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PUBLIC NOTICE
Board of Directors
STRATEGIC DIRECTION OVERSIGHT COMMITTEE
1819 Trousdale Dr. (Classroom)
November 4, 2026, 5:00pm

AGENDA

1. **Call to Order & Roll Call:** Chair Cappel

2. **Approval of Minutes:** SDOC August 12, 2026 Pg. 1-4

3. **Explore Nature Development Application:** Mike Kahn, Founder and Executive Director Pg. 5-11

4. **Fitness Center Expansion:** Ana M. Pulido, Chief Executive Officer and Richard Bergstrom, Health and Fitness Director

5. **Strategic Plan Discussion:** Lawrence Cappel, Board Chairman and Ana M. Pulido, Chief Executive Officer
   a. **Blue Zones Project**
   b. **Wellness Hub**

6. **Development Projects Update:** Lawrence Cappel, Board Chairman
   a. **Medical Office Building**
   b. **Senior Affordable Housing**

7. **Adjournment**

Peninsula HEALTH CARE DISTRICT
Building a Healthier Community

Strategic Direction Oversight Committee Meeting

August 12, 2026 Minutes

1. Call to Order: Chairman Cappel called the meeting to order at 5:01 p.m.

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

Absent: Bandrapalli, Emmot

Note: Vice Chair Pagliaro arrived at 5:16 p.m.

2. Approval of Minutes: SDOC May 6, 2026
Motion to Approve the Consent Calendar as Presented
Motion: By Committee Member McDevitt; Committee Member Johnson
Vote: Ayes - Cappel, Aubry, Jurow, Johnson, McDevitt

3. Blue Zones Ignite Assessment Report and Recommendation: Margaret Brown, VP Business Development and Danny Buettner, Chief of Development

CEO Pulido introduced the Blue Zones team and provided background on the Ignite Assessment conducted over the past several months. She explained that the Blue Zones team would present its findings from the Ignite Assessment, provide a recommended scope of work for a future Blue Zones project, and conclude with a Q&A session.

The presentation would be followed by a committee discussion on the next potential steps for the initiative following the presentation.

<u>Presentation Highlights</u>

Blue Zones Assessment Findings and Readiness Overview

- The Blue Zones project process and initial conversations began in October 2025, followed by a community visit in March 2026 in the Mid-Peninsula (3 cities focused on will be San Bruno, Burlingame, and San Mateo). The team convened the committee and began community outreach and engagement efforts, including meetings with key stakeholders across the community representing each of the Blue Zones' pillar areas.

- The current timeline calls for a go/no-go decision on contracting by the end of September. The presentation will outline the proposed next steps following that decision.
- The team explained the readiness and feasibility scoring methodology, which weighed community readiness at 65%, people's readiness at 10%, and places' readiness at 15%. The assessment resulted in an overall average score of 3.7, indicating moderate readiness.
- During the Blue Zones Ignite Assessment, the team identified several key opportunities to strengthen community connection and purpose across sectors. Opportunities include expanding volunteer coordination and shared vision among civic and faith organizations; promoting social connection and wellness hubs through schools; fostering employee well-being and healthy events at worksites; encouraging healthy dining initiatives among restaurants; addressing food access and neighborhood equity through grocery stores; and creating safer routes and initiatives to reduce social isolation through the built environment.
- The Blue Zones team highlighted unique partnership opportunities with organizations such as the Thrive Alliance and local Chambers of Commerce. They also recommended leveraging existing community infrastructure, aligning efforts with Age-Friendly initiatives, establishing clear processes and metrics, and implementing a train-the-trainer model to build sustainable community capacity.
- San Mateo, San Bruno, and Burlingame will serve as the next national Blue Zones demonstration region, with all three municipalities scoped and delivered as one integrated regional program. This would establish the newest multi-city Blue Zones region in the United States, building on the models established in Collier, Monterey, and Riverside.

Proposed Timeline and Structure

- Year 1: Foundation and planning period focused on hiring and training staff, establishing steering committees, developing partnerships, conducting additional research, and creating the community blueprint.
- Years 2-5: Transformation phase focused on implementing people, places, and policy priorities.
- The team estimated approximately four years of transformation work would be needed to reach a significant tipping point for community change.

Proposed Investment and Accountability

- The recommended scope is a five-year project with a proposed investment of $3 million annually.
- The proposed team would include an executive director, organizational well-being leads, public policy leads, and marketing/engagement staff.
- The team stated that 15% of its fees would be at risk based on achieving agreed-upon outcomes.
- The projected value proposition includes reduced healthcare costs, improved productivity, and broader economic benefits.

Q & A with Ms. Brown and Mr. Buettner

Dr. Aubry asked how many successful implementations they've had and how many are certified in the country.

Mr. Buettner stated that there are 90 other cities with successful implementations and used Monterey County as an example who is a certified Blue Zones area.

Chair Cappel asked what the positive benefit there has been in Monterey County in terms of health care and crime rate.

Mr. Buettner prefaced that he could set up reference calls with those who were involved with the Blue Zones project in Monterey County. He shared that Monterey County's Blue Zones project had a significant community impact and exceeded expectations. Since its implementation, the project has engaged more than 41,000 people, with 248 participating or approved organizations, 4,083+ volunteers, $133.3 million in follow-on grant funding, and 196 completed policies, strategies, and projects focused on improving the built environment, reducing tobacco use, and increasing access to healthy food. The project also generated an estimated $9 million in aggregate media readership value. He further noted that Monterey County experienced 7.4% fewer health risks than expected, which he stated equates to approximately $392 million in avoiding disease burden-related medical and productivity costs over six years.

Vice Chair Pagliaro asked how much Monterey's budget was when they started their Blue Zones project.

Ms. Brown mentioned that Monterey's budget when they began in 2019 was quoted more than the current $3 million proposed to Peninsula Health Care District. They were quoted higher due to having larger geography and more resources were needed.

Vice Chair Pagliaro asked if members of PHCD staff or Blue Zones staff would be working on this project.

Ms. Brown clarified that the proposal does not include allocating existing PHCD staff or staff from any other organization. Instead, new staff will be hired based on the proposed operating model and will undergo training provided by the Blue Zones team.

Mr. Jurow asked about the level of support and involvement the Blue Zones team would have with the newly hired staff and how dependent the staff would be.

Ms. Brown said the new hires will be Blue Zone employees hired from local communities. This would be part of the 15% fees at risk from the proposal. She mentioned that the new hires will have a supervisor and team of experts who have done this before and would have weekly meetings.

Chair Cappel shared how viable this Blue Zones project will be and how there will be success in changing healthcare behavior. He emphasized that creating and implementing new policies can drive meaningful behavioral changes and contribute to significant reductions in health care costs.

4. 2026 Strategic Direction Committee Membership: Ana M. Pulido, Chief Executive Officer

CEO Pulido shared that she invited former PHCD CEO Cheryl Fama to join the Strategic Direction Oversight Committee.

Discussion

Dr. Aubry shared that he has known Cheryl for about 40 years and they worked together at St. Francis Hospital and she's done great work there and her time here at PHCD.

Chair Cappel added he's known and worked with Cheryl for 40 years and would be a great addition to the committee.

Motion to Approve Cheryl Fama becoming a member of the Strategic Direction Oversight Committee
Motion: By Committee Member McDevitt; Committee Member Aubry
Vote: Ayes - Cappel, Pagliaro, Aubry, Jurow, Johnson, McDevitt

7. Adjournment: 6:28 PM

CASE FOR SUPPORT: EXPLORE LOCAL NATURE (ELN)

Explore Local Nature: A County-Wide Nature Neural Network

Mission: *Explore Local Nature exists to close the nature information gap—prioritizing underserved communities—so that people and the natural world thrive together.*

I. THE PROBLEM: The Disconnect in our Great Outdoors

The Promise In San Mateo County, we are surrounded by a world of discovery. From the Bay to the foothills, the redwood forests to the coast, adventure awaits right outside our doors. But while our landscapes are vast, the information required to access them is deeply fragmented. Today, the wealthy, tech-savvy "choir"—must navigate a chaotic sea of agency websites, hidden social media posts, and AI-generated "guidance" that only scratches the surface. Each organization only promotes its own corner of the world, leaving the public to solve a high-friction puzzle just to find a Saturday morning hike or a local volunteer event.

The Reality of Nature Information Gap This fragmentation is a barrier for everyone, but for our underserved neighbors, it is a wall. When families are working to survive, facing language barriers, with limited time, "nature discovery" shouldn't require a research project. If we cannot easily find where to start or who to trust, we stay inside. This is **Nature Information Deficiency**—a reality that keeps our community tethered to screens designed to addict us, while the free, life-changing benefits of our local parks remain underutilized.

The Remedy Explore Local Nature is building the one-stop-shop to fix this. We are a "Digital Nature Platform" designed to help you **unplug from the noise and tap into the wild.** By aggregating the parks and trails, the events and organizations, the responsible recreation and safety information—and providing a powerful multi-lingual, multi-cultural chatbot interface—we unlock nature for every resident. Because people protect what they are connected to—and right now, our community needs nature, and nature needs our community to care.

II. THE INNOVATION: A County-Wide Nature Neural Network

The Challenge: Fragmented Silos San Mateo County's nature landscape is managed by over 100 different entities: 20 cities, 24 county parks, 17 Midpen Open Space preserves, 5 GGNRA sites, and over 60 nonprofits & community groups. Today, their vital data—maps, amenities, events, news, and safety updates—exists in disconnected silos. For a resident, finding all the family-friendly events and trails near them, regardless of the agency or organization, shouldn't require a master's degree in research.

The Solution Explore Local Nature is building a **Nature Neural Network**—a first-of-its-kind

digital platform designed to sense and respond to the needs of our community. We aren't just creating a list; we are using advanced technologies to bridge these silos, creating a single **"Source of Trust"** for the entire county.

The Impact: From Data to Health This engine moves beyond data to create a "Community Layer" for health:

- **The Intelligence Layer:** We ingest fragmented data from over 100 agencies and organizations, utilizing **agentic data pipelines** to automatically collect, normalize, and enrich information so that a "shaded trail" or a "bilingual hike" is discoverable regardless of who manages the land. By utilizing **composite AI** and knowledge graphs as our foundation, backed by a comprehensive **50-page technical architecture blueprint** (completed Fall 2026), we enable the complex data integration, semantic understanding, and continuous context required to serve as a trusted, self-learning knowledge base that traditional databases simply cannot match.
- **The Headwaters of Community Wellness:** We are working directly with public health departments and community leaders to turn this data into a tool for **upstream health**. We are building infrastructure for **ParkRx** (Park Prescriptions), allowing healthcare providers to prescribe specific, actionable nature itineraries as a preventative wellness resource that residents can draw on as an ongoing, daily support.
- **Bilingual Portals & Community Co-Design:** We are in active discussions with local Community Based Organizations (CBOs) and leveraging our selection in the Leadership Council San Mateo County **Community Acceleration Project (CAP)** (Jan–May 2027) to co-design bilingual portals. Working directly with CBOs and their communities we seek to discover what a trusted digital tool looks like for them. Our goal is to extend the high-touch, outdoor events of CBOs into an ongoing resource that empowers families to independently explore nature. Language equity is a core design principle: if the platform does not work seamlessly for a non-English speaker, it fails our mission.
- **The Connection Engine:** By aggregating local organizations and "invisible" community groups, we facilitate "Blue Zone" connections—guided hikes, surf camps, and restoration events—that break social isolation and build lasting community ties.

Unlocking the Wild Our innovation turns "noise" into an actionable invitation. A parent can simply ask our chatbot: *"I have two young kids and we haven't been out much—what can we do this weekend?"* The engine immediately offers kid-friendly events nearby, identifies self-guided walks, and provides a customized checklist on how to prepare. We are moving from a world where nature is a mystery to one where it is a trusted, daily partner for every resident.

The Connective Tissue of our Community Explore Local Nature is more than a digital tool; it is the **connective tissue** between our residents, our local organizations, and the land itself. By elevating the vital work of over 100 regional agencies and nonprofits, we don't just provide data—we inspire action. Our platform acts as a force-multiplier for the conservation and health movements, ensuring that every guided hike, restoration event, and hidden park is discovered and cherished. When we connect people to nature, we help the organizations thrive, the residents heal, and the natural world flourish.

III. PILOT & TRACTION: Ground Zero in San Mateo County

Why San Mateo County? San Mateo County is our "Goldilocks" zone—a diverse region with world-class natural beauty, yet one where the digital divide and fragmented agency data create deep nature access barriers. By proving the model here, we are building a blueprint for a durable civic platform that can scale to the Bay Area, the state, and eventually, the globe.

The Proof of Concept We aren't starting from scratch. Since January 2025, Explore Local Nature has been a mission-driven laboratory:

- **The Beta Success:** We launched our beta site in September 2025, and through iterative growth, we have built a community of over 1,650 regional email list subscribers.
- **User Confirmation:** Over 100 local survey respondents confirmed our hypothesis: even "the choir" is overwhelmed by fragmentation. They are hungry for "hidden treasures," consolidated event schedules, and logistical certainty (parking, ADA accessibility, and kid-friendly status).
- **Early Support:** The San Mateo County Parks Foundation recognized our potential early on, signing as an initial sponsor during our beta phase.
- **Funder Endorsement:** *"I jumped on the beta site, found a guided hike at a local State Park I didn't know about, and went. It's clear Explore Local Nature is solving local data fragmentation and connecting more people to our parks. This is why I joined the Founding Circle."* — **Steve Blank**, *Silicon Valley Entrepreneur, Stanford University Adjunct Professor, & Former CA Coastal Commissioner (now an ELN Advisor)*

Strategic Alignment: Forward Deployed for Public Health Our momentum has accelerated through direct civic engagement. As a member of the San Mateo County's **Healthy Parks, Healthy People Coalition (HPHP)** Accessibility Workgroup, we identified a critical gap: public health agencies have the desire to connect residents to nature, but they lack the tech-infrastructure to do so.

We are currently in active discussions within **HPHP** to pilot ELN as a forward-deployed resource. At a time of county-wide financial challenges, we are bringing our funding, time, and technology to the table to prove that a digital platform can increase health equity for our most underserved populations.

A Global Mission, Grounded Locally The world is watching. We are already in dialogue with stakeholders from the local level to the international stage:

- **Medical Validation:** Leading voices in the "Nature Rx" movement have confirmed that clinics are desperate for a tool that makes nature prescriptions actionable.
- **National Reach:** We are exploring synergies with the **Children & Nature Network** (seeking to reach 1M parents) and **UC Davis researchers** working on the "Internet of Conservation."
- **Policy Alignment:** We fit "hand in glove" with California's **Outdoors for All** movement and the global **#NatureForAll** initiative from IUCN.

IV. LEADERSHIP & STRATEGIC GOVERNANCE

To build a permanent civic platform, you need a team that understands the intersection of global strategy, regional policy, and specialized technology. Explore Local Nature is led by a founder with deep roots in the environmental sector, supported by a coalition of public service and technical heavyweights.

Mike Kahn, Founder & Executive Director Mike is a strategic leader with over two decades of experience at the intersection of public engagement, marketing, and the Bay Area environmental sector (including roles with Midpen Open Space, Sempervirens Fund, and KQED Science). He holds a degree in **Sociology from UC Berkeley** and a degree in **Interactive Media Design from the Art Institute of CA – SF**. For the last 22 months, Mike has served as the primary visionary and strategist behind ELN, bridging the gap between complex nature data, environmental stewardship, and community health needs.

Advisory Council ELN is guided by a robust council of regional leaders, public health officials, nonprofit experts, and tech-business professionals who ensure the venture remains a durable, high-impact civic asset. Together, this coalition provides the strategic clout and technical guidance required to transform San Mateo County into a scalable model for nature access:

- **Steve Blank:** Silicon Valley Entrepreneur, Author, Stanford University Adjunct Professor, & Former CA Coastal Commissioner. Advising on lean deployment and strategic growth.
- **Curtis Chan, MD, MPH:** Deputy Health Officer for San Mateo County and pediatrician. Curtis provides critical clinical validation and guides ELN's integration into regional health systems and "park prescription" medical workflows.
- **Michael Kawalek:** Former Chief Philanthropy Officer and Deputy Director of Operations for Sempervirens Fund, bringing decades of deep conservation fundraising and nonprofit operational experience.
- **Kamille Lang:** Director of Outreach and Education, Climate Resilient Communities. Advising on bilingual access, equity, and trust-building in underserved communities.
- **Kyle Macdonald:** Founder and former CEO of Bay Area Wilderness Training and Business Performance Advisor at Insperity, specializing in scaling outdoor access nonprofits and organizational growth.
- **Lenny Mendonca:** Senior Partner Emeritus at McKinsey & Company and former Chief Economic and Business Advisor to Governor Gavin Newsom, leveraging decades of global strategy and local community entrepreneurship.
- **Dave Pine:** Former San Mateo County Supervisor and founding chair of Peninsula Clean Energy and OneShoreline, bringing unparalleled experience in launching countywide agencies and nature-based solutions.
- **Brian Shenson:** Partner and Chief Operating Officer at Rise Growth Partners and seasoned tech-wealth operations executive, guiding ELN's scaling, data management, and operational architecture.

V. THE ROADMAP: Phases & Timing

To build a durable "Source of Trust," we are executing a phased, data-first roadmap. Our pilot focuses on iterative deployment—validating core data pipelines quickly and scaling functional complexity based on frontline community feedback.

- **Phase 1: Technical Blueprint & Modular Spec (Q4 2026):** Completed 50-page system architecture blueprint and structuring core data models for Events, Organizations, and Places with bilingual and clinical access portal connections.
- **Phase 2: Pilot Launch & Core Aggregation (Q4 2026-Q1 2027):** Engineering, deployment, and live testing of Version 1, replacing Beta site.
- **Phase 3: Core Platform Rollout & CAP Discovery(Q1-Q2 2027)** Execution of the Leadership Council San Mateo County Community Acceleration Project (CAP) researching community needs and facilitating effective implementation.
- **Phase 4: Clinical & Bilingual Layer Integration (Q2–Q4 2027):** Building specialized physical accessibility filters, CBO bilingual portals, and clinical After-Visit Summary (AVS) referral tools on top of the Phase 1 core engine.

PHCD STRATEGIC PILOT ADDENDUM

A Supplemental Briefing for the Peninsula Health Care District SDC

1. Executive Summary: A "Special Initiative" for Systemic Health

Explore Local Nature (ELN) is building San Mateo County's central digital utility for public lands, outdoor events, and community organizations. By consolidating data from 100+ regional silos into a single intelligent database, ELN powers tailored front-end experiences—including public web access, co-designed bilingual CBO portals, and clinical decision-support tools.

We view ELN as a systemic **Special Initiative** that perfectly aligns with PHCD's Strategic Direction Committee. It provides the digital infrastructure necessary to activate broad community health models (such as Blue Zones and Healthy Aging initiatives), giving clinicians and residents a free, localized tool to combat chronic disease and social isolation.

2. Technical Readiness & Forward-Deployed Engineering

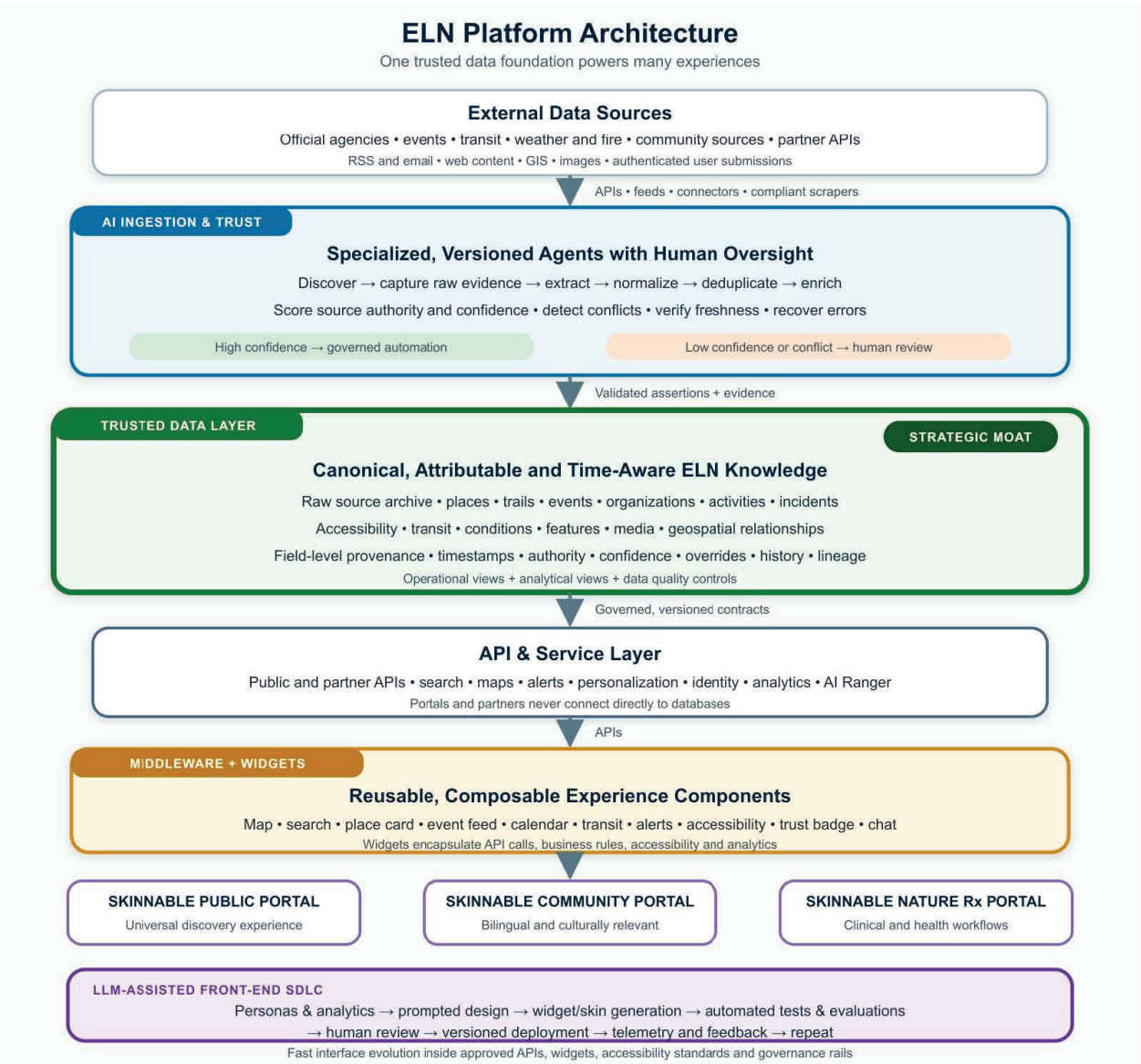
ELN is not a standard non-profit website; it is **lean civic tech** built with a powerful, iterative lean-startup development mindset.

- **The Architecture:** We recently finalized a 50-page technical blueprint in partnership with Callaway Cloud Consulting. Guided by top-tier system architects—including Alex Linden-Levy (a veteran tech leader specializing in scalable AI and cloud data pipelines)—our infrastructure is on the cutting edge. It is API-first and explicitly designed to evolve *with* technology, rather than be deprecated by it.

- **Data Analytics & Utilization Studies:** The platform is engineered to capture rich, anonymized backend metrics. We are highly positioned to design targeted studies alongside PHCD to assess clinical referral success, patient utilization rates, and community follow-through.
- **IT Interoperability:** Because Phase 1 establishes a modular baseline, we are eager to engage in early discussions with PHCD's tech and IT teams to ensure our clinical tools can securely and efficiently align with health district systems.

3. One Intelligent Engine, Three Systems

Our modular API architecture ensures that a single, authoritative data engine powers three distinct user experiences:



Our architecture guarantees that PHCD gains value across **three interconnected systems**:

1. **The Public Portal:** A free, county-wide discovery tool.
2. **Community Portals:** Co-designed with CBOs for priority neighborhoods.
3. **Clinical Portal:** Actionable workflows for health systems.

Leadership San Mateo County CAP Integration (Jan–May 2027): ELN's selection in the Community Acceleration Project (CAP) provides a dedicated team of emerging civic leaders. Over 5 months, this team will conduct frontline community discovery—a project we can laser-focus on uncovering specific health equity barriers within PHCD's district boundaries.

4. CY2027 Implementation Scope & Investment

For a robust, forward-deployed engineering and co-design implementation over Calendar Year 2027, we project a scalable funding range of **$50,000 (targeted clinical & community pilot) to $150,000 (robust R&D across all core systems).**

Because our foundation is highly modular, District funding directly pays for:

- **Convening:** Facilitating a Healthcare & Community Advisory Group to define clinical workflows and activation pathways.
- **Customized Aggregation:** The targeted, specialized mapping of additional physical accessibility park and trail data required for robust clinical referrals in the District.
- **Agentic AI Engineering:** Building multi-pass workflows with human oversight to ensure trusted, medically reliable outputs for clinicians and the public.
- **Clinical Portal Design:** Structuring the front-end user experience based directly on provider input.
- **District-Specific Community Portal Design(s):** Portals for different audiences within the District could be considered to ensure high trust and engagement. Youth, caregivers, seniors, bilingual, are some possible options.

ELN recommends a balanced approach combining Advisory Group discovery with targeted asset mapping to deliver maximum, measurable impact for District residents.

Thank you for your consideration.

Mike Kahn, Founder & Executive Director
Contact: 650-269-1264 | mike@explorelocalnature.org | explorelocalnature.org

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