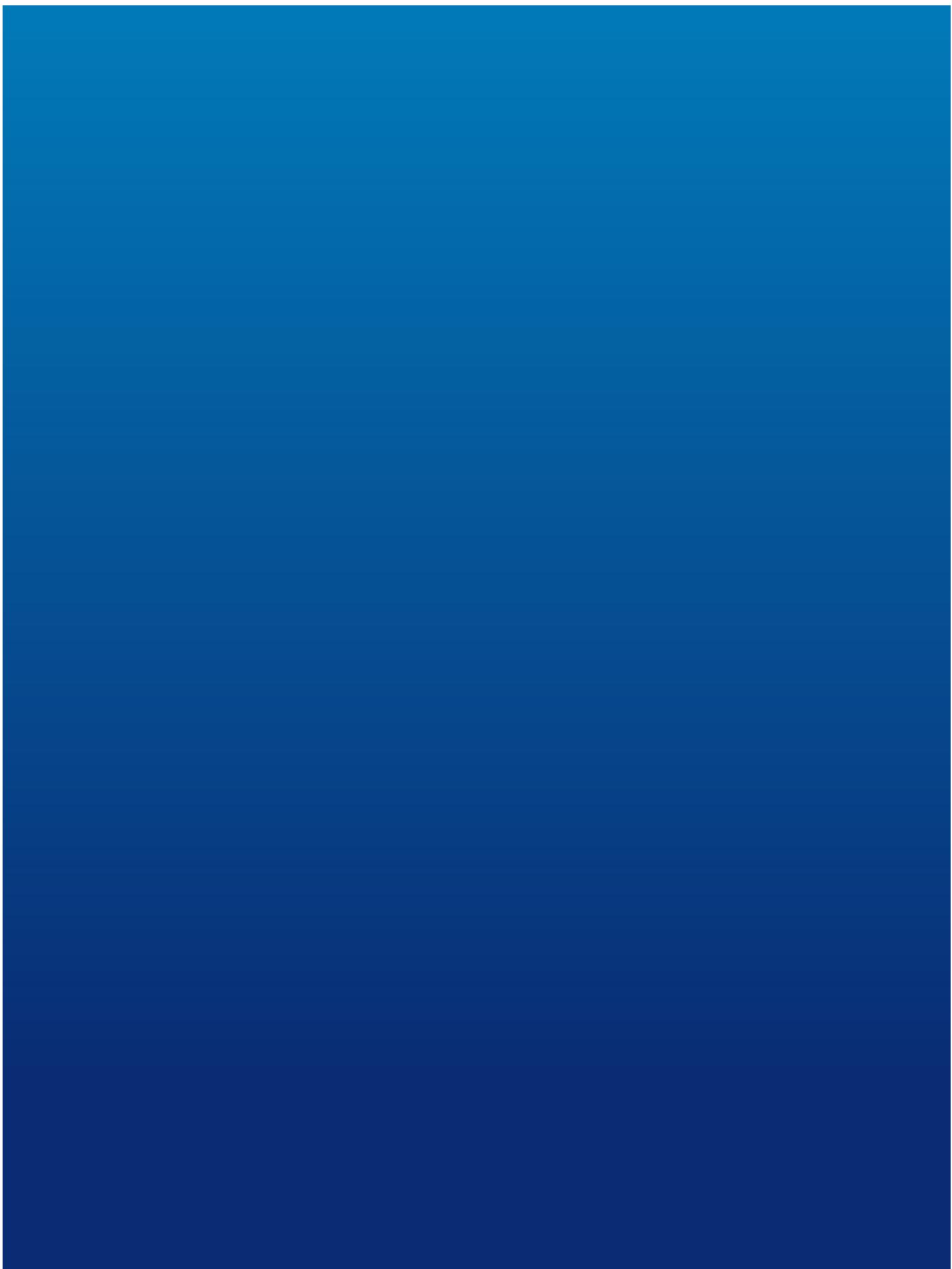


Monterey County

Blueprint . May 2019



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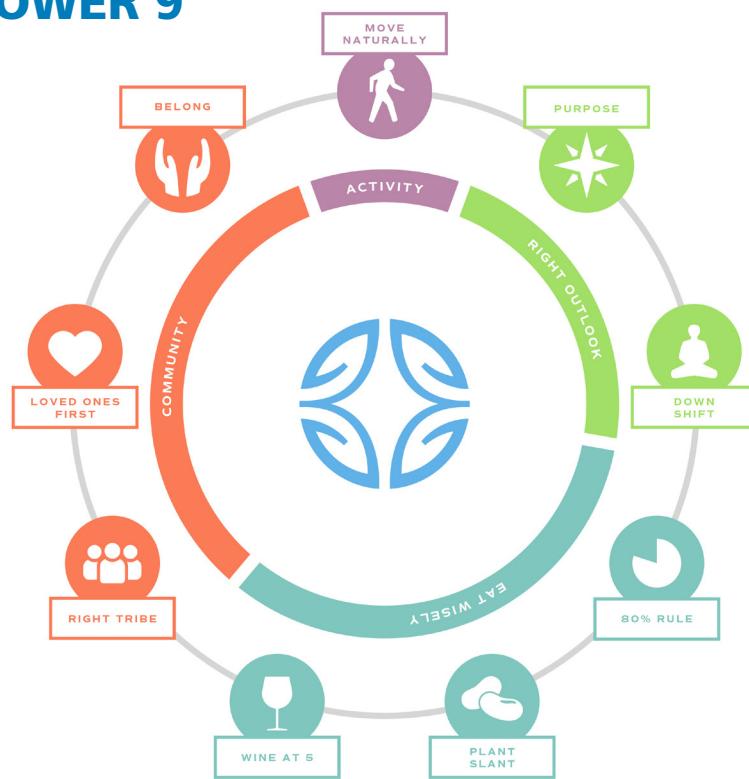
ABOUT BLUE ZONES PROJECT

Across the globe lie blue zones areas – places where people reach age 100 at an astonishing rate. People in places like Sardinia, Italy; Okinawa, Japan; and Loma Linda, California, are living vibrant, active lives well into their hundreds—and with a lower rate of chronic disease. National Geographic explorer Dan Buettner documented findings of this twenty-year longevity study in his New York Times best-selling book, “The Blue Zones—Lessons for Living Longer From the People Who’ve Lived the Longest.” He identified nine shared traits of these longevity hot spots — dubbed the Power 9®.

Leveraging these secrets discovered in blue zones around the world, Blue Zones Project delivers proven tools and resources to transform communities across the U.S. — helping generations of people live longer, healthier, happier lives by making changes to their environment, policy, and social networks so healthy choices become the easiest to make.

People spend 80 percent of their time in the same places, and that environment dictates how easy it is to make healthy choices, or how difficult. By using the Power 9 to improve where we live, work, learn, and play, we make it easier to get up and move, eat healthy, make new friends, find a reason for being—and live longer, better.

THE POWER 9



The Power 9 principles can be grouped into four categories:

Move Naturally: Homes, communities, and workplaces are designed to nudge people into physical activity. Focus should be given to favorite activities, as individuals are more likely to practice them regularly. For example: gardening, walking or biking to run errands, and playing with one's family are great ways to incorporate natural movement into the day.

Right Outlook: Individuals know and can articulate their sense of purpose. They also take time to downshift, ensuring their day is punctuated with periods of calm.

Eat Wisely: In most cases, fad diets do not provide sustainable results. Individuals and families can use time-honored strategies for healthier eating habits, including:

- Using verbal reminders or smaller plates to eat less at meals
- Eating a predominantly plant-based diet
- For adults with a healthy relationship with alcohol, drinking a glass of wine daily

Belong: Research indicates it is exceedingly important that people surround themselves with the "right" people — those who make them happy and support healthy behaviors. Put loved ones first by spending quality time with family and participating in a faith-based community.



EXECUTIVE SUMMARY

Blue Zones Project came to Monterey County in August of 2018 at the invitation of Salinas Valley Memorial Healthcare System to support their vision to make Monterey County an even healthier, happier, and more vibrant place to live. Sharecare and Blue Zones Project Monterey County Sponsors (Salinas Valley Memorial Healthcare System, Taylor Farms, and Montage Health) share a commitment to improving the well-being of Monterey County, thereby lowering healthcare claims, increasing productivity, and improving the economy and quality of life for all residents.

From August 14–17, 2018, the Blue Zones Project national team assessed Salinas' initial readiness to undertake this community-wide initiative. The Blue Zones Project team found that Salinas had great leadership and organizational support for launching the Project. A local Blue Zones Project team was hired and trained from November 2018 to January 2019. In February and March 2019, the Blue Zones Project Monterey County team conducted a comprehensive analysis of the current state of well-being and met with local leaders and stakeholders across all sectors to learn about the strengths, challenges, and opportunities for improving well-being in the City of Salinas,

which is the geography proposed for Phase 1 of a multi-phase Blue Zones Project across Monterey County. The team's findings are summarized in the Blue Zones Project Discovery Report (available upon request to the Blue Zones Project team). The findings in that report were coupled with expert-led discovery meetings in the policy areas of built environment, tobacco, and food policy to inform this Blueprint for Blue Zones Project implementation in Salinas.

COMMUNITY LEADERSHIP

Blue Zones Project's success is dependent on the leadership of community influencers across all sectors, including community planners and decision makers, schools, worksites, restaurants, grocery stores, faith-based organizations, civic and non-profit groups, and the media. The committee structure for Blue Zones Project Monterey County is below:

Steering Committee

- Civic leaders who are representative of the breadth of the community
- Individuals who have played a key role in getting things done in the community
- Individuals who are geographically representative and possess different areas of expertise

Committee Co-Chairs

- Well-connected, well-organized, and highly motivated civic people
- Individuals who show eagerness and have the leadership skills to help change the community



Engagement

THE ROLE – Increase general engagement across all sectors. Raise awareness of the various ways individuals and organizations can get involved, including volunteering, participating in Purpose Workshops, and completing individual pledges.

WHO SHOULD PARTICIPATE

- Community leaders
- County council members
- Residents
- Managing Director
- Public Works Director
- Planning Director
- Department of Health

PEOPLE

Community Policy

THE ROLE – Steer the work being done at a policy level to improve well-being in the community. Serve as an advisor and advocate for tobacco, built environment, and food policies.

WHO SHOULD PARTICIPATE

- Community leaders
- County council members
- Residents
- Managing Director
- Public Works Director
- Planning Director
- Department of Health

POLICY

FAITH & CIVIC ORGANIZATIONS

THE ROLE – Recruit and help support faith-based and civic organizations to become Blue Zones Project Approved by implementing best practices that can improve well-being for members.

WHO SHOULD PARTICIPATE

- Faith-based organization leaders
- Active members of faith-based organizations
- Neighborhood board leaders
- Civic organization leaders

PLACES



Restaurants

THE ROLE – Identify and help recruit restaurants to participate in Blue Zones Project. Support and encourage them as they work to become Blue Zones Project Approved restaurants.

WHO SHOULD PARTICIPATE

- Restaurateurs (managers, owners, chefs)
- Dietitians / Nutritionists
- Customers
- Restaurant employees

PLACES



Grocery Stores

THE ROLE – Identify and help recruit grocery stores in the community as they work to become Blue Zones Project Approved grocery stores.

WHO SHOULD PARTICIPATE

- Grocers (managers, owners, deli managers)
- Dietitians/Nutritionists
- Grocery customers
- Foodies
- Suppliers

PLACES



Schools

THE ROLE – Help coordinate relationships with schools and school districts by becoming a champion for well-being and advocating for changes to school policy.

WHO SHOULD PARTICIPATE

- Wellness council members
- School principals
- Complex area superintendents
- PTA representatives
- Teachers and other school leaders
- School fitness and nutrition professionals
- Students

PLACES



Worksite

THE ROLE – Identify and help to recruit local businesses as they work to become Blue Zones Project Approved™ worksites by making positive changes to the worksite environment.

WHO SHOULD PARTICIPATE

- HR or worksite representatives
- Individuals who are passionate about worksite wellness
- Chamber of Commerce representatives
- Other business association representatives

PLACES

Leadership Roles Steering Committee:

A Blue Zones Project Monterey County steering committee was formed in March 2019. The individuals on this committee as well as committee co-chairs collectively informed the creation of this Blueprint, drawing upon Blue Zones Project's Discovery Phase findings.

In late May and early June 2019, sector committees—composed of community members focused on each of the sector areas of schools, worksites, community policy, restaurants and grocery stores, faith-based organizations, and individual engagement—will create an implementation plan for achieving the strategies outlined in this Blueprint. These sector committees—led by committee co-chairs who together compose the leadership team—will play an important role in improving community well-being by engaging organizations and individuals, advocating for policy change, and increasing community awareness and engagement.

Blue Zones Project Monterey County steering committee and leadership team members are listed below.

Steering Committee

Adele Frese, Chief of Police, Salinas Police Department

Adrienne Laurent, Chief Strategic Communications Officer, Salinas Valley Memorial Healthcare System (SVMHS)

Daniel Gonzalez, Executive Director, Center for Community Advocacy

Debbie Hale, Executive Director, Transportation Agency for Monterey County (TAMC)

Dr. Deneen Guss, Monterey County Superintendent of Schools, Monterey County Office of Education

Elizabeth Lorenzi, Vice President/Chief Operating Officer, Community Health Innovations (CHI)

Elsa Jimenez, Director, Monterey County Health Department

Gloria De La Rosa, Councilmember, Salinas City Council, District 4

Dr. James N. Gilbert, MD, MHCM, FACOG, Monterey Bay Independent Physician Association

Joe Gunter, Mayor, City of Salinas

Julie Edgcomb, MA, Ambulatory Services Administrator, Natividad Medical Center and Monterey County Health Department

Katy Castagna, President/CEO, United Way Monterey County

Ken Goebel, Consultant, American Culinary Federation

Kimbley Craig, President/CEO, Monterey County Business Council

Laura Zehm, Senior Vice President/CFO, Montage Health

Laurel Lee-Alexander, Vice President of Grants and Programs, Community Foundation for Monterey County

Linda Taylor, Director, Community Development, Taylor Farms

Luis Alejo, Supervisor, District 1, County of Monterey

Mark Taylor, President/CEO, Peninsula Business Interiors

Melissa Kendrick, Executive Director, Food Bank for Monterey County

Paul Farmer, President/CEO, Salinas Valley Chamber of Commerce

Ray Corpuz, City Manager, City of Salinas

Steve McShane, Councilmember, Salinas City Council, District 3

Tim Nylen, Vice President, Corporate Compliance Officer, Montage Health

LEADERSHIP TEAM

Built Environment and Active Living

Alfred Diaz-Infante, President & CEO, Community Housing Improvement Systems and Planning Association, Inc. (CHISPA)

David Jacobs, Public Works Director, City of Salinas

Food Policy

Dana Armstrong, RD, CDE, Director of Diabetes Services, Salinas Valley Medical Clinic Diabetes and Endocrine Center

Dr. Joanna Oppenheim MD, Family Medicine, Salinas Valley Medical Clinic (SVMC)

Tobacco Policy

Emily Brandt, MET, BSRT, RRT, NPS, Director of Clinical Education/Instructor, Hartnell College, Respiratory Care Program

Worksites

Amanda Meyer, Wellness Coordinator, Salinas Valley Memorial Healthcare System

James Bogart, President, Grower-Shipper Association

Sylvia Agamo, Vice President, Salinas United Business Association

Schools

Dr. Ernesto Vela, Assistant Superintendent of Student Services, Monterey County Office of Education

Martha Martinez, Superintendent, Salinas City Elementary School District

Grocery Stores & Restaurants

Jason Giles, Executive Chef/Director of Nutrition Services, Salinas Valley Memorial Healthcare System

Engagement

Britt Rios-Ellis, M.S., Ph.D., Dean of College of Health Sciences and Human Services, California State University Monterey Bay

Claudia Otero, Community Outreach Coordinator, Marketing & Public Relations, Salinas Valley Memorial Healthcare System

Kim Stemler, Executive Director, Monterey County Vintners & Growers Association (MCVGA)

CERTIFICATION CRITERIA

To become a Blue Zones Community®, Salinas will implement well-being improvement strategies in 13 pillar areas focused on people, places, and policy. Achieving these targets will allow the community to reach a tipping point so that positive environmental changes become ingrained in the community and the healthy choice becomes the easy choice for all residents.

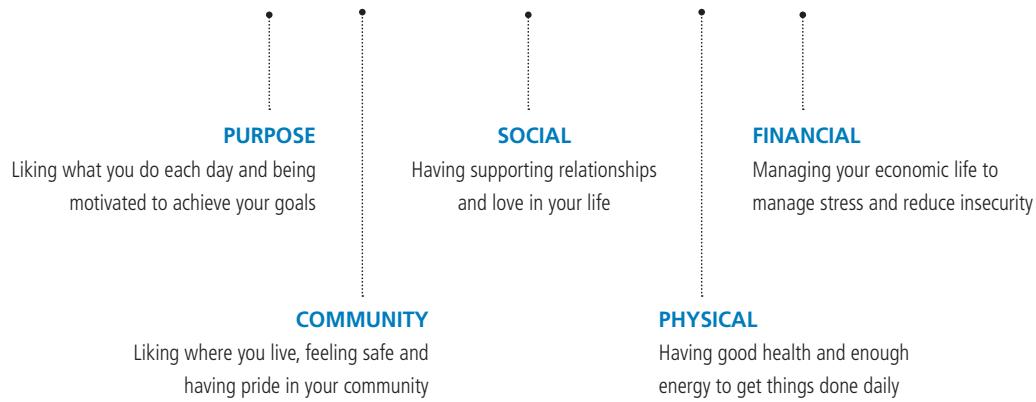
Pillar	Monterey County Target	Progress Toward Target
1 Built Environment	Enhance the built environment within Salinas to promote moving naturally, social connectedness, and overall well-being through transportation and land-use policies and projects that are adopted and implemented throughout the community with geographic equity.	Select and implement nine total policies and implement one marquee project that demonstrates a visible change to the built environment.
2 Food Policy	Create an environment where healthy foods are accessible and embraced.	Adopt at least five policies, with at least two categorized as greatest impact.
3 Tobacco Policy	Create an environment where smoking (including vaping) and the use of nicotine are less desirable.	Adopt at least three policies, with at least two categorized as greatest impact.
4A Schools	Create learning environments for all stakeholders that promote ongoing healthy behaviors and alternatives with nutrition, movement, and well-being.	At least 50 percent, or 23 public schools, become Blue Zones Project Approved™.
4B Walking School Bus/ Safe Routes to School	Create environments for all stakeholders that strengthen friendships and promote healthy lifetime fitness behaviors; and learn to be safe pedestrians.	At least 25 percent, or 9 of 35 participating elementary schools, implement one of the following: <ul style="list-style-type: none">• Walking School Bus• Complete a new Safe Routes to School program• Bus-to-Walk Program
5 Restaurants	Increase the number of healthy and easily accessible menu options that are affordable and can support residents in making healthy food choices.	At least 10 percent, or 30 restaurants, become Blue Zones Project Approved.
6 Grocery Stores	Increase the sales of water, fruit, vegetables, and healthy plant-based foods in grocery stores, leading to an increase in consumption of fruits and vegetables in the community.	At least 25 percent, or 16 grocery stores, become Blue Zones Project Approved.

7	Worksites	Create a workplace culture and environment that supports well-being, resulting in decrease claims, enhanced well-being, and improved productivity.	At least 25 of the 50 largest employers become Blue Zones Project Approved.
8	Faith-Based Organizations	Inform, engage, and inspire faith-based participation in Blue Zones Project principles and activities.	Not applicable for community certification.
9–12	Engagement: Individual Pledges, Moai® Participation, Purpose, Volunteering	Educate, inform, and connect individuals living in Salinas on how Blue Zones Project increases their quality of life, health, and longevity.	At least 15 percent of the population 15 years or older (16,050) participates in one of the following: <ul style="list-style-type: none"> • Receives the Blue Zones Story and signs a Personal Pledge • Participates in a Moai • Attends a Purpose Workshop • Volunteers through Blue Zones Project
13	Public Awareness/Media	Utilize existing media channels to relay Blue Zones Project health and well-being content to engage the community and keep them connected.	Achieve one of the following: <ul style="list-style-type: none"> • 10 media stories in the highest-exposure channels (TV, print, and/or radio) throughout the duration of the Project • Signed partnership agreement for media sponsorships throughout the duration of the Project

MEASURES OF SUCCESS

Attaining optimal well-being means that our physical, emotional, and social health is thriving. Blue Zones Project is committed to measurably improving the well-being of Salinas residents and utilizes rigorous metrics to inform strategies and track progress throughout the life of the Project. These include certification criteria targets, Well-Being Index (WBI) data, community-wide metrics, sector-level progress and outcome metrics, and organization-level metrics to ensure that the work to transform community well-being is occurring and the anticipated outcomes are achieved.

Well-Being Index



The impact of Blue Zones Project will be measured by the WBI. The WBI is the first-ever daily assessment of U.S. residents' health and well-being, giving governments, employers, and communities unmatched insight into the health and prosperity of their populations.

We will survey Monterey County residents in May 2019 to establish a well-being baseline before Blue Zones Project Monterey County implementation begins. We will survey the community in subsequent years to track progress over time, and WBI results will be shared with Blue Zones Project committee members and sponsors. The table below highlights the 20 key WBI metrics that the Project tracks as they are most related to Blue Zones Project people, places, and policy strategies. To become certified as a Blue Zones Community, a community must achieve a net improvement in at least eight of the 20 measures with no more than four measures showing a decline from baseline.

Well-Being Index—Measures Most Impacted by Blue Zones Project

Overall

Life evaluation (% Thriving)

Purpose Well-Being Score

There is a leader in your life who makes you enthusiastic about the future. (% Agree)

In the past 12 months, you have reached most of your goals. (% Agree)

You get to use your strengths to do what you do best every day. (% Agree)

You learn or do something interesting every day. (% Agree)

Social Well-Being Score

Your friends and family give you positive energy every day. (% Agree)

Someone in your life always encourages you to be healthy. (% Agree)

Community Well-Being Score

The city or area where you live is a perfect place for you. (% Agree)

You are proud of your community (or the area where you live). (% Agree)

You always feel safe and secure. (% Agree)

In the last 12 months, you have received recognition for helping to improve the city or area where you live. (% Agree)

Physical Well-Being Score

% with high blood pressure

% with high cholesterol

In the last seven days, you have felt active and productive every day. (% Agree)

You always feel good about your physical appearance. (% Agree)

% who smoke

% who exercised for 30+ minutes 3+ days in last week

% who had 5+ servings of fruits and vegetables 4+ days in last week

% obese

% normal weight

Awareness

% aware of Blue Zones Project

% highly/somewhat engaged with Blue Zones Project

Diabetes Specific

% with diabetes

% with prediabetes

Test for high blood sugar or diabetes in last three years (% yes)

If currently being treated for diabetes, year of diagnosis

How many children under the age of 18 in household

Children under the age of 18 diagnosed as obese or overweight (% yes)

Knowledge about prediabetes and diabetes prevention programs in community

Knowledge about prediabetes and diabetes treatment programs in community

COMMUNITY-WIDE MEASURES

The steering committee and leadership team identified the following additional measures that will be tracked to demonstrate community-wide economic impact and well-being improvement.

Selected Measure	Status	Source
Reduce childhood (pediatric) obesity rates in zip codes 93901, 93905, 93906, and 93907.	Salinas Pediatric Obesity Rate: 46.7 percent Monterey County: 48.9 percent of 5th graders, 48.4 percent of 7th graders	Fitness Program, Kidsdata.org, healthpolicy.ucla.edu
Increase the number of students who walk or bike to school.	15% of students walk or bike to school	Transportation Agency for Monterey County, Safe Routes to School Program
Increase media promotion of Blue Zones Project concepts/activities in the community.	Establish baseline by the end of 2019.	To be collected through Cision media reporting software
Reduce pedestrian and bike injuries and fatalities.	2010-2016 there was a total of 640 bike and pedestrian collisions; 276 bike related, 364 pedestrian.	Transportation Agency for Monterey County
Reduce tobacco/vaping sales by decreasing or limiting retail locations, with a focus on locations nearest schools and kid-friendly areas.	As of 2018, there are 138 tobacco retail licenses in Salinas	Monterey County Health Dept., Tobacco Control Program, and City/County Retail License Program
Reduce the diabetes rates in Monterey County.	57 percent of Monterey County Residents have pre-diabetes/diabetes (45 percent have pre-diabetes, 12 percent have diabetes)	The United States Diabetes Surveillance System, CDC
Increase the utilization of parks and outdoor spaces.	Establish baseline by the end of 2019.	City and County Parks Departments, Joint-use Agreements
Increase volunteerism in Monterey County.	21.7% of adults volunteered in 2016	The California Health Interview Survey (CHIS)

Increased the utilization of public transit.	1,136,513 passenger boarding in Salinas in 2018, which is 25% of total ridership	Monterey-Salinas Transit (MST)
Increase food access to the underserved.	34% of the population cannot afford enough food, resulting in reduced quality, variety and desirability	County of Monterey Health Department Hunger in Monterey County 2016 report
Increase fruit and vegetable consumption in the community.	Almost half of residents don't eat enough fruits and vegetables.	California Institute for Rural Studies
Increase access to healthy options at Farmers' Markets and utilization of SNAP.	2018 SNAP transactions in Salinas Farmers' Markets (Alisal, Natividad and SVMHS markets) 534, for a total of \$6,007.	Everyone's Harvest Farmers' Market Program

SECTOR-LEVEL PROGRESS AND OUTCOME MEASURES

This Blueprint contains progress and outcome metrics for each sector. Progress metrics track progress on the strategies outlined for that sector while outcome metrics track well-being or organizational changes occurring in that sector.

ORGANIZATION-LEVEL MEASURES

Each organization that participates in Blue Zones Project will identify metrics to track within their organization to measure changes in well-being that occur as they implement Blue Zones Project best practices.

COMMUNITY BLUEPRINT

Our Purpose: To lead a community well-being transformation initiative where the healthy choice becomes the easy choice through permanent changes in environment, policy, and social networks.

Our Results:

- Improved health and well-being with lower associated healthcare claims
- Improved economic and social vitality
- Increased public awareness about health and well-being

POLICY



BUILT ENVIRONMENT

GOALS

Enhance the built environment within Salinas to promote moving naturally, social connectedness, and overall well-being through transportation and land-use policies and projects ensuring that economic, racial and geographic equity are prioritized throughout these efforts.

CERTIFICATION TARGET

Adopt nine total policies, including six core policies from transportation and land use, and three additional policies. In addition, implement one marquee project that demonstrates a visible change to the built environment.

YEAR ONE GOAL

Three policies adopted by 2020.

Objective

Design and promote safe, vibrant public spaces for people to move naturally and connect with others. Through the following policy strategies, engender infrastructure and programmatic guidelines that will support increases in both the number of children walking/biking to school and the number of people using active modes of transportation.

Strategies

1. Formally adopt a Complete Streets policy for the City of Salinas.
2. Create a Complete Streets implementation plan, including staff training.
3. Develop a Safe Routes to School plan for the City of Salinas.

Objective

Update and develop land use codes and practices to better support compact, diverse and vibrant places for people to live, work, and play. Through the following policy strategies, allow development that promotes higher densities, increased mixed-use, housing affordability and diversity, and streamline the development process itself.

Strategies

1. Adopt an Urban Design Manual to simplify and streamline current code alignment.
2. Promote housing diversity, affordability, and infill through Comprehensive Pro-accessory Dwelling Unit Production Policy.
3. Encourage mixed-use through updates to zoning and building codes.

Objective

Improve street safety for all modes, with a focus on vulnerable users, areas of Salinas with the highest crash rates, and existing design flaw. Through the following policy strategies identify and address Salinas' engineering, enforcement, and education needs.

Strategies

1. Adopt Vision Zero and create an action plan.
2. Create School Slow Zones with appropriate corresponding design treatments.
3. Improve street connectivity throughout the city.

Measures of Success

Progress Measures

- Priority policies and marquee project identified; implementation plan created
- Complete Streets policy adoption with training for engineers, planners, and elected leaders
- Urban Design manual adopted
- Vision Zero adopted
- Resolution to reduce the default speed limit around schools and neighborhoods crafted and approved
- Development and adoption of Safe Routes to School plan for City of Salinas
- Policies adopted with necessary evaluation elements included
- Number of partners engaged
- Funding received/allocated
- Number of working group/committee meetings per policy implementation
- Align with city progress measures: comments, meetings, engagement statistics, anecdotal captures

Outcome Measures

- Decrease in average speeds and number of traffic incidents on streets before and after traffic-calming measures
- Decrease in average speeds and number of traffic incidents in school zones before and after traffic-calming measures
- Reduction in the number of traffic incidents, injuries, and fatalities (TAMC can assist with statistics)
- Increase in the number of children walking or biking to school (TAMC can assist with statistics)
- Number of people reached with community education campaigns
- Number of new mixed-use developments
- Number of bicycle/pedestrian collisions, injuries, and fatalities
- Number of people biking/walking or taking other active modes of transportation
- Increase in physical activity (exercise 3+ days/week for 30 minutes)



FOOD POLICY

GOALS

Create an environment where healthy foods are accessible and embraced.

CERTIFICATION TARGET

Adopt at least five new policies with at least two categorized as greatest impact.

YEAR ONE GOAL

Two policies completed by 2020.

Objective

Increase participation in hunger-relief programs, and reduce community food insecurity.

Strategies

1. Include key questions to screen for patient food insecurity, and provide relevant referrals to food resources as needed in all healthcare systems/settings.
2. Conduct audit and gaps analysis of existing food-skills learning opportunities for youth and adults across the community.
3. Generate specific, actionable strategies to permanently increase participation and availability of healthy-food-skills learning opportunities across the community.
4. Expand availability of community health worker (Promotores de Salud) offerings focused on food, nutrition, access to healthy food, and food insecurity.

Objective

Expand facilities and training to support new and existing food growers, processors, and sellers.

Strategies

1. Institute a farm-to-cafeteria program at hospital, in collaboration with food bank and area farmers.
2. Establish food hub at food bank, offering a commercial kitchen, produce processing and storage, microenterprise development, food safety and food service training, and distribution relationships for farm-to-cafeteria programs.

Objective

Reduce unhealthy options in key settings, including healthcare organizations and schools, to facilitate easy, healthy choices.

Strategies

1. Pass a policy that outlines specific improvements to hospital food environments.
2. Implement policy changes approved by healthcare organizations, with funding support and leadership from hospital.
3. Identify specific policies for inclusion in City's general-plan update.
4. Establish a food policy council as a formally affiliated advisory body of local government.
5. Create, approve, and implement guidelines for vending and concessions at area schools and healthcare organizations.
6. Pass and implement city permit process for produce carts within city limits.
7. Pass, implement, and enforce nutrition guidelines for mobile vendors via city government.

Measures of Success

Progress Measures

- Number of site visits to other food hubs (short term), and, with partners, development of working group to conduct feasibility study and business plan (long term)
- Number of schools and healthcare organizations that adopt healthy vending and concessions policies
- Number of city permits issued for produce carts within city limits
- Establishment and implementation of nutrition guidelines for mobile food vendors
- Increase in the number of sugar-sweetened-beverage policies adopted near schools
- Completion of audit and gaps analysis of food-skills learning opportunities
- Food policy council established

Outcome Measures

- Production of jointly developed strategic plan and implementation plan to create food hub
- Food policy council appointed, priorities adopted, at least 6 meetings convened, and 2 food-related policies included in City's general plan increase in healthy food options served at hunger relief programs (food pantries, communal dining, school programs)
- Increased participation in hunger-relief programs via food screening referrals
- Number of food-insecurity screenings for patients in clinical settings
- Number of community health worker (Promotores de Salud) offerings
- Number of people participating in food-skills classes
- Increased percentage of school food sourced from local farms
- Increased number of produce-cart permits
- Increased sales of healthier options in vending machines



TOBACCO POLICY

GOALS

Create an environment where smoking (including vaping) and the use of nicotine are less desirable.

CERTIFICATION TARGET

Adopt at least three policies with at least two categorized as greatest impact.

YEAR ONE GOAL

At least one policy adopted by 2020.

Objective

Reduce access to and availability of smoking, vaping, and tobacco products.

Strategies

1. Amend existing smoke-free policies to include vaping and marijuana use.
2. Restrict sales of flavored tobacco and smoking products.

Objective

Reduce smoking, vaping, and tobacco marketing and promotion and increase education and enforcement.

Strategies

1. Adopt ordinance reducing storefront signage.
2. Improve school district wellness policy and standards for education.
3. Enable lead youth-influencer tobacco-free campaign.
4. Increase enforcement of vaping on school campuses.
5. Strengthen enforcement of tobacco retail laws and increase penalties for infractions.

Objective

Increase smoke-, vaping-, and tobacco-free spaces.

Strategies

1. Adopt model comprehensive smoke-free- and tobacco-free-places ordinances.
2. Expand smoke-free zones to outdoor dining areas.
3. Limit where tobacco products can be sold through zoning.

Measures of Success

Progress Measures

- Adoption of school district standards for tobacco, smoking, and vaping education
- Adoption of city smoke-free policies to include vaping and marijuana use
- Adoption of city policy/policies to expand smoke-free zones
- Adoption of city policies to restrict sales of flavored tobacco and smoking products
- Adoption of land-use policies to restrict where tobacco and smoking products can be sold
- Placement of new enforcement signage in existing and new smoke-free spaces
- Number of hours of tobacco and vaping education in schools
- Policies being passed and implemented
- Increased signage to promote tobacco-free places

Outcome Measures

- Decrease in youth tobacco and vaping use
- Increase in number of new smoke-free, tobacco-free, and vape-free areas
- Decrease in sales of flavored tobacco and smoking products near schools
- Increase in funding allocated to tobacco- and vaping-prevention education
- Number of organizations and public spaces with enforcement signs
- Increase the total number of academic institutions, facilities, and worksites with smoke-free campuses by increasing the number of smoke-free campuses by 10 percent by the year 2020, as measured through Blue Zones Project pledge completion

PLACES



SCHOOLS

GOALS

Create learning environments for all stakeholders that promote ongoing healthy behaviors and alternatives with nutrition, movement, and well-being.

CERTIFICATION TARGET

At least 50 percent, or 23 of 45 public schools, become Blue Zones Project Approved. At least nine participating elementary schools implement either Walking School Bus or Bus-to-Walk programs or complete a new Safe Routes to School program.

Objectives

- At least 23 public schools become Blue Zones Project Approved, with five being approved by June 2020.
- Increase physical activity or natural movement, before, during, or after school by 10 percent across all grade levels.
- Implement a district-wide and/or school-wellness policy focusing on healthy eating, increased movement and mindfulness in alignment with Blue Zones Project principles.
- Optimize school lunchrooms to make healthier choices easier and increase consumption of produce and healthy foods and beverages by 10 percent.

Strategies

1. Secure school board support through the adoption of a resolution of support for Blue Zones Project.
2. Adopt easy techniques to increase consumption of a wide variety of produce and healthy foods and beverages and simultaneously control waste in school lunchrooms.
3. Work with the city, county, and the Transportation Agency of Monterey County to identify schools that can safely implement a Safe Routes to School plan.
4. Offer structured before- or after-school natural-movement activities for students that have a strong focus on developing habits that support lifelong fitness and how to move naturally.
5. Host a school-sector summit to educate school administrators, teachers, parents, and PTOs/PTAs about Blue Zones Project and engage them to lead school efforts to become Blue Zones Project Approved.
6. Determine current nutrition standards for school meals, and partner with food services and local organization to promote and incorporate more healthy options at schools.
7. Partner with supporting organizations to provide nutrition education to families, staff, and students.
8. Offer Purpose Workshops at local high schools and universities to define students' purposes as individuals and in the community.
9. Create healthy fundraising policies that promote non-food items or activities.
10. Partner with local organizations and schools to identify volunteer opportunities and needs in schools.
11. Select healthy youth ambassadors and expand tobacco- and alcohol-prevention curriculum in high schools.
12. Develop partnerships with organizations or health and nutrition programs to create an educational school-garden program and curriculum that inspires students to enjoy the outdoors, eat more produce, and be better stewards of the environment.
13. Promote a culture of active transportation and an environment that makes it safe to walk or bike to school through activities like a Walking School Bus program or bike-to-school activities.
14. Offer education about healthy environments to teachers, administrators, parents and students to increase awareness of the benefits of moving naturally and eating healthfully.

Measures of Success

Progress Measures

- Number of Blue Zones Project Approved schools
- Number of Walking School Bus routes or Bus-to-Walk programs
- Percentage of students who get at least 120 minutes of physical activity per week
- Number of school lunchrooms optimized to make healthier choices easier and increase consumption of produce and healthy foods and beverages
- Number of high schools providing Purpose Workshops
- Policies implemented to decrease access to unhealthy foods and increase access to healthy foods

Outcome Measures

- Decrease in number of disciplinary incidents/office referrals
- Increase in number of students walking or biking to school
- Increased sales of healthy items in vending machines
- Increased sales of healthy foods and beverages during school breakfasts and lunches
- Increase in average amount of student time spent doing daily physical activity
- Increase in number of parent volunteers
- Increase in number of school gardens
- Decrease in student absences per school
- Improvement in academic performance
- Increase in family engagement in well-being and nutrition education classes in school



RESTAURANTS

GOALS

Increase the number of healthy and easily accessible menu options that are affordable and can support residents in making healthy food choices.

CERTIFICATION TARGET

At least 10 percent, or 30 restaurants, become Blue Zones Project Approved.

Objectives

- A minimum of 30 restaurants achieves the status of Blue Zones Project Approved, with seven complete by August 2020.
- Increase the customer base by 7 percent at participating restaurants through Blue Zones Project promotional events like networking events and approval celebrations.
- Increase healthy options for consumers at restaurants, as measured by incremental offerings.

Strategies

1. Host a Blue Zones Project restaurant summit to showcase the benefits of participating as a restaurant and what restaurants can do to become Blue Zones Project Approved.
2. Collaborate with community partners to provide basic food-skills education related to the preparation and utilization of produce and healthy ingredients.
3. Support on-going efforts of local organizations and collaborate with restaurants to incorporate more plant-slant options on menus.
4. Work with local restaurants to offer half-size portions of customer favorites.
5. Create a process for the removal of sugar-sweetened beverages from menus.
6. Partner with the American Culinary Federation and Drummond Culinary Academy to host cooking classes where participants create tasty, new, healthy dishes for their restaurant.
7. Make healthy choices easier to find and more appealing by optimizing menus and leveraging Blue Zones Project signage and marketing collaterals in both English and Spanish.
8. Encourage collaboration between restaurant owners who have successfully created and marketed healthier menu options.
9. Train restaurant staff on the restaurant's adopted best practices and reward them for participation and support of those practices.
10. Encourage more restaurants to source seasonal, local foods from the farmers market and from local farms for weekly menu integration by hosting farmers market tours during market season.
11. Provide a referral program to drive customer traffic to Blue Zones Project Approved restaurants.
12. Partner with the individual engagement committee to host Blue Zones Project events like Wine @ 5 at participating restaurants to drive customers to the restaurants.
13. Encourage partnerships between local restaurants and wineries to offer pairings with Blue Zones inspired dishes.
14. Promote Blue Zones Project Approved restaurants through marketing, tourism, and social media channels, including across sectors and in local organizations to drive traffic and sales.

Progress Measures

- Number of Blue Zones Project Approved restaurants
- Number of Blue Zones Project events held at restaurants, with number of participants
- Number of healthy menu options for children
- Number of attendees at events/activities hosted at Blue Zones Project Approved restaurants
- Number of plant-based menu items at Blue Zones Project Approved restaurants

Outcome Measures

- Increased sales of Blue Zones-inspired dishes: dollars or percentage
- Increased sales of half-sized-portion meals: dollars or percentage
- Percent increase of food-skills knowledge as measured by pre- and post-class surveys
- Increase in customers' positive feedback by at least 10 percent (store staff, comment cards, online), with a baseline to be established in the first year



GROCERY STORES

GOALS

Increase the sales of water, fruit, vegetables, and healthy plant-based foods in grocery stores, leading to an increase in consumption of fruits and vegetables.

CERTIFICATION TARGET

At least 25 percent, or 16 grocery stores, become Blue Zones Project Approved.

Objectives

- A minimum of 16 grocery stores achieves the status of Blue Zones Project Approved, with four complete by August 2020.
- Implement at least two promotional activities at each grocery store to promote healthy food options through signage and events.
- Increase the customer base for participating grocery stores by 5 percent through promotion via media channels and participation in Blue Zones Project events.
- Increase sales of water, fruits, and vegetables by 5 percent.

Strategies

1. Train grocery store staff on the store's adopted best practices, and encourage employees to learn about and participate in Blue Zones Project.
2. Make healthy choices easier to find and more appealing by leveraging Blue Zones Project signage and marketing collaterals.
3. Feature local produce in stores, and highlight these items with signage.
4. Highlight healthy grab-and-go items with signage.
5. Cross-promote Blue Zones foods and recipes on end-cap displays.
6. Feature fruits and vegetables with the Harvest Hero concept in produce areas.
7. Educate consumers on how to shop for and prepare healthy foods on a budget by partnering with local organizations, dieticians, or students to conduct in-store cooking demos, cooking contests, grocery store tours, or food tastings of Blue Zones foods and recipes.
8. Host a cooking contest for kids that features Blue Zones foods and is sponsored by grocery stores.
9. Engage youth with an interactive scavenger hunt in participating stores.
10. Create Blue Zones Checkout Lanes with clear signage to draw attention to and increase sales of healthy snacks and water in checkout-lane coolers.
11. Promote Blue Zones Project events in stores on bulletin boards or through other mechanisms.
12. Promote Blue Zones Project Approved grocery stores in Spanish and English across Project sectors and through marketing and social-media channels to drive customer traffic and sales. Collaborate with food banks to increase donations of healthy foods.

Measures of Success

Progress Measures

- Number of Blue Zones Project Approved grocery stores
- Number of cooking demonstrations, grocery store tours, and taste tests
- Total attendance at cooking demonstrations, grocery store tours, and taste tests
- Number of Blue Zones Checkout Lanes
- Amount of signage made for Blue Zones products at each location

Outcome Measures

- Increase in sales of produce by at least 7 percent at highlighted promo areas
- Percent increase of healthy-shopping knowledge as measured by pre- and post-class surveys
- Increase in sales of water by at least 7 percent at highlighted water promo areas
- Change in sales of Blue Zones deli items: number or percentage
- Reduction in sales of sugar-sweetened beverages: number or percentage
- Customer and employee feedback
- WBI Measure: Number of people who had 5+ servings of fruits and vegetables 4+ days in the last week



GOALS

Create a workplace culture and environment that supports well-being, resulting in lower healthcare claims, enhanced well-being, and improved productivity.

CERTIFICATION TARGET

At least 25 of the 50 largest employers become Blue Zones Project Approved.

Objectives

- A minimum of 25 worksites achieves the status of Blue Zones Project Approved, with six complete by August 2020.
- Increase employee engagement in well-being programs at each worksite by 7 percent.
- Create a collaborative agreement between Community Health Innovations' (CHI) Monterey County Diabetes Collaborative Program and Blue Zones Project Monterey County to increase screenings and awareness of diabetes in Monterey County.
- Establish smoke- and vape-free policies at least 10 percent of worksites that do not have such policies.
- Implement two new best practices at each worksite to promote physical activity and healthy eating.
- Promote a culture of active transportation that makes it safe and convenient to walk or bike to work and to and from activities while at work.

Strategies

Worksite Pledge Strategies

1. Incorporate diabetes prevention and intervention pledge items that are aligned with the Diabetes Innovation Strategic Plan.
2. Promote the Real Age Test at worksites.
3. Create and support employee-led well-being advisory committees at all participating worksites.
4. Host Purpose Workshops and Moais at worksites or at central locations for smaller worksites.
5. Adopt smoke- and vape-free campuses, and share information about tobacco-cessation programs and resources.
6. With interested employers, explore a process in which job applicants are tested for tobacco use during the hiring process.
7. Create secure places to store non-motorized vehicles, including bicycles, scooters, and skateboards, and implement preferential bicycle parking at worksites.
8. Partner with TAMC to create commuter incentive programs at worksites that encourage employees to commute to work by walking, biking, carpooling, or public transit use.

Eating Wisely and Moving Naturally Strategies

1. Add healthy food options in worksite vending machines and cafeterias.
2. Improve the built environment in and around work campuses to create well-lit access routes, walking meetings, ergonomic workstations, and natural movement breaks during the workday.
3. Collaborate with employers to provide employees with fresh fruits, vegetables, and healthy snacks, and share about food-skills education classes and farmers markets in the community.

Community-Related Strategies

1. Establish a baseline for diabetes screenings, and develop a county-wide process for referrals.
2. Work with early adopters and sponsors to champion Blue Zones Project in Salinas to gain momentum with other worksites.
3. Leverage existing business networks and organizations like Salinas City Center, Monterey County Business Council, Grower-Shipper Association of Monterey County, Monterey Bay Economic Partnership, Salinas United Business Association (SUBA), and the Salinas Valley Chamber of Commerce to educate the business community about the Project and encourage members to become involved with the Project as worksites, ambassadors, or volunteers.
4. Host a worksite summit to educate employers on how to become a Blue Zones Project Approved worksite.
5. Promote well-being programs and services offered by local health organizations like SVMHS and Montage Health to worksites.
6. Support worksites in the creation of employee engagement tools focused on Blue Zones Project principles. These tools can include newsletters, worksite decals, and internal communications in Spanish and English.
7. Develop partnerships with gyms and other local businesses, including restaurants and caterers, to offer discounts and promotions to employees from approved worksites.

Measures of Success

Progress Measures

- Number of Blue Zones Project Approved worksites
- Number of worksite wellness committees
- Number of employees engaged in Blue Zones Project activities
- Number of smoke-free worksites
- Number of employees volunteering
- Number of vending machines with healthy options
- Number of employers making an improvement to the built environment (i.e., workstation ergonomics, cafeteria set-up and offerings, and collaboration spaces, etc.)
- Number of employees using public transportation
- Number of employees walking to work
- Number of employees bicycling to work

Outcome Measures

- Decrease in healthcare claims (data from HR representative and insurance provider)
- Decrease in injuries or workers compensation claims (data from HR representative and insurance provider)
- Increase in active commuting or walking meetings (data from worksite Blue Zones Project champion)
- Decrease in self-reported BMI and other biometric measures (data from worksite Blue Zones Project champion).
- Reduction in emergency-room visits and hospital admissions (data from worksites and insurance provider)
- Increase in employee volunteerism (data from worksite Blue Zones Project champion)
- Increase in employee retention (data from worksite Blue Zones Project champion)
- Decrease in employee absenteeism (data from worksite Blue Zones Project champion)
- Increase in self-reported productivity (data from worksite Blue Zones Project champion)
- Decrease in percent of employees using tobacco products (data from worksite Blue Zones Project champion and Real Age Test)
- Increase in number of diabetes screenings (data from worksite Blue Zones Project champion)
- Increase in number of referrals to resources designed to reduce/mitigate/prevent chronic disease (data from worksite Blue Zones Project champion)
- Percent with diabetes (data from worksite Blue Zones Project champion and Real Age Test)
- Percent pre-diabetic (data from worksite Blue Zones Project champion and Real Age Test)

*Baseline for these measures to be established in Year 1



FAITH-BASED AND COMMUNITY ORGANIZATIONS

GOALS

Inform, engage, and inspire faith-based participation in Blue Zones Project principles and activities.

CERTIFICATION TARGET

Not applicable for community certification.

Objective

Establish well-being champions at faith-based and not-for-profit organizations to inspire, inform, and engage members about Blue Zones Project.

Strategies

1. Host a summit for faith-based and not-for-profit organizations to inform leadership on Blue Zones Project principles and establish well-being champions from at least eight organizations.
2. Create a process to identify and train well-being champions and key community members to conduct Purpose Workshops and Walking and/or Cooking Moais.

Objective

Create a culture that embodies movement and healthy-eating principles in faith-based and not-for-profit organizational activities by educating and training at least eight well-being champions in Blues Zones Project principles and approved activities.

Strategies

1. Well-being champions give annual presentations to inform and empower organizational members in the following ways: healthy eating, more natural movement, community connectedness at programs and events, and improved nutritional value of free and supported community meals.
2. Assist faith-based and not-for-profit organizations in adopting policies and occupying buildings/ properties that are completely tobacco-free; add cigarette receptacles at the borders of buildings/ properties.
3. Support active transportation and access to churches and other faith-based organizations.
 - a. Encourage faith-based organizations to support carpools and vanpools while lot are vacant.
 - b. Promote exercise-related activities (fun runs, bike rides) at churches.
 - c. Engage churches in improving pedestrian access to facilities.
4. Launch Potluck and/or Walking Moais.
5. Launch Purpose Workshop leadership training.

Objective

Identify the gifts and purposes of faith-based and not-for-profit organizational members and connect them to community volunteering opportunities. This objective will be measured by attendance at eight curated volunteer experiences by August of 2020.

Strategies

1. Host Purpose Workshops.
2. Schedule eight curated volunteer experiences to directly follow Purpose Workshops to connect participants to volunteer experiences that align with their gifts.

Measures of Success

Progress Measures

- Number of tobacco-free faith-based and not-for-profit organizations
- Number of Personal Pledges completed by organizational members
- Number of Walking Moais launched at faith-based and not-for-profit organizations
- Number of healthy food activities
- Number of Purpose Workshops and cooking classes hosted at faith-based and not-for-profit organizations
- Number of faith-based and not-for-profit organizational members connected to volunteering opportunities after attending Purpose Workshops

Outcome Measures

- WBI Measures:
 - Number of people who say there is a leader in their life who makes them enthusiastic about the future
 - Number of people who say that their friends and family give them positive energy every day
 - Number of people who say that there is someone in their life who always encourages them to be healthy
 - You get to use your strengths to do what you do best every day
 - In the last seven days, you have felt active and productive every day
 - Percent highly engaged or somewhat engaged in Blue Zones Project

PEOPLE



GOALS

Inspire, engage, support, and empower our community in sustaining health and longevity.

CERTIFICATION TARGET

At least 15 percent of the population (16,050) 15 years or older participates in at least one of the following Blue Zones Project engagement activities: receives the Blue Zones Project Story and signs a Personal Pledge, participates in a Moai, attends a Purpose Workshop, or volunteers through Blue Zones Project in the community.

Objective

Engage at least 15 percent of the population 15 years or older participates in a Blue Zones Project activity, with 5,618 people engaged by August of 2020.

Strategies

1. Host a kickoff event to increase community awareness and engagement in Blue Zones Project.
2. Build strong social support networks through engagement at worksites, schools, and faith-based and not-for-profit organizations.
 - a. Launch Moais at Blue Zones Project participating and approved organizations.
 - b. Establish a grassroots network to regularly identify and train leaders in English and Spanish to host Moais.
 - c. Identify partners to host plant-based cooking classes and demonstrations.
3. Attend key community events to raise awareness about Blue Zones Project and invite attendees to participate in Blue Zones Project activities.
4. Establish a Blue Zones Project Speakers Bureau to provide engagement and/or Purpose Workshop presentations to civic, not-for-profit, and faith-based organizations.
 - a. Establish a grassroots network that will identify and train English- and Spanish-speaking community leaders who can engage all segments of the population.

Objective

Invite all media channels to pledge their support, join in our community's journey, and help build awareness in creating sustainable improvements for everyone's health and longevity.

Strategies

1. Establish a Multilingual Health & Well-being Content Advisory Committee.
 - a. Develop a grassroots process and build relationships within organizational channels so that inspiring well-being content can be delivered monthly, quarterly, or annually.
 - b. Evaluate and create a database of organizational channels, available resources, and leading languages and how they deliver content.
 - c. Identify people in our community who can translate Blue Zones Project events and well-being content into leading languages so that all event information is available to residents.
 - d. Identify resources to serve as a well-being news hub, making content accessible to all community members.
 - e. Advisory committee members should consist of at least one person who represents the following areas: TV, radio, newspaper, websites, social media, podcasts, youth, senior citizens, the homeless/low-income, a bilingual Spanish speaker, the City of Salinas, the County of Monterey, a school parent, and a college-age attendee.

2. Relay inspiring stories of change and improved well-being through community events, programs, and volunteer opportunities.
 - a. Establish a weekly, monthly, quarterly, or annual process for identifying and connecting media partners with community members and organizations whose inspiring stories of transformation and leadership are reshaping the health, vitality, and longevity of our community.
3. Engage media to support and join the community in our journey to better health and longevity.
 - a. Connect/visit with local media outlets to share opportunities for media to build awareness around health and longevity and highlight community members involved in the transformation process.
 - b. Create a web page on the Blue Zones Project Monterey County website that features links to all media partners that publish information about Blue Zones Project efforts.
4. Develop a robust social media campaign.

Objective

Strengthen and unite our community's sense of belonging and connectedness by creating opportunities for all residents to link their sense of purpose to a local volunteering opportunity through 8 curated volunteer experiences by August 2020.

Strategies

1. Work with community partners to evaluate current volunteer opportunities, existing databases, and the potential for connecting them to one location.
2. Offer Purpose Workshops and create meaningful and realistic volunteer experiences to engage underserved populations.
 - a. Partner with volunteer entities and engage them in a post-Purpose Workshop forum about discovering purpose through volunteering.
 - b. Work with community groups to develop specialized engagement plans for underserved populations.
 - c. Support local groups by sharing their volunteer opportunities with the public via Blue Zones Project social media outlets.
 - d. Establish a grassroots network to regularly identify and train leaders in English and Spanish to host Purpose Workshops.

Measures of Success

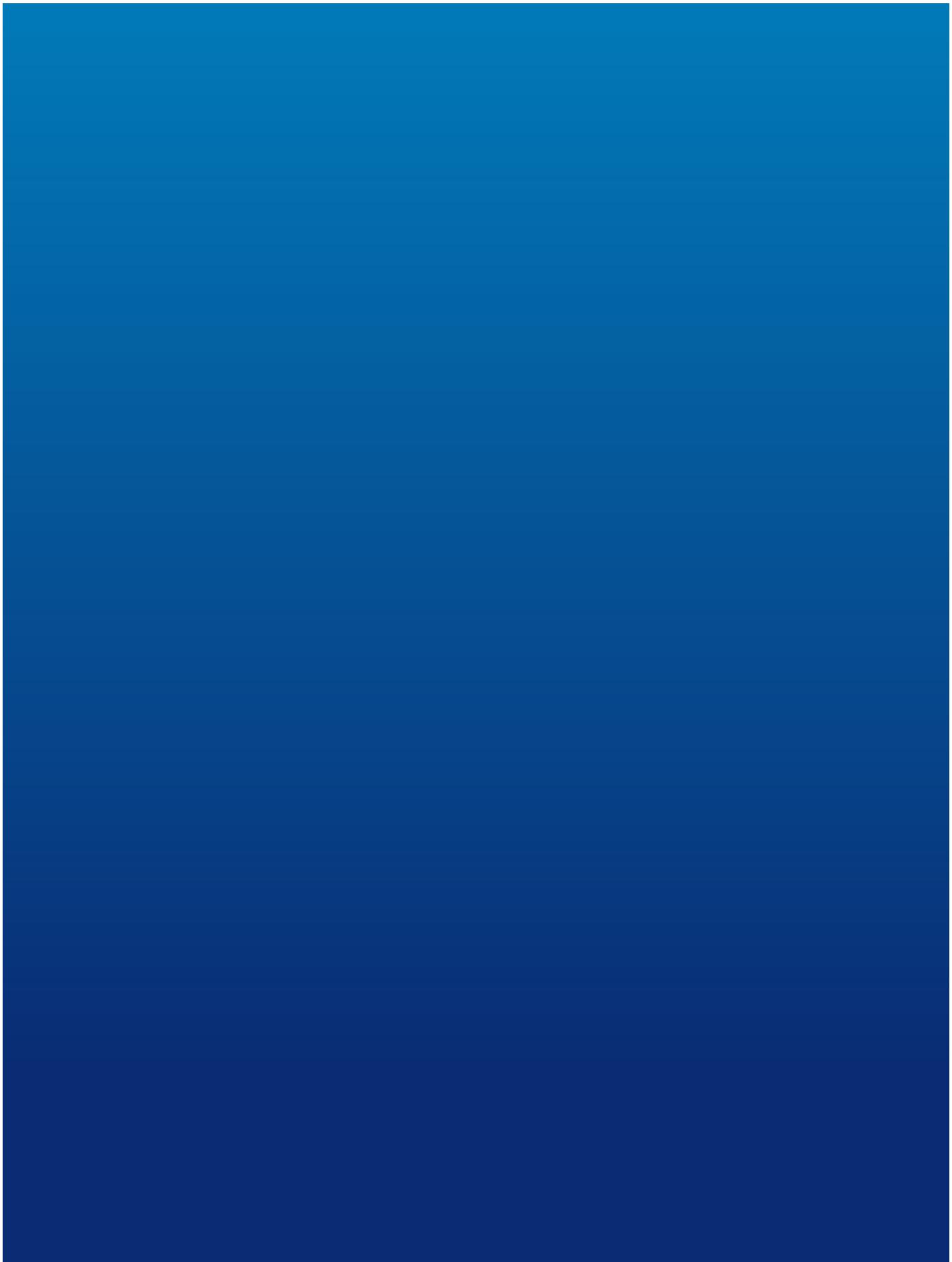
Progress Measures

- Number of media stories, and population reach of said stories
- Number of attendees at the kickoff event
- Participation of the population 15 and older in each of the following activities:
 - Number of people who attend the Blue Zones Project Story and sign the Personal Pledge
 - Number of Moai participants
 - Number of Purpose Workshop participants
 - Number of volunteers through Blue Zones Project

Outcome Measures

WBI Measures:

- Increase in awareness of Blue Zones Project from baseline to 70 percent
- Increase in engagement with Blue Zones Project from baseline to 40 percent
- Increase in volunteerism from baseline to 13 percent by 2022



STEERING COMMITTEE AND LEADERSHIP TEAM APPROVAL

By signing below, steering committee members approve the above Blueprint, which will be reviewed annually for progress and updates.

Name, Affiliation	Signature

Name, Affiliation	Signature

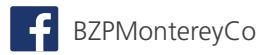
REFERENCE DOCUMENTS

Available Upon Request

- Discovery Report

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BZPMontereyCo