decisions for their family
- RCT to understand combined impact of cash and care coordination
- Contribution to policy advocacy advancement for young children

Program Implementation Budget

Baby Bonus Program Budget: 2024-2029

		Anticipated Cost
Personnel		(Not Identified)
Program Planner	1 FTE Community Health Planner, for 5 years	\$840,000.00
Community Health Workers	10 FTE community health workers, 1 FTE program	\$3,500,000.00

Subtotal Cost	\$4,340,000.00
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Cash Gift and Program Implementation

Monthly cash gift for Families	\$300/month over 36 months for 400 participants	\$4,320,000.00
Program administration costs	Administrative fee for payment vendor, communications, emerging implementation strategies	\$782,000.00
Indirect Expenses	15 % for indirect expenses (Personnel + Operations)	\$156,000.00

Subtotal Cost	\$5,258,000.00
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Total Estimated Cost	\$9,598,000.00
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Program Implementation Funding

Baby Bonus (2025-2029)

Managed Care Organization

HPSM (grant to F5)	\$3,500,000.00
HPSM (internally approved budget)	\$3,500,000.00
Total:	\$7,000,000.00

Private Philanthropy

Jackie Speier Foundation	\$350,000.00
Sobrato Philanthropies	\$300,000.00
Chan Zuckerberg Initiative	\$350,000.00
Total:	\$1,000,000.00

Public Funds

County Board of Supervisors	\$350,000.00
County Health	\$840,000.00
Total:	\$1,190,000.00
Total :	\$9,190,000.00

Funding gap (as of Oct. 2024): \$408,000

- Personnel costs are fully covered by HPSM and County Health
- Additional funding needed to ensure we can fund cash gift for 400 families and cover administrative costs

Q & A with Kitty Lopez

Dr. Aubry inquired about the \$300 figure, asking whether it was based on the available budget or if specific research had influenced the decision.

Ms. Speier responded that the amount was intentional, designed to mirror the child tax credit to strengthen the case for its reinstatement.

Ms. Lopez added that while families often need more support, she believes using the \$300 amount is a solid argument to make for the program's effectiveness.

Dr. Aubry asked what research exists regarding care coordination without the \$300. Specifically, he wanted to understand what kind of difference the funding makes.

Ryan Padrez explained that the project builds on existing research into the growing role of community health workers and their impact. While there is considerable literature on the benefits of community health workers for populations such as homeless mothers, pregnant women, and elderly individuals with chronic conditions, there is less research focused on new mothers with infants. This gap is what excites them about this study. With new Medicaid funding available to sustain community health worker roles, they are eager to explore how this could support new mothers. The goal of the study is to identify which services are most helpful for families and how these insights can be shared more broadly so other counties, in collaboration with First 5, can replicate the model.

Vice-Chairman Pagliaro asked if the project is requesting an investment of \$408,000 and whether they had approached the Sequoia Healthcare District for support.

Ms. Lopez clarified that the original request was for \$375,000 and confirmed that they plan to also approach the Sequoia Healthcare District about the project.

Vice-Chairman Pagliaro expressed his belief that the program is beneficial and noted that it will need to be brought before the Board for further discussion.

5. Adjournment 6.12 p.m.

BLUE ZONES PROJECT MONTEREY COUNTY



BROUGHT TO
MONTEREY
COUNTY BY:

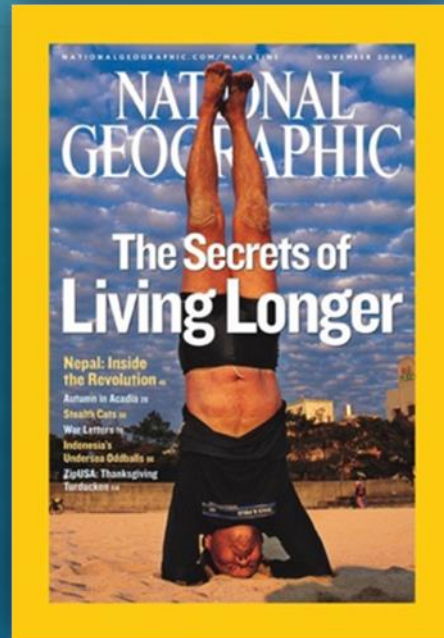


What is Blue Zones Project?

Blue Zones Project is a geographically based, community-by-community comprehensive approach to well-being that drives measurable improvement in key metrics.



It all began with Dan Buettner's **20+ year longevity study** to find the world's healthiest people.



BLUE ZONES PROJECT

HALF

of us in Monterey County struggle to feel a sense of hope and purpose.



ONE IN THREE are not proud of their community

Our weather invites outside activity but **ALMOST HALF OF US DON'T EXERCISE ENOUGH**



WHY MONTEREY COUNTY?

THOUSANDS OF FAMILIES

suffer the stress of food insecurity and can't afford or access food.

A single woman with children in Monterey County spends more than one-third of her income on food.



ALMOST HALF

of Monterey County adults have prediabetes (and most don't know they have it). For these adults, losing weight by eating healthy and being more active can cut the risk of developing type 2 diabetes in half.

MORE THAN 2/3

of us are overweight or obese, putting us at greater risk for diabetes and other HEALTH PROBLEMS.



WE DELIVER PRODUCE TO MILLIONS

but almost half of us don't eat enough fruit and vegetables.



Blue Zones Project Monterey County Scope

Project Timeline

- Salinas 2018
- County 2020
- Peninsula Cities 2020
- Gonzales/King City 2021



Shared Traits of the Longest-Lived People

• MOVE NATURALLY

1. Make daily physical activity an unavoidable part of your environment

• RIGHT OUTLOOK

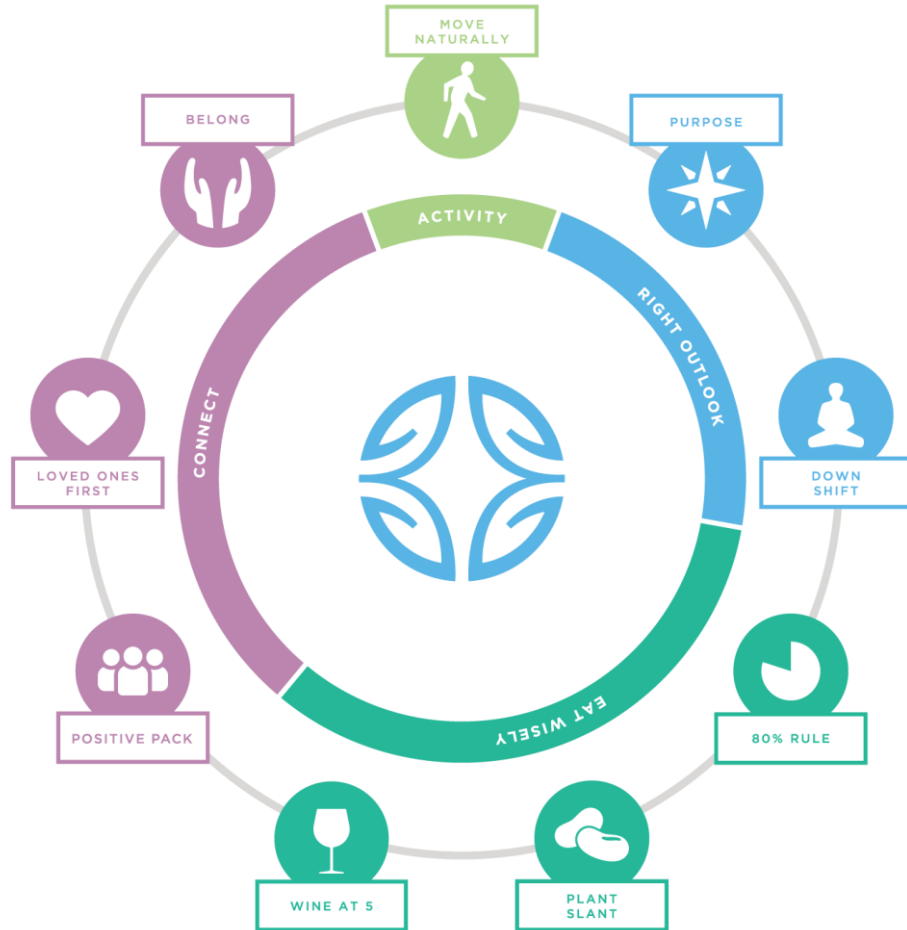
2. Know your purpose
3. Downshift: work less, slow down, take vacations

• EAT WISELY

4. Eat until 80% full
5. More veggies, less meat & processed food
6. Drink a glass of red wine each day

• BELONG

7. Create a healthy social network
8. Connect/reconnect with religion
9. Prioritize family



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Life Radius

People

Places

Policy

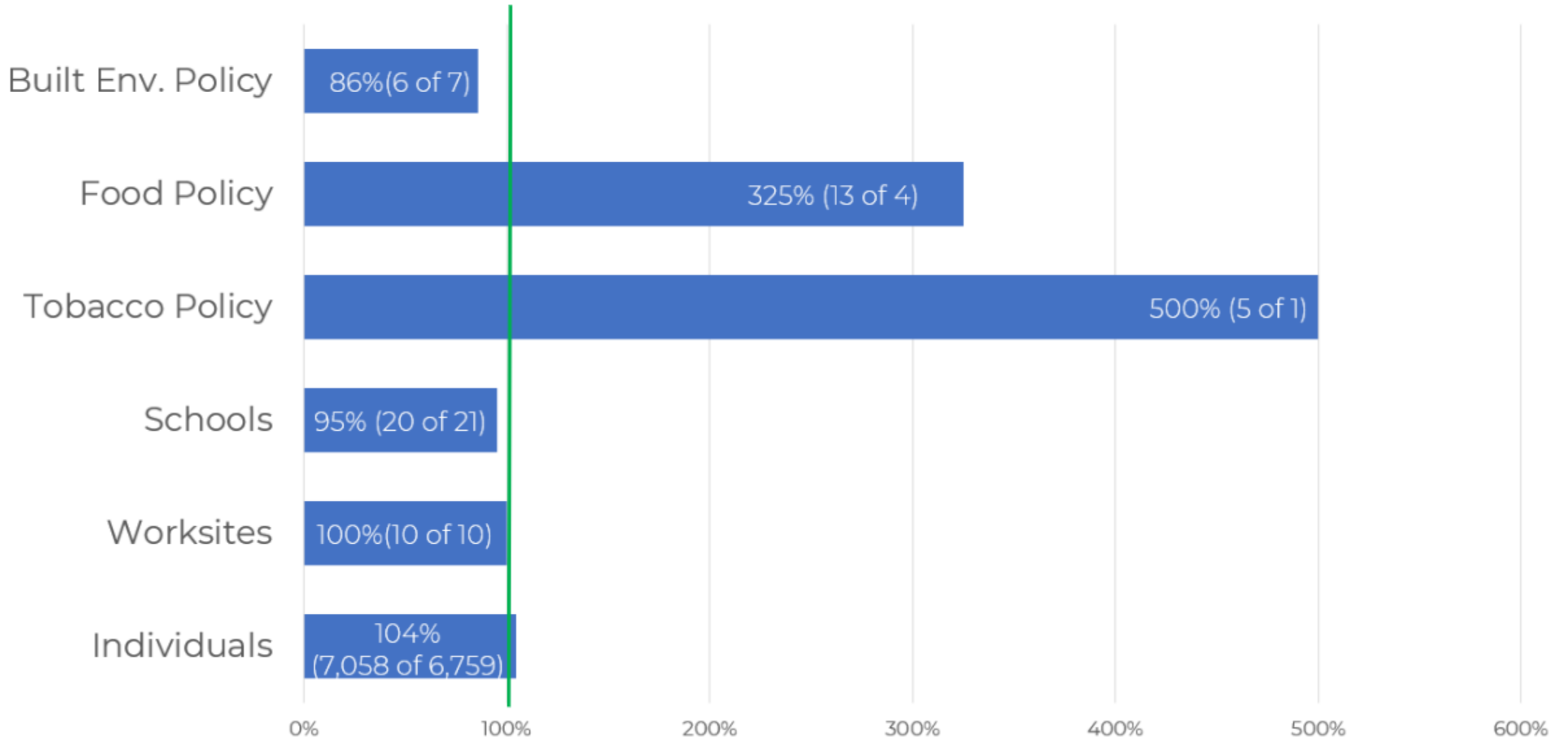
Blue Zones Project Implementation Overview

- August 2018 Site assessment in Salinas
- October 2018 – Contract for Salinas Community
- February 2020 – Site assessment for incremental roll out of expansion
- October 2020 – Contract for Expansion Communities
 - 2nd phase launch in Peninsula Cities & County projects
 - 3rd phase launch of Gonzales/King City
- June 2021 Launch of Peninsula Cities and County Project areas
 - Four Year Transformation Project
- June 2022 Launch of final expansion, Gonzales/King City Project
 - Three Year Transformation Project
- April 2024 - Salinas Certification Site Visit
- **July 2024 Salinas Officially Certified**
- August 2025 (est.) Peninsula Cities, County, Gonzales/King City projects certified
- September 30, 2025 Current Contract Expires

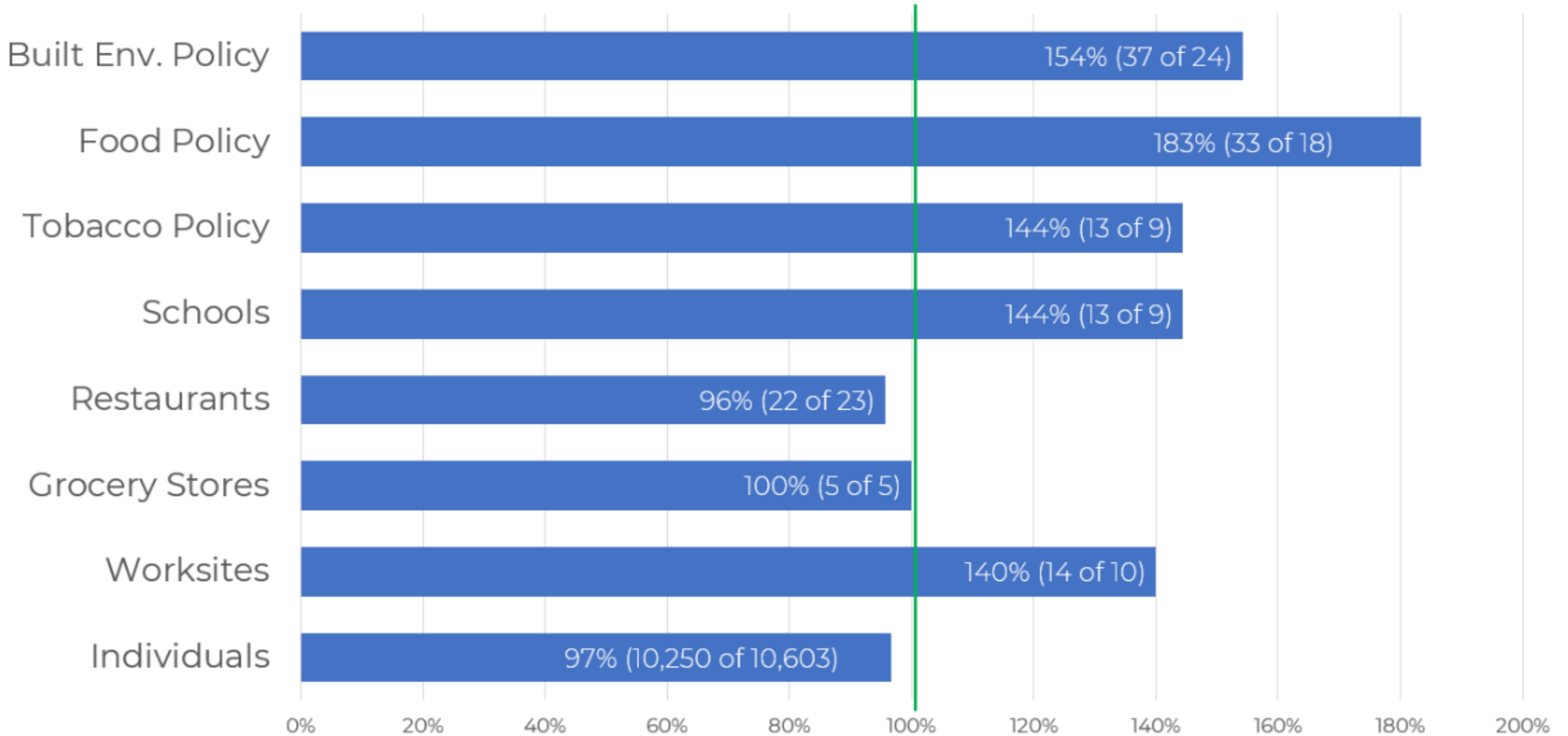


Transformation Projects Progression of Implementation

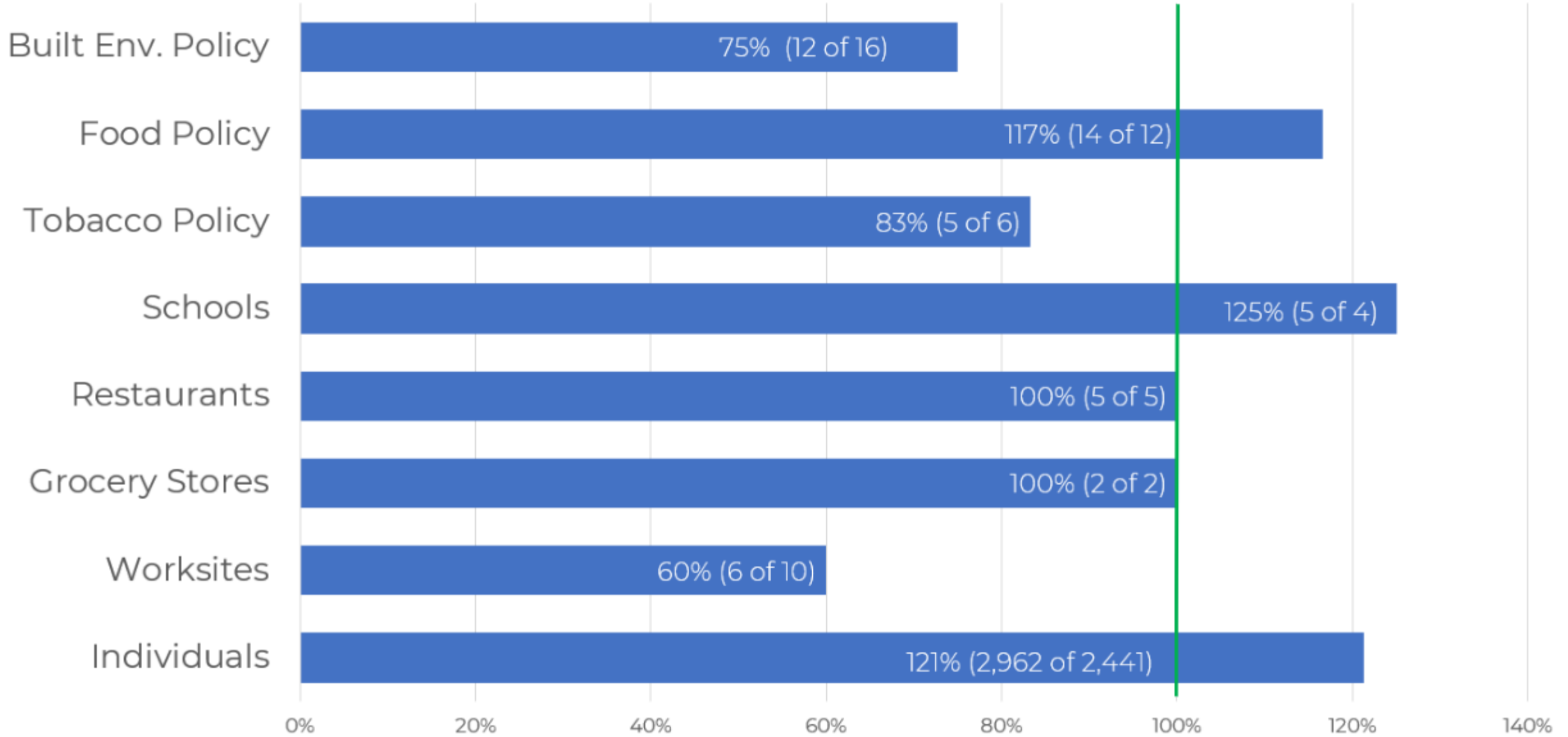
Countywide Certification Status 2021 - 2024



Peninsula Cities Certification Status 2021 - 2024



Gonzales & King City Certification Status 2022 - 2024



BECAUSE OF YOU...



INDIVIDUALS

39,580

individuals engaged with us:

3,934

volunteered in the community

12,105+

hours volunteered in the community



WORKSITES

65

became Blue Zones Project Approved™



RESTAURANTS

57

became Blue Zones Project Approved™



ORGANIZATIONS

37

became Blue Zones Project Recognized™



GROCERY STORES

12

became Blue Zones Project Approved™



POLICY

158

initiatives completed at the local level:

13

tobacco policies

8

tobacco capacity building

22

built environment capacity building

19

built environment policies

18

built environment demonstration projects

6

built environment marquee project

9

food marquee projects

46

sustainable food programs

17

food capacity building programs



SCHOOLS

63

became Blue Zones Project Approved™

14

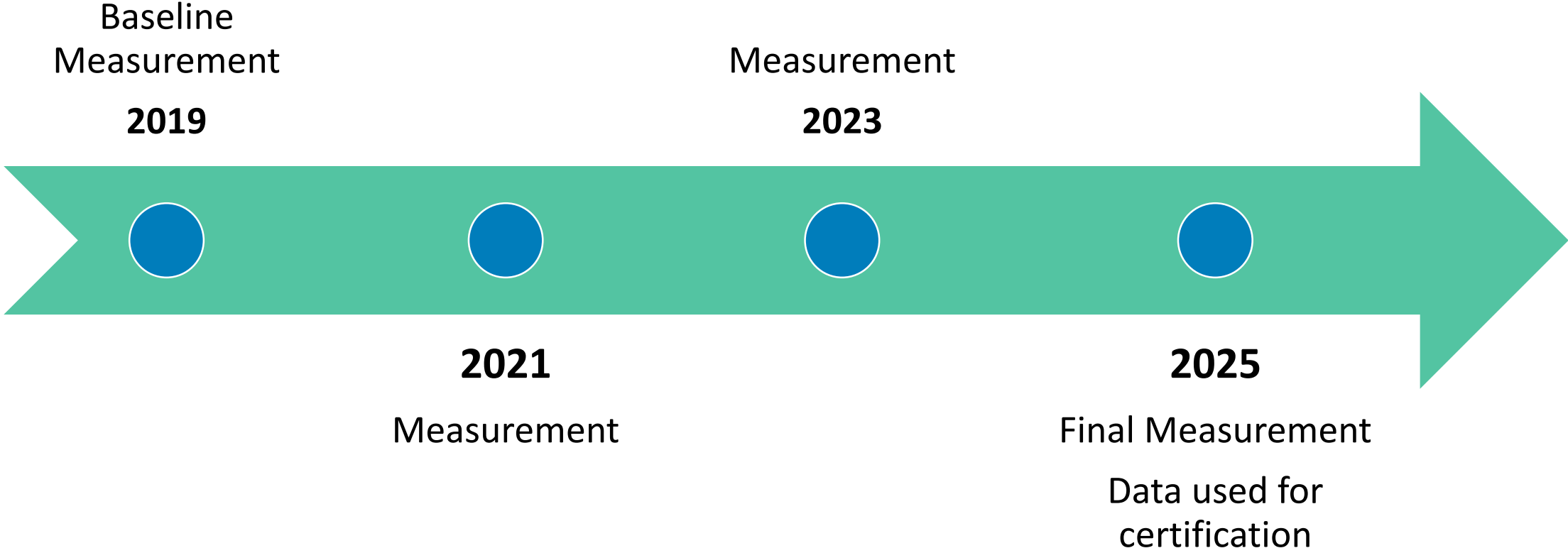
Walking School Buses established

2023 Community Well-Being Results

Monterey County, CA



Cadence of Measurement in Monterey County



Well-Being in Monterey County

Well-Being Domain	National Values 2022	State Values 2022	Monterey County 2023
Overall Well-Being	66.4	67.6	69.3
Community	65.3	66.3	68.2
Social	66.4	67.4	69.0
Purpose	65.1	66.0	67.6
Physical	67.6	69.1	70.3
Financial	60.0	61.9	65.0

Note: Well-being element scores are out of 100. Higher scores are better

Well-Being in Monterey County

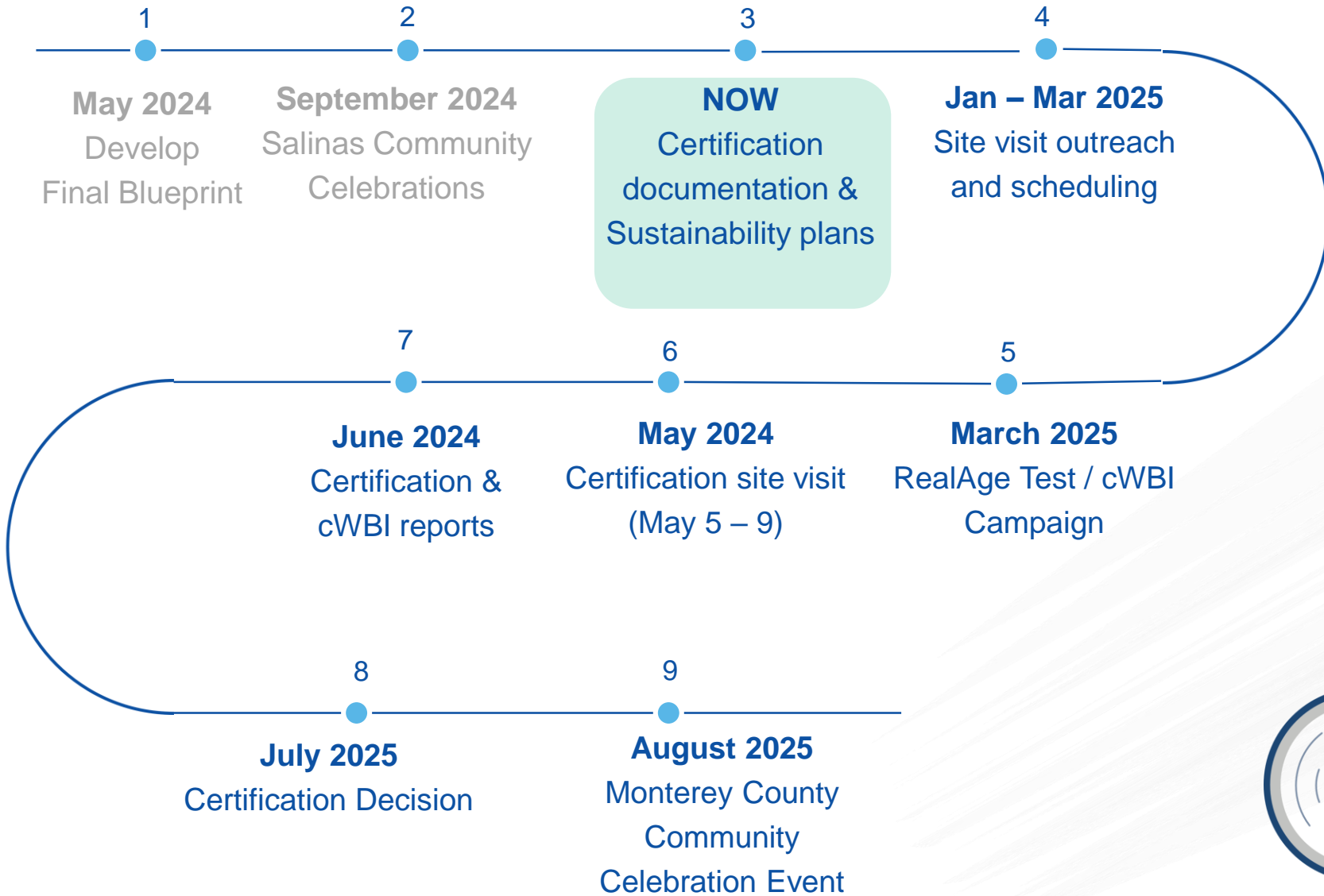
Well-Being Domain	Monterey County 2019	Monterey County 2021	Monterey County 2023	Monterey County 2023-2019	% Change 2023 - 2019
Overall Well-Being	63.2	67.8	69.3	6.1*	10% ↑
Community	61.9	65.1	68.2	6.3*	10% ↑
Social	64.3	67.5	69.0	4.7*	7% ↑
Purpose	61.8	65.7	67.6	5.8*	9% ↑
Physical	62.1	69.5	70.3	8.2*	13% ↑
Financial	63.7	64.3	65.0	1.3	-

Note: Well-being element scores are out of 100. Higher scores are better
 *Indicates statistically significant change



Certification Timeline

CERTIFICATION TIMELINE



THANK YOU!





**BOARD OF DIRECTORS
STRATEGIC DIRECTION
OVERSIGHT COMMITTEE 2025**

Purpose:

To advise the Board on economic, technological, and healthcare trends that may impact the health of the District's residents and the Board's response to those impacts and to provide oversight of the District's progress relative to the Board's strategic goals. Functions of this committee include:

1. Advising Board on community needs and District-proposed programs and projects to address needs.
2. Conducting an annual review of the Strategic Plan's implementation and performance to goals, objectives, and outcomes.
3. Providing oversight of new programs' performance relative to plans and metrics.
4. Serving as a key resource and liaison to local, state, and national trends that impact/influence the health of the community and the strategic activities of the District.
5. Providing input to the Board on the District's master property planning activities and future development of properties and facilities

Membership:

The Committee will be comprised of two representatives from the District Board of Directors and at least seven members from the community-at-large that reflect a broad range of professional skills, the geography of the District, as well as racial, ethnic, and gender diversity of constituents. Members will be appointed for 3-year terms and can be reappointed for additional 3-year terms. The Committee will be chaired by a Board Director; all will be voting members of this Committee. The District's CEO serves as a non-voting member.

Members and Terms:

Members and Terms:	Proposed
➤ Director Lawrence Cappel, Chair	
➤ Director Frank Pagliaro, Co-Chair	
➤ Dr. Wade Aubry, Healthcare Policy, Hillsborough	2023-2025
➤ Nirmala Bandrapalli, Burlingame Resident, former Planning Commissioner	2023-2025
➤ Dr. Cameron Emmott, Former PHCD & MPMC Director, Hillsborough	2025-2027
➤ Mark Johnson, Real Estate Broker, San Mateo	2025-2027
➤ Daniel Quigg, Civic Leader, Millbrae	2023-2025
➤ Ashley McDevitt, Director of Community Resources, San Mateo	2023-2025
➤ John Jurow, CEO, San Mateo County Health Foundation	2024-2026

Meetings are held on the **1st Wednesday** of the odd months, 5-6:30 PM at the District office.