Date: January 4, 2018
To: Joint Labor-Management Benefits Committee
From: Staff
Subject: LIVEwell Wellness Program Monthly Update and Consultant Review

RECOMMENDATION
That the Joint Labor-Management Benefits Committee (a) receive and file staff report regarding LIVEwell Wellness Program (LIVEwell) developments, updates, and activities; (b) receive and file report from Keenan & Associates providing a review of the City’s Wellness Program and recommendations for consideration; and (c) direct staff to convene the Wellness Subcommittee to address implementing Keenan’s recommendations in detail and develop a report for the JLMBC with further recommendations from the Wellness Subcommittee, Keenan and staff.

DISCUSSION
This month’s report addresses the following:

A. 2017 Year End Recap
   B. Engagement Plan Update
   C. Wellness Events Update
   D. Wellness Program Request For Proposal (RFP) Update
   E. Consultant (Keenan) Wellness Program Review

A. 2017 Year End Recap
   Strategic Approach & Research Review
In order to take an evidenced-based approach to building a successful and sustainable City wellness program, staff has followed a methodical five-phased process. It began with gathering insights and baseline data, identifying best practices, and drafting the program design, including a strategic vision, mission, goals, and infrastructure. In 2017 staff piloted testing program elements, measuring results and refining elements, to meet employee needs and achieve program goals. This allowed the City to get a jump start on implementation, achieving in less than a year what our research indicates it typically takes programs 3–10 years to achieve.

In 2017 staff conducted a “Current State Assessment” focused on understanding the City’s
population, stakeholders, and best practices from other agencies. This research included:

- Mapping City stakeholders, departments, carriers, consultants, programs and resources, including budgets, existing contracts and available support.
- Identifying team roles, resources, processes, data availability, and tools.
- Presenting to and consulting with the full spectrum of City stakeholders, including the JLMBC and Wellness Subcommittee, in order to shape program objectives.
- Meeting frequently with key vendor partners, consultants and carriers to understand their capabilities, services, data, expertise, and wellness program offerings.
- Soliciting employee feedback by offering and attending health and wellness events.
- Completing a Stakeholder Analysis to communicate effectively with each group to leverage their expertise and expand the program’s reach and influence.
- Collecting secondary employee research data on wellness practices in order to minimize risk and optimize resources.
- Interviewing almost 20 agencies (city, county and state, in California and across the country) and City agencies such as Los Angeles World Airports and the Los Angeles City Employees Retirement System (LACERS) to learn from their experiences.
- Interviewing benefit service providers and subject matter experts/authorities, e.g., the American Diabetes Association.
- Reviewing published articles, studies, data and recommendations regarding wellness.

Based on this research, the JLMBC identified an overarching goal “to improve the overall health of the employee population, thereby reducing the prevalence of chronic diseases.” Program design was based on where employees are now (practices, lifestyle, work environment) in order to drive successful behavioral change and healthy practices. These insights are helping build an employee-centered wellness program with the brand, marketing, communications, resources, and activities/events that engage employees, promote participation, deliver wellness benefits, and achieve behavioral change.

**Survey** – Staff and the JLMBC designed and executed a survey to establish an understanding of employee health and wellness interest preferences, needs, and demographics in order to effectively target engagement to achieve participation. Staff leveraged several methods (mail, email, and web postings), multiple communications, department managers, and JLMBC members to promote participation. The survey, issued March 19, 2017, resulted in 3,905 responses, the most respondents ever achieved for a JLMBC survey. Respondents represented a cross section of departments, unions and employee populations/demographics.

The survey revealed valuable insights that helped to design program elements and target communications based on employee needs. Responses indicated employees are very receptive to a City wellness program, likely to participate in it, and interested in improving their health. Responses further indicated many employees want education and support to sustain change, with varying degrees of wellness experience/ success from “Novice” to “Competent”. The research also helped staff focus efforts on activities employees are interested in, e.g., a walking program. These insights enabled staff to design program elements and deliver messages responsive to employee interests.
Other insights from the Current State Research used to design the program infrastructure and pilot test the program elements included:

- **A successful program creates a framework (attitude, tone, and common language), rather than a strict definition for the wellness program.** As a result, the City’s program has been constructed around four core building blocks:

  - **Prevention** = Biometrics/Screenings, Health Risk Assessments, Flu Shots, Exams (Physical, Dental, Vision), Healthy Practices, and Disease Management
  - **Nutrition** = Recipes, Cooking/Preparing, Shopping and Dining Out, and Weight Management
  - **Physical Activity/Exercise** = Walking, Stretching, Strength Training, and Group Exercise
  - **Stress Management** = Stress Techniques, Mindfulness, Mental Health, Sleep, Financial Management, Massage, and Acupuncture

- **A successful program requires an integrated strategy that establishes a culture of wellness supporting healthy behaviors, through leadership and management support, strong social networks, employee activists, localized programs, investment and communication that demonstrates commitment.** Success requires a culture that stretches across City departments and locations. Staff worked with City managers, department stakeholders and supervisors to encourage participation. Staff built and executed an engagement plan with monthly All-City emails to create awareness and consistent program identity across the city. Staff identified locations for live events that represent high concentrations of employees as well as diverse geographic areas, to help establish localized programs and peer support. These events also allowed staff to meet employees and gather feedback, which fosters program confidence. Staff added webinars to make programs accessible to employees in any location; webinars were recorded so employees can have access on demand. Staff also shared programs and materials with Wellness Champions to encourage them to advocate participation. The program will be localized further through additional department outreach programs and custom on-site events as the program grows.

- **The program should be employee-centered, sustainable, and customized with a variety of program elements addressing employee needs and leveraging carrier/partner resources.** This insight was used to hone the LIVEwell program mission to emphasize “a variety of practical wellness tools, activities, and resources to inspire, support and empower Keeping LAwell Civilian Members employees in achieving healthy lifestyles, both at work and at home.” To that end, staff has focused on leveraging available tools, programs and resources (from carriers, agencies and authorities such as the Centers for Disease Control) while customizing them for City employee needs and adding the LIVEwell brand. That strategy addresses a core desire of City employees to have a cohesive City program rather than disparate collection of provider offerings.
• The program should be built carefully over time to enable the cultural change and brand, starting with the infrastructure, knowledge, skills, brand, and tools. This insight supported the strategic approach staff has used to build the program.

• The City has a rich stakeholder network, but a sustainable wellness program requires more expertise and resources. Staff is leveraging expertise and resources available through partners. However, successful wellness programs require extensive marketing, event management and technical (data/dashboard) expertise to deliver on the stated mission and goals. Therefore, staff issued a Wellness Program Services Request for Proposal (RFP) and secured authority to hire an Administrative Intern.

• Strategic engagement requires multiple channels and varied tools with the right messaging and frequency. Staff built a comprehensive Engagement Plan with a variety of activities and high repetition. The engagement plan provided a dynamic and flexible framework with a myriad of resources connected to employee interests. It included emails addressing each of the four Building Blocks, as well as National Observances such as National Diabetes Awareness Month. Wellness Communications also shared Wellness Interests Survey results with employees to demonstrate the program is employee-centric. Staff also implemented an online walking program as well as live events including clinics and education classes.

• A combination of meaningful, wellness-focused rewards, rather than cash incentives, is most effective at driving long term change. The program has focused on addressing benefits desired by employees (intrinsic incentives), successfully gaining interest and participation in the program without over-using monetary incentives such as gift cards (extrinsic rewards) which create administrative challenges and which research suggests are not as effective at creating sustainable behavioral change.

• Wellness program measurement requires varied data and sources that are not established in the City, so start with basic measures and add metrics over time. Staff has met repeatedly with the City’s benefit service providers to obtain data, establish goals, and measure progress. Data management represents the next phase of the program’s evolution but will require new tools and resources. To that end, the JLMBC issued an RFP to determine service provider capabilities for creating a data repository, integrating health carrier data, and delivering automated, reliable, timely and actionable information. In the meantime, Staff has identified several SMART goals for the program, as reported to the JLMBC previously, and continues to work with carriers/partners to identify strategies and implement plans to achieve those goals.

Strategic Vision & Objectives
Based on insights and best practices, staff developed and presented to the JLMBC a five-year program Strategic Vision, with the understanding that this was an initial guideline that would be reviewed once the infrastructure for the program (including any new contracted service providers) was fully developed and implemented. In addition, further strategic objectives, beyond those provided earlier, would be developed based on pilot learnings in order to have informed, evidence-based goals. At the same time, the Strategic Vision and goals will be revisited and expanded annually, based on evolving needs of the City and its employees, in the context of growing carrier capabilities, especially as they relate to data.
The current program launch is focused on collecting insights, piloting programs, and learning so that the City can make fact-based decisions to improve employee health. Therefore, the program set out to achieve and accomplished the following:

- Via the survey, assessed employee readiness, preferences and needs in terms of health and wellness. This continues to be informed by post-event surveys.
- Jumpstarted the program by leveraging learnings from other agencies, City departments, and service providers.
- Developed program infrastructure by:
  - Assessing current capabilities (City and partners) and determining incremental needs. Completing this activity resulted in both the program design (four core Building Blocks, Strategic Vision, Program Mission, Goals, LIVEwell branding/tagline and more) and identifying key wellness roles and responsibilities.
  - Building the team. The Personnel staff team has been responsible for execution of the engagement initiatives (walking program, classes, clinics, etc.).
  - Collecting baseline data and building a data mechanism. Staff has been collecting baseline data on everything from biometric screenings to preventative exams and how often employees exercise. Building a data repository is dependent on having a data platform. In the interim, staff utilizes available resources, such as carrier data and the Annual Employee Wellness Interests Survey, to measure success. Staff is focused on assessing baseline measures and building data capabilities with the carriers to hone in on key data points, based on data availability.
  - Building program tools. Creating program tools is an ongoing effort. However, staff focused first on the tools necessary to establish the infrastructure, launch the brand, and establish the communication strategy that generates awareness, education, and interest. Tools included the Marketing Plan, Communication Strategy and Workbook, Planning Calendar and more.
  - Leveraging existing carrier and authority resources. Staff held carrier meetings to identify capabilities and resources. Staff also utilized carrier engagement tools, directories, brochures, online resources and live event support. Staff collaborated
extensively with Kaiser (whose 2017 funding needed to be utilized by year-end) on classes, clinics and promotional merchandise. Staff has further engaged the City’s dental, vision and Employee Assistance Program (EAP) partners to collect data and develop goals and strategies.

- Fostered the wellness culture by communicating with managers to sponsor support. Four memos were sent to HR Managers and liaisons.
- Piloted programs to test strategies and determine effective elements.
- Recruited and leveraged Wellness Champions as program advocates.
- Partnered with other Employee Benefits Division teams in order to create a consistent, unified offering and better leverage provider resources.
- Initiated partnerships with other agencies to leverage their expertise and expand our capabilities (e.g. staff has established a relationship with L.A. County, which has a well-established wellness program, and the City’s Department of Recreation and Parks, to co-sponsor a major employee health and wellness event in October 2018).

**Detailed Results to Date**

Staff used research insights to focus pilot efforts on the stated mission and goals, exceeding expectations. Robust engagement began ten months ago with the Employee Wellness Interests Survey, and a soft launch began nine months ago with the first monthly email called Getting Started. Since then, the program has accelerated with a tremendous variety of successful events.

**Culture:** This effort began with communications sent by various stakeholders to advocate for participation in the Employee Wellness Interests Survey. Staff also created Healthier Meeting Tools (addressing topics such as Walking Meetings and food at meetings), which were sent to all City departments. In addition, the WalkPlus Challenge produced 351 City employee teams which helped foster healthier behaviors, supportive relationships, and an overall culture of wellness. A key component of staff’s culture efforts has been developing
stakeholder support. Staff has reached out to stakeholders for support and partnership, including targeted department outreach to bolster event participation, which has already proved fruitful, helping fill 100% of event participant slots.

**Branding:** Staff honed the mission and goals and added a tagline to convey the wellness program proposition to employees. The tagline was based on employee survey results suggesting a need for practical tools and support.

**Communications:** Staff issued 61 employee communications with an additional 42 daily emails going to WalkPlus participants. Staff began employee communications with the Employee Wellness Interests Survey, then sent monthly emails and added topical emails on specific dates, e.g., National Walk & Bike to School Day. Each of the four core wellness building blocks was addressed multiple times, and often involved collaboration with other Benefits Division programs (e.g. on Fitness Discounts, Diabetes Awareness, and Back to School Dental and Vision Exams).

**Events:** As planned, the program “started small and went slow” with three locations for the first live events (Education Classes), in order to test and build program capabilities, contacts, event planning and logistics. Staff focused on three primary locations (City Hall/City Hall East, Figueroa Plaza and Public Works) with numerous employees and varied departments. Staff then quickly expanded the wellness monthly events to nine locations to cover more geographic regions and employees. Staff expanded event topics, added clinics (collecting baseline measures on BMI, Cholesterol, Blood Pressure, Body Fat, and Glucose), and created custom, targeted City programming, e.g., the WalkPlus Program and Men’s Health.

**Participants:** Marketing, promotion and building relationships with department representatives gained strong participation results throughout the year. Staff also encouraged stakeholder support through newsletters, emails, memos, in-person meetings, phone calls and training sessions to help send targeted communications to build participation all year long.

<table>
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<tr>
<th>25 Education Classes</th>
<th>6 Biometric Clinics</th>
<th>1 Employee Interests Survey</th>
<th>Total: 31 Classes, Webinar, and Physical Activity Events</th>
<th>3,397</th>
<th>5 Webinars</th>
<th>7 Flu Shot Clinics</th>
<th>1 Wellness Champion Survey</th>
<th>Total: 19 Clinic Events</th>
<th>1,242</th>
<th>Total: 39 Employee Survey Events</th>
<th>4,938</th>
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</table>
Adjustments have been made based on experience. For example, staff noted that male participation at most Education Class events was limited and developed a hypothesis that more men might attend a webinar (anonymous, targeted to men, male only attendees and male-specific health topics) over a live session. Staff worked with Kaiser to design and implement a custom, dedicated Men’s Health Webinar. Following the event, staff conducted a focus group and learned that engagement for this audience should provide clear and concise content focused on one core topic, with strong visuals and a solution-driven purpose.

Data: As noted in the Current State Research report, aggregated, timely and consistent data will be established once a data platform is built with a contracted service provider. In the meantime, staff worked to establish certain baseline measures and obtained exam utilization data for Vision, Dental and EAP. Biometric screenings also produced some baseline data for a small population of employees. Also, the Employee Wellness Interest Survey established baselines for exercise and nutrition behaviors. These metrics will be used to assess progress.

Key Learnings
- The wellness program needs elevated support from carrier partners. They can provide a great deal of data but the City needs more actionable data. They also need to synthesize the data for insights and city-specific, evidence-based recommendations, which apply to the City employee population. Partners should provide the “why” behind the data, which would include their expert insights on employee behavior with regard to health and wellness practices. For example, what is keeping employees from seeing their doctors or getting preventative exams? What specific behaviors do employees have that impact their wellness practices? Partners need to take a leadership role in research to gain employee insights that will help the City refine strategies.
- Diabetes tops the list for condition management according to carriers, but there is not a consistent, proven, preventative program available yet.
- Working with existing data, reports and tools, such as engagement/communication tools, is labor intensive in order to make them usable for City employees/ programs.
- Even though health and wellness are serious subjects, content/delivery format needs to be less lecture-focused and more compelling, persuasive, and interactive.
- Participation improves if there in an internal department advocate.
- Employees are becoming more tech savvy and many prefer emails, mobile apps, and online programs. However, basic tools such as bulletin boards and print are still useful.

2018 Planning
Staff has already identified certain areas of focus but will work with the Wellness Subcommittee, our consultants, and service provider partners to refine and expand efforts in 2018:
- Continue education classes, physical activity programs, webinars, preventive clinics, stakeholder engagement, and collaborating with departments/agencies.
- Assess and revise the event schedule based on participation and learnings regarding access and participation.
- Conduct a 2018 wellness survey in order to track progress relative to the 2017 baseline and further hone the 2018 plan and five-year strategic vision.
- Expand strategic objectives, working with carriers/partners to set SMART goals and integrate and flow from wellness to condition management programs and back, including health assessments.
• Expand management support/endorsement, including from elected officials.
• Conduct more comprehensive department outreach and solidify relationships with those contacts to advocate with their employees, including LIVEWell table displays.
• Pending decisions regarding contracted wellness service providers, build the City's online wellness platform/hub to (a) further build the wellness work culture with sharing, peer support, success stories and recognition and (b) create an integrated data warehouse to produce reliable and actionable data to enable evidenced-based programming decisions.
• Expand engagement with more live and targeted events that may include:
  o Specific pilot programs, e.g., Men’s Health Series and Diabetes Prevention Program (DPP) pilot.
  o A Kickoff Event in Spring/Summer to further promote the LIVEWell program.
  o A joint event with LA County in October, working with Recreation & Parks.
  o Custom Education Classes that City employees requested, such as Eating Healthy on a Budget.
  o Physical Activity and/or Healthy Weight Management resources introductions, e.g., gym/exercise class open houses.
  o Additional team challenges, including another WalkPlus Challenge and a new health improvement program.
• Obtain more on-demand tools such as instruction videos, e.g., on stretching and cooking, as well as on topics such as Dental Exams and their impact on health.

B. Engagement Plan Update

Staff worked with the COMMUTEWell Commute Options Team and sent an email to all City Employees for National Bike & Walk to School Day (Attachment A). The email presented information on the event and seized the opportunity to talk about the benefits of physical activity as well as the City’s subsidy available to employees for those activities. The email also offered a link to the City’s Walk To School Day Site, http://walktoschool.lacity.org/.

Staff also collaborated with the CHOOSEWell Team to create a Diabetes Awareness Month display at City Hall and sent an email to all City Employees (Attachment B). The email presented information on the diabetes risk factors and encouraged employees to talk to their doctors, as well as providing contact information for the American Diabetes Association. Staff conducted a Diabetes webinar in November.

Emails (Attachments C-G) were sent to all City Employees to remind them of each wellness webinar on the day that they were held. Each email provided a direct link to each webinar. The wellness program also addressed the Stress Management Program Building Block with an email to all City Employees noting techniques to mitigate holiday stress. That email (Attachment H) also encouraged employees to reach out for help by providing contact information for the City’s EAP provider, MHN.

C. Wellness Events Update

Education Classes - Results for the 2017 Education Classes are included in the Year End Report. Education Classes of the first quarter of 2018 have been scheduled. Strong
employee interest prompted two new locations to be added: Garland Building and Marvin Braude Building.

**Webinars** - In keeping with the wellness strategic vision, staff continues to seize opportunities to engage varied employee audiences across city locations. One way to broaden access to wellness information is through webinars. Per the last JLMBC report, the complete 2018 Webinar Schedule is set and the announcement email is awaiting approval. In addition to the announcement email, All-City reminder emails are sent the day of each webinar throughout the year. Webinars are recorded and stored for employee use on demand. All of the live Education Classes held thus far are included, so that employees unable to attend the live classes can benefit from the same content.

Five webinars were held in 2017. They addressed core wellness principles as well as the four LIVEwell Building Blocks (Prevention, Nutrition, Physical Activity/Exercise, and Stress Management). The timing of each topic is planned to coincide with National Observances such as Heart Health Month, where possible, and to vary the content in a way that keeps employees engaged. Going forward in 2018, the webinars will be held the first Wednesday of each month, to deploy a “Wellness Wednesday” theme.

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<tr>
<th>Date</th>
<th>Topic</th>
<th>Description</th>
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<tbody>
<tr>
<td>January 3</td>
<td>Weight Management</td>
<td>Successful weight loss is more than just cutting calories. Discover how healthy lifestyle choices, exercise, and a positive attitude can help you lose weight and keep it off for good.</td>
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<tr>
<td>February 7</td>
<td>Healthy Heart</td>
<td>Simple choices can protect your heart. Learn the basics about heart health, plus what a plant-based diet can do for you. Then, build an action plan to keep you heart healthy for life.</td>
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<td>March 7</td>
<td>Eating Right on a Budget</td>
<td>Healthy food doesn't have to be expensive. Get tips for eating healthy on a budget, including saving money on food costs, as well as preparing, cooking and storing healthy food options.</td>
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<td>April 4</td>
<td>Stress Reduction</td>
<td>Uncontrolled stress can your impact health and happiness. This course helps you identify sources of your stress and learn coping skills to manage and reduce your stress levels.</td>
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<td>May 2</td>
<td>Women's Health</td>
<td>What women really want! This session will identify steps women can take to enjoy good health as well as reducing risk factors specific to women.</td>
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<td>June 6</td>
<td>Physical Activity</td>
<td>Increasing physical activity is one of the most important things you can do. Learn practical ways to move to improve your physical and mental well-being.</td>
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<td>July 11</td>
<td>Reading Food Labels</td>
<td>Nutrition labels can be very confusing. In this class, learn how to read food labels to make quick, informed food choices that contribute to a healthy diet.</td>
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<td>August 1</td>
<td>Intergenerational Caregiving</td>
<td>Care for the caregiver. Understand the cultural and intergenerational challenges of caregiving, as well as the medical and emotional risks associated with the stress of it. Learn how to communicate with family members about difficult subjects.</td>
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<td>September 5</td>
<td>Quitting Tobacco</td>
<td>You want to quit. Begin your stop-smoking journey in a positive, anonymous environment. Learn about skills, activities, and resources for quitting — and how to avoid relapse.</td>
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<td>October 3</td>
<td>Healthy Eating for the Whole Family</td>
<td>Feeding a family a nutritious menu is not always easy! Time is short and picky eaters abound. Learn strategies for healthy meal planning - from meals and snacks - to satisfy everyone, even the kids.</td>
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<tr>
<td>November 7</td>
<td>Back Care</td>
<td>No pain. Your gain! Learn how to protect and strengthen your back. Learn about posture, positioning, stretches, and gentle exercises that help maintain a healthy back.</td>
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<td>December 5</td>
<td>Healthy vs. Unhealthy Stress</td>
<td>Stress isn't all bad. Stress can actually be a good thing. Good stress can motivate you and make you grow stronger. Learn how to tell the difference between good stress and bad stress.</td>
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Walking Program

The WalkPlus Team Challenge came to a successful conclusion. There were 2,251 participants who logged a total of 690,657 virtual miles over the six week challenge. The top finishers were announced via an all-city email (Attachment I) on November 8th. They represented several city departments, positions and unions. Each employee on the top six teams received a custom WalkPlus trophy and LIVElwell wellness-related merchandise that supports the four building blocks of the program.

Upon program completion, participants were prompted to complete an evaluation. Comments were overwhelmingly positive with numerous employees sharing stories about how the program increased physical activity, produced weight loss, and built camaraderie and support.

As a result of a motion adopted by the City Council to create a walking competition among the Council offices (and utilizing the one-year HealthTrails walking program subscription, purchased through Kaiser wellness funding and which allows for multiple campaigns over the year), staff is currently preparing to launch a “City Council WalkPlus Challenge.” Program parameters will mirror the citywide Walking Program. The schedule for the City Council challenge is as follows.

- **Duration:** Four week competition
- **Key Dates:**
  - First Program Announcement: January 2nd
  - Registration (one week): January 8th – 12th
  - Competition: January 15th – February 11th
  - Winners Announced: February 20th

Clinics

Staff has allocated funds to hold Flu Shot and Biometric Screening clinics again in the fourth quarter of 2018. That schedule will be provided to the JLMBC once it is complete.

D. LIVEwell Wellness Program Request for Proposal Update

The Wellness Team is completing its rating and evaluation of the Wellness Services Request for Proposal. In addition to the RFP written questionnaire, six performance exams totaling 8 hours were conducted over two days from November 28 and 29, 2017 with each of the six prospective vendors. The Personnel Department review panel, working together with its consulting resources (Robin Rager of Keenan & Associates and Joan Centanno), is finalizing its report and recommendations.
E. Consultant (Keenan) Wellness Program Review

At the request of the JLMBC, Keenan & Associates submitted a report reviewing the City’s Wellness Program and providing recommendations for consideration (Attachment J). Staff welcomes Keenan’s feedback and concurs with their recommendations, all of which are consistent with the discussion and findings previously reviewed in this report. Keenan’s recommendations include:

1. Crafting a more detailed multi-year strategic plan, goals, and evaluation methodology;
2. Expanding and refining evidence-based program components and working with the City’s healthcare providers and contracted service provider(s) to integrate them;
3. Strategic planning with benefit service providers;
4. Customizing communications based on employee feedback;
5. Designing a flexible rewards system to promote engagement; and
6. Working with the LACERS retiree wellness program to share resources and coordinate efforts.

Staff will collaborate with Keenan on implementing each of these recommendations. Staff recommends that the JLMBC direct staff to convene the Wellness Subcommittee to address implementing Keenan’s recommendations in detail and develop a report for the JLMBC with further recommendations from the Wellness Subcommittee, Keenan and staff.

Submitted by:  
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Leo Reyes

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Joan Centanno

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Steven Montagna