

Jeff Kalin

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Pleasant Hill, CA 94523
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September 22, 2021

Sharron A. Mackey
CEO, Contra Costa Health Plan
595 Center Avenue, Suite 100
Martinez, CA 94553

Dear Sharron,

Serving as Commissioner on the Contra Costa Health Plan has always been a joyous experience. Each year since 1992, my participation has been rewarding, as have the relationships with staff and other members of the commission. The changes that have occurred in the health system over those years have been many, and all for the good.

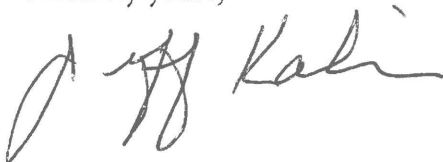
Since my retirement in 2018, I have taken on several additional interests and pursuits that are also rewarding, and time consuming. My wife and I have been doing more traveling and with her pending retirement, are planning much more extensive travel.

At this time, I feel my ability to contribute to the CCHP has waned. I also feel strongly that my position would be better filled by a newly recruited individual. Please accept my resignation as Commissioner effective October 15th, 2021.

I wish you, the health plan and the other commissioners all the best, and expect to watch as the Contra Costa Health Plan continues to flourish.

Thank you for your leadership and support. Take care.

Sincerely yours,

A handwritten signature in black ink that reads "Jeff Kalin". The signature is written in a cursive style with a large, stylized initial "J".

Jeff Kalin