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PUBLIC MEETING OF THE
BOARD OF DIRECTORS
6:30 PM, Thursday, October 22, 2026
PHCD Classroom, 1819 Trousdale, Burlingame, 94010

A G E N D A

1. **Call to Order and Roll Call**

2. **Public Comment on Non-Agenda Items**
   At this time, any person in the audience may speak on any items not on the agenda and any other matter within the jurisdiction of the District. Speakers are customarily limited to three minutes. If you cannot attend the meeting, but would like to offer comments, please email your comments to info@peninsulahealthcaredistrict.org or visit our website https://www.peninsulahealthcaredistrict.org/public-comment-form , and your comments will be read into the record. Public comments will be taken for each agenda item prior to the Board's consideration on that item.

3. **Report Out from Closed Session: 10/22/26: Chairman Cappel**

4. **Consent Calendar: ACTION**
   - **a.** Board Meeting Minutes – August 20, 2026 — Pg. 1-2
   - **b.** Community Health Investment Committee Meeting Minutes – July 20, 2026 — Pg. 3-6
   - **c.** Checking Account Transactions - July, August, September 2026 — Pg. 7-19
   - **d.** Treasurer's Report - July, August, September 2026 — Pg. 20-22
   - **e.** FY 2025-2026 Unaudited Financials — Pg. 23-28
   - **f.** FY 2026-2027 Q1 Investment Report — Pg. 29-31
   - **g.** FY 2026-2027 Q1 Unaudited Financials — Pg. 32-36
   - **h.** Pay Schedule - Modify Youth Behavioral Health Program Manager to Behavioral Health Program Manager — Pg. 37

5. **Business**
   - **a.** **Blue Zones Project Recommendation:** Dan Buettner Jr., Chief Development Officer and Shelly Trumbo, Chief Operations Officer — Pg. 38-219

b. **Sutter Health Quarterly Report:** Kevin Cook, Interim Chief Executive Officer, Mills Peninsula Medical Center
c. **Trousdale Quarterly Report:** Sal Gomez-Orozco, Executive Director, The Trousdale
d. **Adopt Resolution 2026-02 Finding Property to be Exempt Surplus Property and Authorizing Presentation to California Department of Housing and Community Development:** Matt Gray, Legal Counsel

Pg. 220-222

6. Reports

a. **Board Chair and Directors Reports**

7. Adjourn

Any writings or documents provided to a majority of the Board of Directors regarding any item on this agenda will be made available for public inspection at the District office, 1819 Trousdale, Burlingame during normal business hours. Please call 650-697-6900 to arrange an appointment.

If you are an individual with a disability and need an accommodation to participate in this meeting, please contact Peninsula Health Care District at least 48-hrs in advance at 650-697-6900.

BOARD OF DIRECTORS MEETING MINUTES Thursday, August 20, 2026 1819 Trousdale Dr. Burlingame, CA 94010 (Classroom)		
Directors Present Chairman Cappel Vice Chairman Pagliaro Secretary Sanchez Director Navarro	**Directors Absent** Director Zell	**Also, Present** Members of the Public, PHCD Legal

1. Call to Order: Chairman Cappel called the meeting to order at 5:58pm. Roll call attendance was taken. A quorum was present.

2. Public Comment on Non-Agenda Items:

3. Report Out from Closed Session: 8/20/26

4. Consent Calendar:

a. Board Meeting Minutes – July 23, 2026

b. Finance Committee Meeting Minutes – May 12, 2026

c. Strategic Direction Oversight Committee Meeting Minutes – May 6, 2026

d. Sonrisas Budget Adjustment

Motion to Approve the Consent Calendar as Presented

Motion: By Director Sanchez; Vice Chair Pagliaro

Vote: Ayes - Cappel, Pagliaro, Sanchez, Navarro

5. Business:

a. Annual Conflict of Interest Review Quarterly Report: Mark Hudak, Legal Counsel

Mark Hudak shared that the Conflict-of-Interest Policy underwent an extensive revision two years ago. He and CEO Pulido discussed whether any additional PHCD staff members should be required to file Form 700 under the District's Conflict of Interest Code. He recommended notifying the Board of Supervisors that PHCD has completed its biennial review and has no proposed changes to the policy.

Q & A with Mark Hudak

Chair Cappel asked if it's best to have all PHCD staff sign a Conflict-of-Interest form.

Mr. Hudak suggested developing a separate Conflict of Interest policy for staff, distinct from the formal policy included in the packet. He proposed using more accessible, less legalistic language to clearly outline potential conflicts and situations staff should be mindful of and recommended including the policy in the employee handbook.

6. Reports:

a. Board Chair and Director Reports

- **Chair Cappel** shared that he attended PHCD's 2nd Annual Age Well Health Fair, noting the event had a great turnout and commending the PHCD team for their outstanding work. He also shared that the most recent Strategic Direction Oversight Committee meeting focused on the Blue Zones project and its progress, with additional updates expected at the October 22 Board meeting.
- **Vice Chair Pagliaro** shared that he attended Burlingame on the Avenue and thanked PHCD staff for their participation and presence at the event.
- **Director Sanchez** noted that Letters of Intent for the Community Grants Program are continuing to come in and are due by Wednesday, August 26, 2026.

7. Adjourn: 6:09 PM

Community Health Investment Committee

7/20 Meeting Minutes

1. **Call to Order:** Chairman Sanchez called the meeting to order at 5:11pm and was announced as the new chairman. CHIC members present were Sanchez, Navarro, Martinez, Baker, Neider, and Jue. CHIC members absent were Miran and Mitchell.
2. **Welcome and Introductions**
3. **Approval of Minutes:** November 17, 2025
   Motion to Approve the Consent Calendar
   Motion: By Bonnie Jue; Director Navarro
   Vote: All in favor.
   Outcome: Motion approved.
4. **Mid-Year Report Check-In**

   CEO Pulido shared updates and highlights from the 2025 Grant Cycle.

   - 2025 grants included 39 grantees consisting of 10 healthy aging, 15 mental health, and 14 preventive health.
   - Healthy aging highlights: 30,000+ meals delivered, 100,000+ grocery bags distributed, 2,000+ medical equipment distributed, and 155 digital literacy classes.
   - Mental health highlights: 5,000 hours of counseling, 440 individual sessions, and 88 group sessions, trauma-informed care.
   - Preventive health highlights: 9.9 million pounds of nutritious food distributed, 37,000 residents served, and 1,000 hearing screenings achieved.

   CEO Pulido shared an update on the 2026 Mid-Year Report that 15 of 46 reports were received (32% submission rate) to-date, with most grantees on track, except for one new grantee with leadership change.

   Q & A with CEO Pulido

   Kevin Martinez asked if the organizations we fund have provided feedback on data and reporting they provide to us.

   CEO Pulido shared that PHCD has not conducted a formal survey of its grantees but has remained in close communication with peer organizations to gather

information and data. She noted Sequoia Health District as a strong example, given they are primarily a grants agency. She noted that, under the previous Strategic Initiatives Director, PHCD began developing a process to track health outcomes among grantee organizations. Once the vacancy is filled, the District plans to continue this work and establish a formal framework for determining what data should be collected to assess and ensure health outcomes.

Director Sanchez added that the current Blue Zones project will examine health outcomes and explore how the data can inform the assessment of community mental health. He emphasized that there are multiple opportunities to collect and leverage data to develop a strong, evidence-based approach that drives meaningful impact.

5. **Review 2026 Community Health Investment Fund Expenditures**
    a. Impact Partners Program
        - Last year, $1.1 million was awarded to Impact Partners.
        - San Bruno School District is the only Impact Partner moved out of this category due to significant changes in the program and funding needs. The school district requested modifications, so the organization will return to the annual grant cycle and will need to reapply this year.
    b. Community Grants Program
        - $1.85 million was awarded to the Community Grants Program.
    c. Community Workforce Tuition Assistance Program
        - $50,000 is set aside for healthcare workforce initiatives, which may support the College of San Mateo nursing program. More conversations with College of San Mateo are to come.
    d. Community Support Funds – Small Grants and Partnerships
        - A $9,000 Seed Grant was awarded to We Make It Matter. The organization was initially categorized under the Community Grant category but was moved to the Seed Grant category due to the smaller award amount.
        - Sponsorships totaled just over $60,000, with an emphasis on maintaining a presence across the District's communities and supporting organizations that reflect the diversity of its cities. PHCD also prioritizes tabling events in each major city, in addition to providing other sponsorship support.

6. **2027 Grant Cycle**
    a. Community Health Investment Committee Charge

CEO Pulido noted there are no edits to the committee charge for this year.
Motion to Approve the Community Health Investment Committee Charge 2027
Motion: By Kevin Martinez; Susan Baker
Vote: All in favor.
Outcome: Motion approved.

b. Community Grant Program Policy, Eligibility, Funding Priorities

CEO Pulido shared that Director Sanchez and Director Navarro will be asking the Board on July 23rd board meeting to increase the community grants program funding by $2 million, making the updated total $5 million. The proposal includes adding a "Safety Net Services" focus area to help mitigate the effects of local and state budget shortfalls. Grantees would be allowed to submit more than one application when addressing a safety-net need.

Director Sanchez added that anticipated funding reductions following the midterm elections make it important for PHCD to prepare in advance to help address potential gaps in services and increased community needs.

Director Navarro added that inflation has already affected funding for some organizations and expressed support for increasing available funding to help organizations meet growing needs and continue providing essential services.

Bonnie Jue emphasized the importance of education around the prevention of losing essential services, encouraging community members to stay informed and take proactive steps to navigate upcoming changes in government funding.
Motion to Approve Community Grant Program Policy, Eligibility, Funding Priorities
Motion: By Kevin Martinez; Susan Baker
Vote: All in favor.

Outcome: Motion approved.

c. 2027 Budget
CEO Pulido shared that after accounting for existing two- and three-year grantees, just over $1 million remains for one-year grantees in the upcoming cycle. The District will also maintain $100,000 for small grants and sponsorships and $50,000 for healthcare workforce initiatives, which may support the College of San Mateo nursing program. The District will host an informational session for current and prospective grantees on August 3rd led by Director Sanchez and CEO Ana Pulido.

d. LOI and Application Overview and Criteria
CEO Pulido requested feedback and CHIC members' review of the LOI criteria, including proposed changes such as adding a Safety Net Services focus area and increasing the funding request range from $10,000 to $15,000. She asked members to provide their feedback by July 24th.

e. Committee Meeting Schedule and Work Plan
CEO Pulido encouraged committee members to attend the final two CHIC meetings in person. The September 14th meeting will focus on reviewing Letters of Intent and determining which organizations will advance to the full application stage. At the November 16th meeting, the committee will discuss funding recommendations to present to the Board.

f. Potential Increase in Funding
At the July 23 Board meeting, Directors Sanchez and Navarro will propose increasing the FY 2026–27 Grants Program from $3 million to $5 million. This targeted bridge funding will support nonprofits facing reduced public funding and growing demand for services. The additional investment will help preserve critical services, strengthen the local safety net, and maximize the impact of existing community-based infrastructure.

7. **Adjournment: 6:10pm**

Peninsula Health Care District
Checking Transactions
July-26

Date	Description	Deposit	Withdraw
Admin			
7/1/2026	County of San Mateo-	140,538.07	
7/1/2026	FSA Payment		224.90
7/2/2026	County of San Mateo	41,666.67	
7/2/2026	NAMI SMC		25,000.00
7/2/2026	123 Awards		933.94
7/2/2026	BYOG		1,917.69
7/2/2026	Amazon Capital Services, Inc.		27.44
7/2/2026	Millbrae Chamber of Commerce		200.00
7/2/2026	Peninsula Volunteers, Inc.		60,000.00
7/2/2026	Daily Journal		2,750.00
7/2/2026	We Make It Matter		9,000.00
7/2/2026	San Mateo Area Chamber of Commerce		2,500.00
7/2/2026	Bay Area Fit Fest		1,000.00
7/2/2026	Millbrae Chamber of Commerce		2,000.00
7/2/2026	City of Foster City		582.00
7/2/2026	Isabella Tablante		65.11
7/2/2026	Amazon Capital Services, Inc.		48.95
7/2/2026	Matthew Ordona		18.27
7/2/2026	The Liberty Company Insurance Brokers		89,997.68
7/2/2026	County of San Mateo (LAFCO)		30,116.00
7/2/2026	First Citizens Bank & Trust Co		327.78
7/2/2026	Comcast		522.58
7/2/2026	KBA Document Solutions, LLC		15.00
7/2/2026	Streamline		150.00
7/2/2026	Premysis Technologies		97.35
7/2/2026	Iron Mountain		1,482.88
7/2/2026	CBB Credit Card Payment		200.00
7/2/2026	CalPERS Pension		7,786.82
7/2/2026	CBB Credit Card Payment		7,249.77
7/3/2026	The Hartford		598.65
7/3/2026	FSA Payment		56.31
7/3/2026	CalPERS Pension		856.48
7/8/2026	EDD		3,943.60
7/8/2026	Fund TRF from Admin to PWC		100,000.00
7/8/2026	County of San Mateo	13,665.94	
7/9/2026	Lucile Packard Foundation for Children Health		184,934.00
7/9/2026	Amazon Capital Services, Inc.		78.82
7/9/2026	Peninsula Volunteers, Inc		12,500.00
7/9/2026	Lawrence Cappel		900.00
7/9/2026	Recology		106.25
7/9/2026	Isabella Tablante		139.13
7/9/2026	Mark D. Hudak		3,195.00
7/9/2026	Amazon Capital Services, Inc.		53.66
7/9/2026	CivicPlus LLC		852.80
7/9/2026	Voler Strategic Advisors Inc.		8,000.00

Date	Description	Deposit	Withdraw
7/9/2026	Bay Alarm		323.34
7/9/2026	City of Burlingame Water Dept		136.68
7/9/2026	KBA Document Solutions, LLC		354.92
7/9/2026	Precision Digital Networks		5,970.94
7/9/2026	PURCOR Pest Solutions		107.88
7/10/2026	Paychex		244.61
7/10/2026	Paychex		85.00
7/13/2026	California Public Employees Retirement		17,218.02
7/13/2026	Paychex Payroll 7/15/26		31,893.07
7/13/2026	Payroll Taxes 7/15/26		17,620.45
7/15/2026	Workers Compensation Insurance Payroll		162.80
7/15/2026	FSA Payment		35.00
7/16/2026	FSA Payment		13.11
7/16/2026	JPC Holdings, LLC		9,750.00
7/16/2026	Blue Zones, LLC		125,000.00
7/16/2026	AT&T		841.50
7/16/2026	Amazon Capital Services, Inc.		387.37
7/16/2026	Community Initiatives		15,700.00
7/16/2026	Matthew Ordona		19.55
7/16/2026	Your Party Rental Company		2,612.50
7/16/2026	Allied Administrators for Delta Dental		799.78
7/16/2026	U. S. Bank Equipment Finance		272.09
7/16/2026	Henry Sanchez		500.00
7/16/2026	PG&E		610.60
7/16/2026	CalPERS Pension		7,948.02
7/20/2026	Paychex		129.00
7/20/2026	Payroll Taxes adjustment		0.01
7/22/2026	FSA Payment		256.00
7/23/2026	FSA Payment		5.00
7/23/2026	Fund TRF from Admin to PWC		100,000.00
7/23/2026	NAMI SMC		5,000.00
7/23/2026	Primo Brands		115.21
7/23/2026	Oropeza's Landscaping & Maintenance		450.00
7/23/2026	Amazon Capital Services, Inc.		274.67
7/23/2026	Millbrae Chamber of Commerce		150.00
7/23/2026	Lake Merced International, Inc.		1,400.00
7/27/2026	Employment Development Department	371.38	
7/27/2026	Sonrisas Dental Health, Inc.	12,389.60	
7/27/2026	City of Burlingame	787.58	
7/28/2026	FSA Payment		35.00
7/29/2026	FSA Payment		35.00
7/29/2026	Paychex Payroll 7/31/26		32,352.67
7/29/2026	Payroll Taxes 7/31/26		17,851.73
7/30/2026	First Citizens Bank & Trust Co		327.78
7/30/2026	Amazon Capital Services, Inc.		428.51
7/30/2026	Matthew Ordona		32.04
7/30/2026	Comcast		522.60
7/30/2026	KBA Document Solutions, LLC		15.00
7/30/2026	Precision Digital Networks		768.29
7/30/2026	Amazon Capital Services, Inc.		424.20
7/31/2026	Workers Compensation Insurance Payroll		156.46

Date	Description	Deposit	Withdraw
7/31/2026	Interest	282.09	
7/31/2026	CalPERS Pension		1,228.96
7/31/2026	CalPERS Pension		7,954.24
		209,701.33	**968,948.46**
allcove			
7/2/2026	CBB Credit Card Payment		4,238.48
7/2/2026	SC Property Management		34,007.00
7/3/2026	Health Plan of San Mateo Claim	558.60	
7/9/2026	Amazon Capital Services, Inc.		246.57
7/9/2026	FlexTG		120.84
7/9/2026	Pro-Found Social Impact Group LLC		9,265.00
7/9/2026	On Time Sports		399.00
7/9/2026	Mark D. Hudak		1,440.00
7/9/2026	Bomic, Inc.		4,330.00
7/9/2026	Lamar Companies		1,890.00
7/9/2026	Presley Simone Dalman		150.00
7/9/2026	AT&T		228.30
7/9/2026	U. S. Bank Equipment Finance		301.50
7/9/2026	Via Heart Project		690.45
7/9/2026	Aragon High School		1,522.00
7/9/2026	The Liberty Company Insurance Brokers		71,462.42
7/9/2026	First Citizens Bank & Trust Co:1833296		277.35
7/9/2026	One Life Counseling Center		29,824.00
7/9/2026	Precision Digital Networks		664.00
7/9/2026	Color Print		265.30
7/10/2026	Health Plan of San Mateo Claim	1,117.20	
7/16/2026	City of San Mateo		104.00
7/16/2026	Jefferson Union High School District		6,981.68
7/16/2026	Lucile Packard Children's Hospital at Stanford		3,840.00
7/16/2026	Amazon Capital Services, Inc.		26.00
7/16/2026	Presley Simone Dalman		77.00
7/16/2026	Premysis Technologies		49.37
7/17/2026	Health Plan of San Mateo Claim	200.00	
7/23/2026	Lucile Packard Children's Hospital at Stanford		5,800.00
7/23/2026	Well Connected Office		3,344.32
7/23/2026	Amazon Capital Services, Inc.		212.10
7/23/2026	Primo Brands		117.26
7/24/2026	Health Plan of San Mateo Claim	1,117.20	
7/27/2026	Athenahealth, Inc.		1,008.00
7/27/2026	Lucile Packard Children's Hospital - Lease	706.33	
7/27/2026	Lucile Packard Children's Hospital - Lease	1,950.00	
7/30/2026	Care Solace, Inc.		52,473.00
7/30/2026	Lamar Companies		1,890.00
7/30/2026	AT&T		240.19
7/30/2026	Amazon Capital Services, Inc.		473.16
7/30/2026	Uji Time Cafe Group		670.87
7/31/2026	Interest	15.09	
7/31/2026	Health Plan of San Mateo Claim	200.00	
		5,864.42	**238,629.16**

Date	Description	Deposit	Withdraw
Health Fitness			
7/2/2026	Amazon Capital Services, Inc.		32.88
7/2/2026	Vestis		270.42
7/2/2026	Tiffany Ngo Arroyave		640.00
7/2/2026	Shawn Felipe		150.00
7/2/2026	The Liberty Company Insurance Brokers		23,421.61
7/2/2026	City of Burlingame Water Dept		8.00
7/2/2026	City of Burlingame Water Dept		291.86
7/2/2026	CBB Credit Card Payment		2,286.03
7/9/2026	Carolyn Kelly		220.00
7/9/2026	Jacqueline Sanchez		550.00
7/9/2026	U. S. Bank Equipment Finance		81.61
7/9/2026	CivicPlus LLC		105.00
7/9/2026	Amazon Capital Services, Inc.		166.89
7/9/2026	Gym Doctors		555.27
7/9/2026	Recology		114.65
7/9/2026	Precision Digital Networks		239.50
7/9/2026	KBA Document Solutions, LLC		20.00
7/9/2026	Elliotte Mao		80.00
7/16/2026	Amazon Capital Services, Inc.		1,076.48
7/16/2026	AT&T		684.05
7/16/2026	PG&E		1,502.42
7/16/2026	Gym Doctors		408.38
7/23/2026	Vestis		811.26
7/23/2026	Amazon Capital Services, Inc.		21.68
7/23/2026	Carolyn Kelly		110.00
7/23/2026	Evelie S. Posch		80.00
7/23/2026	KBA Document Solutions, LLC		435.23
7/30/2026	Elliotte Mao		80.00
7/30/2026	Izabela Rapacz		1,249.97
7/30/2026	Vestis		270.42
7/30/2026	Amazon Capital Services, Inc.		235.16
7/31/2026	Interest	46.75	
7/31/2026	Health and Fitness Member Payment	23,084.63	
		23,131.38	**36,198.77**
Leasing			
7/2/2026	Ralph Barsi		2,400.00
7/2/2026	Mc Mechanical		150.00
7/2/2026	The Liberty Company Insurance Brokers		62,415.52
7/9/2026	PG&E		2,839.12
7/9/2026	Recology		458.62
7/9/2026	Bay Alarm		344.52
7/9/2026	Bomic, Inc.		985.00
7/9/2026	Bay Alarm		689.04
7/9/2026	City of Burlingame Water Dept		111.74
7/9/2026	City of Burlingame Water Dept		688.71
7/9/2026	City of Burlingame Water Dept		442.09
7/9/2026	City of Burlingame Water Dept		84.03
7/9/2026	Bleyle Elevator, Inc		95.00
7/9/2026	Recology		733.45

Date	Description	Deposit	Withdraw
7/9/2026	PURCOR Pest Solutions		572.29
7/16/2026	Department of Industrial Relations		225.00
7/16/2026	Philadelphia Insurance Companies		6,592.00
7/23/2026	Mc Mechanical		1,030.00
7/23/2026	Oropeza's Landscaping & Maintenance		1,440.00
7/23/2026	PURCOR Pest Solutions		1,200.00
7/27/2026	April Lee, DDS	2,870.73	
7/27/2026	Sonrisas Dental Health, Inc.	500.00	
7/27/2026	One Life Counseling Service	1,472.90	
7/27/2026	Ability Path	6,832.18	
7/27/2026	Bay Area Foot Care	3,253.31	
7/27/2026	Carol Tanzi & Associates	500.00	
7/27/2026	Burlingame Therapeutic Associates	2,896.15	
7/27/2026	Houn Young Kim, DDS	2,138.47	
7/27/2026	Patricia Dugoni, CPA	2,400.00	
7/27/2026	Ross Williams, DDS	2,083.19	
7/28/2026	Applied Orthotics & Prosthetics	5,936.00	
7/30/2026	Baca & Sons Ptg. Inc.		3,955.00
7/30/2026	A-1 Fence and Deck, Inc,		695.00
7/30/2026	Ralph Barsi		2,400.00
7/30/2026	EaseBrite General Maintenance, Inc.		1,907.00
7/31/2026	Interest	206.17	
		31,089.10	**92,453.13**
PWC			
7/2/2026	Economic & Planning Systems, Inc.		462.50
7/8/2026	Fund TRF from Admin to PWC	100,000.00	
7/9/2026	Ashurst Perkins Coie US LLP		75,349.35
7/9/2026	Mark D. Hudak		1,350.00
7/9/2026	CivicPlus LLC		100.00
7/16/2026	Ashurst Perkins Coie US LLP		38,435.85
7/23/2026	Fund TRF from Admin to PWC	100,000.00	
7/31/2026	Interest	14.49	
		200,014.49	**115,697.70**
Trousdale			
7/16/2026	Eskaton Properties Inc		750,707.85
7/16/2026	Mark D. Hudak		450.00
7/17/2026	Trousdale Tenant Deposit	30,000.00	
7/17/2026	Trousdale Tenant Deposit	412,392.42	
7/17/2026	US Bank loan payment		133,816.37
7/17/2026	US Bank loan payment		563,724.25
7/20/2026	Trousdale Tenant Deposit	848,567.14	
7/21/2026	Trousdale Tenant Chargeback		10,998.30
7/24/2026	Trousdale Tenant Deposit	67,631.75	
7/29/2026	Trousdale Tenant Deposit	44,451.85	
7/31/2026	Interest	763.63	
7/31/2026	Trousdale Tenant Chargeback		8,341.56
		1,403,806.79	**1,468,038.33**

Peninsula Health Care District
Checking Transactions
August-26

Date	Description	Deposit	Withdraw
Admin			
8/3/2026	Fund TRF from Admin to Allcove		100,000.00
8/3/2026	CBB Credit Card Payment		6,307.46
8/3/2026	CBB Credit Card Payment		250.00
8/4/2026	FSA Payment		5.00
8/5/2026	The Hartford		489.63
8/6/2026	Fund TRF from Admin to Allcove		100,000.00
8/6/2026	Amazon Capital Services, Inc.		53.71
8/6/2026	Bart A. Charlow		225.00
8/6/2026	CivicPlus LLC		837.70
8/6/2026	Precision Digital Networks		2,998.85
8/6/2026	Iron Mountain		1,545.87
8/6/2026	Premysis Technologies		97.35
8/6/2026	KBA Document Solutions, LLC		512.17
8/6/2026	Amazon Capital Services, Inc.		677.07
8/6/2026	San Mateo Rotary Foundation		5,000.00
8/6/2026	FolgerGraphics		301.47
8/6/2026	Chinese Hospital		2,750.00
8/6/2026	Jack McGovern Coats Disease Foundation		2,500.00
8/7/2026	FSA Payment		564.20
8/10/2026	Paychex		754.52
8/10/2026	CalPERS Pension		1,213.60
8/11/2026	California Public Employees Retirement		16,096.54
8/12/2026	FSA Payment		85.50
8/13/2026	FSA Payment		5.00
8/13/2026	Paychex Payroll 8/15/26		31,308.14
8/13/2026	American Cancer Society		1,500.00
8/13/2026	Peninsula Volunteers, Inc		12,300.00
8/13/2026	Allied Administrators for Delta Dental		966.74
8/13/2026	J & E Pro Cleaning and Handy Services		1,485.00
8/13/2026	Philadelphia Insurance Companies		25.00
8/13/2026	Bomic, Inc.		320.00
8/13/2026	Mark D. Hudak		2,430.00
8/13/2026	Recology		106.25
8/13/2026	JPC Holdings, LLC		9,750.00
8/13/2026	Voler Strategic Advisors Inc.		8,000.00
8/13/2026	AT&T		642.53
8/13/2026	Amazon Capital Services, Inc.		6.54
8/13/2026	Best Best & Krieger, LLP		2,523.00
8/13/2026	PG&E		760.53
8/13/2026	PURCOR Pest Solutions		107.88
8/13/2026	Payroll Taxes 8/15/26		17,659.84
8/13/2026	Amazon Capital Services, Inc.		24.65
8/14/2026	Paychex		85.00
8/15/2026	Workers Compensation Insurance Payroll		146.89
8/17/2026	CalPERS Pension		7,972.30

Date	Description	Deposit	Withdraw
8/20/2026	CalPERS Pension		1,213.60
8/20/2026	Paychex		129.00
8/20/2026	Daily Journal		3,000.00
8/20/2026	The Sunshine and Gardens		10,000.00
8/20/2026	High Performance Impact, LLC		3,125.00
8/20/2026	Association of CA Healthcare Districts		2,700.00
8/20/2026	Amazon Capital Services, Inc.		46.02
8/20/2026	U. S. Bank Equipment Finance		272.09
8/20/2026	Sonrisas Dental Health		690,710.00
8/20/2026	Community Initiatives		34,740.00
8/24/2026	Citizens Business Bank Monthly Fees		736.76
8/24/2026	FSA Payment		35.00
8/24/2026	Fund Transfer from Leasing to Admin	500,000.00	
8/25/2026	FSA Payment		35.00
8/27/2026	Burlingame Chamber of Commerce		3,600.00
8/27/2026	Community Initiatives For the Benefit of SF Hep B Free		2,000.00
8/27/2026	San Bruno Park School District		75,000.00
8/27/2026	Sonrisas Dental Health		25,000.00
8/27/2026	Matthew Ordona		270.75
8/27/2026	Amazon Capital Services, Inc.		26.69
8/27/2026	Primo Brands		120.65
8/27/2026	Henry Sanchez		900.00
8/27/2026	FSA Payment		15.00
8/28/2026	FSA Payment		46.31
8/28/2026	CalPERS Pension		51.19
8/28/2026	County of San Mateo-	4,962.17	
8/31/2026	Paychex Payroll 8/31/26		31,484.14
8/31/2026	Payroll Taxes 8/31/26		17,729.51
8/31/2026	Workers Compensation Insurance Payroll		209.55
8/31/2026	Interest	93.80	
		505,055.97	**1,244,587.19**
allcove			
8/3/2026	SC Property Management		34,007.00
8/3/2026	CBB Credit Card Payment		2,936.24
8/3/2026	Fund TRF from Admin to Allcove	100,000.00	
8/6/2026	Amazon Capital Services, Inc.		277.90
8/6/2026	A+Live Scan		134.00
8/6/2026	Dana M Stein		360.00
8/6/2026	Pro-Found Social Impact Group LLC		8,882.50
8/6/2026	U. S. Bank Equipment Finance		301.50
8/6/2026	First Citizens Bank & Trust Co:1833296		277.35
8/6/2026	One Life Counseling Center		31,930.00
8/6/2026	Precision Digital Networks		715.25
8/6/2026	Premysis Technologies		49.37
8/6/2026	Fund TRF from Admin to Allcove	100,000.00	
8/7/2026	Health Plan of San Mateo Claim	279.30	
8/11/2026	Lucile Packard Children's Hospital - Lease	706.33	
8/11/2026	Lucile Packard Children's Hospital - Lease	1,950.00	
8/13/2026	FlexTG		98.24
8/13/2026	Lucile Packard Children's Hospital at Stanford		9,480.00

Date	Description	Deposit	Withdraw
8/13/2026	Well Connected Office		322.44
8/13/2026	Mark D. Hudak		810.00
8/13/2026	Bomic, Inc.		3,406.29
8/13/2026	Amazon Capital Services, Inc.		60.47
8/14/2026	Health Plan of San Mateo Claim	1,037.90	
8/20/2026	Amazon Capital Services, Inc.		69.89
8/20/2026	Lamar Companies		1,890.00
8/21/2026	Health Plan of San Mateo Claim	698.25	
8/24/2026	Interest	0.34	
8/24/2026	Athenahealth, Inc.		1,080.80
8/27/2026	AT&T		230.20
8/27/2026	Amazon Capital Services, Inc.		70.11
8/27/2026	Primo Brands		326.55
8/27/2026	FlexTG		194.32
8/28/2026	Health Plan of San Mateo Claim	418.95	
8/31/2026	Interest	13.43	
		205,104.50	**97,910.42**
Health Fitness			
8/3/2026	CBB Credit Card Payment		1,092.54
8/6/2026	Bay Alarm		775.58
8/6/2026	Amazon Capital Services, Inc.		142.51
8/6/2026	Vestis		230.92
8/6/2026	Jacqueline Sanchez		550.00
8/6/2026	Tiffany Ngo Arroyave		620.00
8/6/2026	RCG Architecture		4,652.10
8/6/2026	CivicPlus LLC		110.25
8/6/2026	U. S. Bank Equipment Finance		81.61
8/6/2026	Bay Alarm		430.53
8/6/2026	Precision Digital Networks		239.50
8/13/2026	J & E Pro Cleaning and Handy Services		2,300.00
8/13/2026	Vestis		230.92
8/13/2026	Amazon Capital Services, Inc.		57.91
8/13/2026	Bay Alarm		135.00
8/13/2026	AT&T		676.47
8/13/2026	Recology		191.09
8/13/2026	PG&E		1,569.02
8/27/2026	Vestis		461.84
8/27/2026	Amazon Capital Services, Inc.		855.78
8/27/2026	KBA Document Solutions, LLC		526.69
8/27/2026	Gym Doctors		4,061.88
8/31/2026	Interest	47.43	
8/31/2026	Health and Fitness Member Payment	24,974.03	
		25,021.46	**19,992.14**
Leasing			
8/6/2026	Sandie Arnott, San Mateo County Tax Collector		55.98
8/6/2026	PG&E		2,832.83
8/6/2026	Mc Mechanical		12,500.00
8/6/2026	Bleyle Elevator, Inc		95.00
8/11/2026	Bay Area Foot Care	3,253.31	

Date	Description	Deposit	Withdraw
8/11/2026	Patricia Dugoni, CPA	2,400.00	
8/11/2026	Ross Williams, DDS	2,083.19	
8/11/2026	One Life Counseling Service	1,472.90	
8/11/2026	Carol Tanzi & Associates	500.00	
8/11/2026	Burlingame Therapeutic Associates	2,896.15	
8/11/2026	Ability Path	20,000.00	
8/11/2026	Houn Young Kim, DDS	2,138.47	
8/11/2026	April Lee, DDS	2,870.73	
8/11/2026	Sonrisas Dental Health, Inc.	500.00	
8/11/2026	Ability Path	6,832.18	
8/13/2026	J & E Pro Cleaning and Handy Services		3,837.06
8/13/2026	Recology		458.62
8/13/2026	Quality Striping, Inc.		2,172.00
8/13/2026	Recology		733.45
8/13/2026	PURCOR Pest Solutions		572.29
8/19/2026	Mills-Peninsula Health_Annual Lease Payment	2,610,101.99	
8/20/2026	High Reach Professional Window Cleaning		450.00
8/20/2026	EaseBrite General Maintenance, Inc.		1,985.00
8/24/2026	Fund Transfer from Leasing to Admin		500,000.00
8/27/2026	PURCOR Pest Solutions		350.00
8/31/2026	Interest	398.87	
		2,655,447.79	**526,042.23**
PWC			
8/13/2026	Mark D. Hudak		765.00
8/20/2026	Ashurst Perkins Coie US LLP		58,798.31
8/31/2026	Interest	19.47	
		19.47	**59,563.31**
Trousdale			
8/6/2026	Eskaton Properties Inc		591,827.38
8/14/2026	Trousdale Tenant Deposit	344,856.37	
8/14/2026	Trousdale Tenant Deposit	10,000.00	
8/14/2026	Trousdale Tenant Deposit	111.81	
8/19/2026	Trousdale Tenant Deposit	858,359.38	
8/20/2026	Eskaton Properties Inc		775,280.76
8/20/2026	Trousdale Tenant Deposit	5,000.00	
8/20/2026	Trousdale Tenant Deposit	97,768.80	
8/28/2026	Trousdale Tenant Deposit	78,872.00	
8/31/2026	Interest	649.95	
		1,395,618.31	**1,367,108.14**

Peninsula Health Care District
Checking Transactions
August-26

Date	Description	Deposit	Withdraw
Admin			
9/1/2026	BHRS - County of San Mateo	41,666.67	
9/1/2026	CalPERS Pension		8,050.45
9/1/2026	FSA Payment		716.50
9/2/2026	CBB Credit Card Payment		894.22
9/2/2026	CBB Credit Card Payment		6,393.25
9/2/2026	CalPERS Pension		1,255.99
9/3/2026	Catholic Charities		61,723.92
9/3/2026	Fund TRF from Admin to Allcove		41,666.67
9/3/2026	Kids Diabetes Foundation		2,500.00
9/3/2026	Peninsula Volunteers, Inc		14,400.00
9/3/2026	First Citizens Bank & Trust Co		327.78
9/3/2026	KBA Document Solutions, LLC		687.28
9/3/2026	Iron Mountain		1,482.88
9/3/2026	Premysis Technologies		97.35
9/3/2026	Lawrence Cappel		1,381.70
9/3/2026	Amazon Capital Services, Inc.		41.86
9/3/2026	Dennis Zell		858.45
9/3/2026	CivicPlus LLC		2,427.90
9/3/2026	Comcast		522.60
9/3/2026	The Hartford		489.63
9/3/2026	Jasper Ridge Farm		2,500.00
9/10/2026	FSA Payment		35.00
9/10/2026	JWT & Associates, LLP		6,825.00
9/10/2026	Allied Administrators for Delta Dental		966.74
9/10/2026	JPC Holdings, LLC		9,750.00
9/10/2026	Recology		106.25
9/10/2026	Mark D. Hudak		1,080.00
9/10/2026	CivicPlus LLC		209.80
9/10/2026	Voler Strategic Advisors Inc.		13,000.00
9/10/2026	Amazon Capital Services, Inc.		215.09
9/10/2026	City of Burlingame Water Dept		211.50
9/10/2026	Precision Digital Networks		2,944.65
9/10/2026	PG&E		730.02
9/10/2026	PURCOR Pest Solutions		107.88
9/10/2026	KBA Document Solutions, LLC		15.00
9/10/2026	Paychex		473.87
9/11/2026	California Public Employees Retirement		15,739.42
9/11/2026	Paychex Payroll 9/15/26		251.17
9/11/2026	Lawrence Cappel	296.68	
9/11/2026	Paychex Payroll 9/15/26		32,996.99
9/11/2026	Payroll Taxes 9/15/26		16,831.11
9/11/2026	Payroll Taxes 9/15/26		44.50
9/11/2026	Paychex		85.00
9/14/2026	Fund Transfer from Leasing to Admin	300,000.00	

Date	Description	Deposit	Withdraw
9/14/2026	Fund TRF from Admin to Allcove		100,000.00
9/15/2026	Paychex		251.17
9/15/2026	Paychex Payroll 9/15/26		181.54
9/15/2026	FSA Payment		5.00
9/15/2026	Workers Compensation Insurance Payroll		3.09
9/15/2026	Workers Compensation Insurance Payroll		200.22
9/16/2026	CalPERS Pension		6,339.57
9/17/2026	AT&T 287254695382		656.98
9/17/2026	U. S. Bank Equipment Finance		272.09
9/17/2026	Burlingame Chamber of Commerce		6,000.00
9/17/2026	FolgerGraphics		1,293.57
9/17/2026	Amazon Capital Services, Inc.		209.08
9/21/2026	Paychex		129.00
9/21/2026	FSA Payment		45.00
9/21/2026	CalPERS Pension		1,218.52
9/22/2026	Citizens Business Bank Monthly Fees		264.68
9/28/2026	Payroll Taxes 9/30/26		16,564.01
9/28/2026	Paychex Payroll 9/30/26		31,960.46
9/30/2026	Workers Compensation Insurance Payroll		170.83
9/30/2026	Interest	2.51	
		341,965.86	**416,802.23**
allcove			
9/2/2026	Heritage Bank of Commerce		3,481.97
9/2/2026	SC Property Management		34,007.00
9/3/2026	Bay Alarm		1,255.56
9/3/2026	First Citizens Bank & Trust Co		277.35
9/3/2026	Fund TRF from Admin to Allcove	41,666.67	
9/4/2026	Health Plan of San Mateo Claim	139.65	
9/10/2026	Pro-Found Social Impact Group LLC		9,520.00
9/10/2026	Mark D. Hudak		1,620.00
9/10/2026	U. S. Bank Equipment Finance		301.50
9/10/2026	Amazon Capital Services, Inc.		45.04
9/10/2026	Precision Digital Networks		664.00
9/11/2026	Lucile Packard Children's Hospital - Lease	706.33	
9/11/2026	Health Plan of San Mateo Claim	400.00	
9/11/2026	Lucile Packard Children's Hospital - Lease	1,950.00	
9/14/2026	Fund TRF from Admin to Allcove	100,000.00	
9/17/2026	Amazon Capital Services, Inc.		80.33
9/17/2026	One Life Counseling Center		32,467.50
9/17/2026	Lamar Companies		1,890.00
9/17/2026	Catto's Graphics, Inc.		2,599.02
9/17/2026	Precise Printing		2,662.43
9/17/2026	Premysis Technologies		49.37
9/23/2026	Athenahealth, Inc.		924.00
9/25/2026	Health Plan of San Mateo Claim	1,018.95	
9/30/2026	Interest	17.48	
		145,899.08	**91,845.07**
Health Fitness			
9/2/2026	CBB Credit Card Payment		2,784.29

Date	Description	Deposit	Withdraw
9/3/2026	Amazon Capital Services, Inc.		912.14
9/3/2026	Vestis		230.92
9/3/2026	Tiffany Ngo Arroyave		720.00
9/3/2026	Carolyn Kelly		165.00
9/3/2026	Izabela Rapacz		1,572.95
9/3/2026	Jacqueline Sanchez		835.00
9/3/2026	City of Burlingame Water Dept		591.13
9/3/2026	City of Burlingame Water Dept		9.15
9/10/2026	U. S. Bank Equipment Finance		81.61
9/10/2026	CivicPlus LLC		110.25
9/10/2026	Daily Journal		950.00
9/10/2026	Vestis		230.92
9/10/2026	AT&T		680.89
9/10/2026	Recology		408.60
9/10/2026	PG&E		1,666.81
9/10/2026	Precision Digital Networks		239.50
9/17/2026	Richard Bergstrom		394.37
9/17/2026	Daily Journal		950.00
9/17/2026	Vestis		230.92
9/17/2026	Amazon Capital Services, Inc.		90.54
9/17/2026	Bomic, Inc.		1,700.00
9/30/2026	Health and Fitness Member Payment	21,871.75	
9/30/2026	Interest	46.57	
		21,918.32	**15,554.99**
Leasing			
9/3/2026	Ralph Barsi		2,400.00
9/3/2026	Bleyle Elevator, Inc		95.00
9/10/2026	Bleyle Elevator, Inc		2,397.00
9/10/2026	Mark D. Hudak		1,935.00
9/10/2026	Action Sign Systems, Inc.		4,986.08
9/10/2026	PG&E		2,864.67
9/10/2026	Recology		458.62
9/10/2026	City of Burlingame Water Dept		843.88
9/10/2026	City of Burlingame Water Dept		84.03
9/10/2026	City of Burlingame Water Dept		433.78
9/10/2026	City of Burlingame Water Dept		111.74
9/10/2026	Recology		733.45
9/10/2026	PURCOR Pest Solutions		572.29
9/14/2026	Fund Transfer from Leasing to Admin		300,000.00
9/17/2026	Mc Mechanical		250.00
9/21/2026	Ability Path	6,832.18	
9/21/2026	Houn Young Kim, DDS	2,138.47	
9/21/2026	Burlingame Therapeutic Associates	2,896.15	
9/21/2026	Ross Williams, DDS	2,083.19	
9/21/2026	Applied Orthotics & Prosthetics	2,968.00	
9/21/2026	Patricia Dugoni, CPA	2,400.00	
9/21/2026	Sonrisas Dental Health, Inc.	500.00	
9/21/2026	April Lee, DDS	2,870.73	
9/21/2026	Bay Area Foot Care	3,253.31	
9/21/2026	Eugene Kita, DDS	1,609.89	

Date	Description	Deposit	Withdraw
9/21/2026	Ability Path	10,000.00	
9/21/2026	Carol Tanzi & Associates	500.00	
9/21/2026	One Life Counseling Service	1,472.90	
9/23/2026	Sutter Health Community Health	125,000.00	
9/30/2026	Interest	608.44	
		165,133.26	**318,165.54**
PWC			
9/3/2026	Ashurst Perkins Coie US LLP		8,500.00
9/10/2026	Ashurst Perkins Coie US LLP		18,333.90
9/10/2026	Mark D. Hudak		1,620.00
9/30/2026	Interest	4.28	
		4.28	**28,453.90**
Trousdale			
9/4/2026	Trousdale Tenant Deposit	41,548.85	
9/4/2026	Trousdale Tenant Deposit	10,000.00	
9/4/2026	Great Lakes Coca Cola Bottling: Refund	1,430.00	
9/4/2026	NJR Salon Management LLC: Salon rent payment	350.00	
9/11/2026	Trousdale Tenant Deposit	189,443.79	
9/17/2026	Eskaton Properties Inc		868,561.02
9/17/2026	Mark D. Hudak		495.00
9/18/2026	Trousdale Tenant Deposit	918,881.54	
9/18/2026	Trousdale Tenant Deposit	10,000.00	
9/18/2026	Trousdale Tenant Deposit	161,698.84	
9/25/2026	Trousdale Tenant Deposit	42,939.51	
9/25/2026	Trousdale Tenant Deposit	46.23	
9/25/2026	Trousdale Tenant Deposit	22,003.00	
9/29/2026	Trousdale Tenant Deposit	24,054.80	
9/29/2026	Trousdale Tenant Deposit	11,500.00	
9/30/2026	Interest	685.66	
		1,434,582.22	**869,056.02**

Peninsula Health Care District
Treasurer's Report
July 31, 2026

Preliminary - subject to change

STATUS OF CURRENT YEAR TAX REVENUES

	Total As Of 7/31/26	Estimated FY 26-27 Tax Revenue
	$ -	$ 9,750,000

Board Designated Invested Funds

	Rate Last QTR	Fees Paid Fiscal YTD	Cost Basis 6/30/26	Cost Basis 7/31/26	Market Value 7/31/26
Bridge Bank - 6mos CD (mature 1/1/8/27)	3.430%		3,425,034	3,434,046	3,434,046
Fiduciary Trust	3.490% *	554	1,899,865	1,903,835	1,905,430
City National Bank	4.090% *	2,811	31,391,993	31,493,184	31,308,006
Local Agency Investment Fund	3.812%		6,623,234	6,687,888	6,687,888
San Mateo County Pool Investment	3.917%		4,010,947	4,051,069	4,051,069
			47,351,073	**47,570,022**	**47,386,439**

* Yield to maturity

Peninsula Health Care District
Treasurer's Report
August 31, 2026

Preliminary - subject to change

STATUS OF CURRENT YEAR TAX REVENUES

	Total As Of 8/31/26	Estimated FY 26-27 Tax Revenue
	$ 4,962	**$ 9,750,000**

Board Designated Invested Funds

	Rate Last QTR	Fees Paid Fiscal YTD	Cost Basis 7/31/26	Cost Basis 8/31/26	Market Value 8/31/26
Bridge Bank - 6mos CD (mature 1/1/8/27)	3.430%		3,434,046	3,425,034	3,425,034
Fiduciary Trust	3.490% *	1,110	1,903,835	1,908,874	1,910,434
City National Bank	4.090% *	5,630	31,493,184	31,578,700	31,367,471
Local Agency Investment Fund	3.812%		6,687,888	6,687,888	6,687,888
San Mateo County Pool Investment	3.917%		4,051,069	4,051,069	4,051,069
			47,570,022	**47,651,565**	**47,441,897**

* Yield to maturity

Peninsula Health Care District
Treasurer's Report
September 30, 2026

Preliminary - subject to change

STATUS OF CURRENT YEAR TAX REVENUES

	Total As Of 9/30/26	Estimated FY 26-27 Tax Revenue
	$ 4,962	**$ 9,750,000**

Board Designated Invested Funds

	Rate Last QTR	Fees Paid Fiscal YTD	Cost Basis 8/31/26	Cost Basis 9/30/26	Market Value 9/30/26
Bridge Bank - 6mos CD (mature 1/1/8/27)	3.430%		3,425,034	3,454,083	3,454,083
Fiduciary Trust	3.730% *	1,667	1,908,874	1,914,887	1,915,509
City National Bank	4.943% *	8,452	31,578,700	31,706,312	31,189,163
Local Agency Investment Fund	3.870%		6,687,888	6,687,888	6,687,888
San Mateo County Pool Investment	4.065%		4,051,069	4,051,069	4,051,069
			47,651,565	**47,814,239**	**47,297,713**

* Yield to maturity

Peninsula Health Care District
Statement of Activities - Preliminary Draft

	Quarter Ending 06/30/2026			Year To Date 06/30/2026		
	Actual	BUDGET	Budget Diff	Actual	BUDGET	Budget Diff
Change In Net Assets						
Revenue						
San Mateo County Tax	4,117,130	3,059,000	1,058,130	11,021,558	9,300,000	1,721,558
Rental Income						
Lease Income - Hospital	457,258	457,258	0	1,829,033	1,829,033	0
Lease Income - 1720 Marco Polo	29,294	29,890	(596)	117,176	117,818	(642)
Lease Income - 1740 Marco Polo	54,473	68,225	(13,752)	246,736	268,927	(22,191)
Lease Income - 111-113 16th St.	1	1	0	2	1	1
Lease Income - 1764 Marco Polo	30,000	30,000	0	120,000	120,000	0
Total Rental Income	571,026	585,374	(14,348)	2,312,947	2,335,779	(22,832)
Lease Expense						
Lease Expenses - 1720 Marco Polo	(8,176)	(9,000)	824	(36,266)	(36,000)	(266)
Lease Expenses - 1740 Marco Polo	(32,485)	(40,200)	7,714	(138,434)	(160,800)	22,366
Lease Expenses - 1764 Marco Polo	(5,099)	(9,000)	3,901	(27,771)	(36,000)	8,229
Lease Expenses - 430 No. El Camino Real	(3,405)	(9,750)	6,345	(33,317)	(39,000)	5,683
Lease Expenses - 1875 Trousdale	(11,222)	(6,450)	(4,771)	(36,352)	(26,000)	(10,352)
Lease Expenses - 111-113 16th St.	(3,522)	(4,200)	678	(19,059)	(16,800)	(2,259)
Lease Expenses - 381 Huntington Ave	12,541	0	12,541	(23,356)	0	(23,356)
Lease Expenses - PWC Land	(500)	(1,035)	535	(5,178)	(4,140)	(1,039)
Total Lease Expense	(51,868)	(79,635)	27,767	(319,733)	(318,740)	(994)
Investment Income						
Investment Inc - LAIF	70,191	47,630	22,561	267,689	190,519	77,171
Investment Inc - SMC	41,056	28,644	12,412	155,358	114,575	40,783
Investment Inc - CNB	288,962	175,370	113,592	1,097,517	701,480	396,037
Investment Inc - FT	14,717	13,701	1,016	62,134	54,805	7,329
Investment Inc - Torrey	29,441	24,000	5,441	121,588	96,000	25,588
Investment Inc - US Bank	24	0	24	4,232	0	4,232
Investments - Unrealized G/L	(167,911)	0	(167,912)	(276,883)	0	(276,883)
Interest Income	3,236	3,540	(303)	12,505	14,160	(1,655)
Interest Income - Leasing GASB 87	547,064	547,064	0	2,190,827	2,190,817	10
Total Investment Income	826,780	839,949	(13,169)	3,634,967	3,362,356	272,612
Miscellaneous Income						
Rental Value for Use of Facilities (rent-free)	126,216	126,216	0	504,864	504,864	0
Sale of Fixed Asset	0	0	0	100	0	100
Total Miscellaneous Income	126,216	126,216	0	504,964	504,864	100
The Trousdale - Operating Revenue	4,101,324	4,069,059	32,265	17,377,038	15,297,280	2,079,758
Health & Fitness Center Revenue	65,333	60,483	4,850	240,531	230,113	10,418
Teen Mental Health Income	147,309	659,761	(512,453)	1,657,675	2,136,662	(478,988)
Total Revenue	9,903,250	9,320,207	583,042	36,429,947	32,848,314	3,581,632
Expenditures						
Community Health Investment						
Community Grants	0	0	0	1,800,000	1,979,477	179,477
Impact Partnership Grants	0	0	0	1,100,000	870,523	(229,477)
Healthcare Workforce	0	11,500	11,500	0	50,000	50,000
Small Grants & Sponsorships	18,212	35,000	16,788	65,687	100,000	34,314
Other Contributions	0	0	0	0	25,000	25,000
Targeted Prevention Program	53,306	50,000	(3,305)	74,403	200,000	125,596
Special Funding Initiatives	177,105	170,000	(7,105)	708,967	1,071,000	362,033

	Quarter Ending 06/30/2026			Year To Date 06/30/2026		
	Actual	**BUDGET**	**Budget Diff**	**Actual**	**BUDGET**	**Budget Diff**
Community Outreach	17,721	17,500	(221)	44,445	75,000	30,555
Community Education	16,250	13,000	(3,250)	65,000	75,000	10,000
New Program Research & Development	125,000	62,502	(62,498)	250,000	250,000	0
Trousdale Rent Assistance Fund	12,000	60,000	48,000	83,674	240,000	156,326
Donated Value for Use of Facilities (rent-free)	126,216	126,216	0	504,864	504,864	0
Peninsula LiveWell Project	251,189	122,000	(129,190)	541,379	500,000	(41,378)
Total Community Health Investment	796,999	667,718	(129,281)	5,238,419	5,940,864	702,446
Salaries and Benefits						
Salaries	167,078	228,804	61,727	718,994	915,219	196,225
Health/Dental/Vision/Life Benefits	28,915	35,647	6,733	107,028	133,585	26,557
Retirement	14,882	11,499	(3,385)	45,074	63,705	18,631
Taxes & WC	13,503	19,001	5,499	54,117	76,005	21,888
Total Salaries and Benefits	224,378	294,951	70,574	925,213	1,188,514	263,301
General and Administrative Exp.						
Payroll Services	1,863	1,800	(63)	7,344	7,600	255
Office Supplies	4,657	4,800	143	15,438	19,200	3,763
IT Service Consultant	9,866	7,200	(2,666)	42,281	28,800	(13,481)
Telephone/Internet	5,255	5,250	(5)	18,878	21,000	2,122
Software Expense	11,118	12,850	1,732	42,918	52,300	9,382
Maintenance & Repairs	6,362	4,800	(1,562)	25,764	19,200	(6,564)
ACHD / CSDA Dues	6,511	7,200	689	25,826	28,800	2,974
Records Storage	4,426	2,700	(1,726)	15,094	11,000	(4,094)
Insurance	20,658	22,500	1,841	82,634	90,000	7,366
SMC Fees - Admin	44,201	50,000	5,800	88,401	100,000	11,599
SMC Fees - LAFCo	5,809	6,000	191	23,236	24,000	764
Legal - General	13,683	15,000	1,317	44,541	60,000	15,458
Legal - Real Estate	0	75,000	75,000	124,243	300,000	175,758
Consultant - Financial	0	2,000	2,000	4,510	17,000	12,490
Consultant - HR	20,850	0	(20,850)	20,850	0	(20,850)
Consultant - Communications	24,000	24,000	0	96,000	96,000	0
Consultant - Audit	0	0	0	30,700	31,000	300
Consultant - General	3,350	933	(2,417)	8,050	10,750	2,700
Website Services	2,826	1,950	(876)	9,628	7,800	(1,828)
Travel & Meetings	8,070	12,200	4,130	34,258	45,800	11,542
Staff Education and Training	199	6,500	6,301	3,094	23,900	20,806
1819 Trousdale Expense	4,566	6,000	1,433	20,552	24,000	3,448
Subscription and Membership Dues	2,850	1,230	(1,620)	12,019	4,920	(7,099)
Miscellaneous	1,533	6,525	4,993	5,644	28,200	22,556
Total General and Administrative Exp.	202,653	276,438	73,785	801,903	1,051,270	249,367
The Trousdale Assisted/Memory Care Expense	3,036,416	2,966,318	(70,098)	11,648,646	11,778,185	129,539
Health & Fitness Center Expense	119,317	121,524	2,208	453,138	488,015	34,877
Teen Mental Health Expense	409,106	546,014	136,907	1,703,698	2,121,387	417,689
Other Expense						
Depreciation Expense	777,300	771,728	(5,572)	3,076,841	3,086,660	9,819
Amortization Expense	1,262	0	(1,262)	3,086	0	(3,087)
Interest Expense	349,093	349,093	0	1,435,035	1,435,035	0
Interest Expense - Leasing	3,652	3,782	129	20,650	20,070	(580)
Total Other Expense	1,131,307	1,124,603	(6,705)	4,535,612	4,541,765	6,152
Total Expenditures	5,920,176	5,997,566	77,390	25,306,629	27,110,000	1,803,371
Total Change In Net Assets	**3,983,074**	**3,322,641**	**660,432**	**11,123,318**	**5,738,314**	**5,385,003**

Peninsula Health Care District
Statement of Net Assets - Preliminary Draft

	Year To Date 6/30/2026
Assets	
Current Assets	
Cash and Cash Equivalents	
CBB - Administrative Checking	1,661,785
CBB - Leasing Checking	1,023,155
CBB - PWC Checking	9,727
CBB - Health & Fitness Checking	228,346
CBB - Trousdale Account	2,899,789
CBB - allcove Checking	162,034
Total Cash and Cash Equivalents	5,984,836
Accounts Receivable	
Accounts Receivable-Patients	12,390
Account Receivable - Rent	2,618
Account Receivable - TT Tenant	53,071
Allowance for Bad Debt - TT Tenant AR	(152)
Accounts Receivable - Services	6,424
Accounts Receivable - Agencies	610,782
Interest Receivable	367,803
Accounts Receivable - Other	2,206
Total Accounts Receivable	1,055,142
Other Current Assets	
Other Current Assets	
Lease Receivable - Current (GASB 87)	357,542
Total Other Current Assets	357,542
Prepaid Expenses	
Prepaid - General	143,016
Prepaid - Insurance	8,389
Prepaid - Benefits / WC	1,050
Prepaid - Trousdale	62,211
Total Prepaid Expenses	214,666
Inventory	
Supplies/Inventory	27,365
Total Inventory	27,365
Total Other Current Assets	599,573
Total Current Assets	7,639,551
Long-term Assets	

	Year To Date 6/30/2026
Property & Equipment	
Building	86,269,218
Land	23,632,756
Improvements	3,075,052
Equipment	2,278,378
Furniture/Fixtures	344,184
Pre Opening Cost	2,505,661
Accum Depreciation (Trousdale)	(19,176,667)
Accum Depreciation	(5,126,600)
Total Property & Equipment	93,801,982
Other Long-term Assets	
Deposits and Prepayments	
Deposits	30,215
Total Deposits and Prepayments	30,215
Other Assets	
Deferred Outflow	237,227
Right Of Use	322,311
Net Pension Asset	399,461
Lease Receivable - Long-Term (GASB 87)	72,545,818
Total Other Assets	73,504,817
Total Other Long-term Assets	73,535,032
Total Long-term Assets	167,337,014
Investments	
Long Term Investments	
Board Designated Fund - LAIF	6,623,235
Board Designated Fund - SMC	4,010,946
Board Designated Fund - CNB	31,391,993
Board Designated Fund - FT	1,899,865
Board Designated Fund - Torrey	3,425,034
Board Designated Fund - Unrealized G/L	(122,081)
Total Long Term Investments	47,228,992
Investment in Subsidiary	
Project Acct - US Bank 44000	2,242
Project Acct - US Bank 56000	646
Total Investment in Subsidiary	2,888
Total Investments	47,231,880
Total Assets	**222,208,445**

Liabilities and Net Assets

	Year To Date 6/30/2026
Liabilities	
Short-term Liabilities	
Accounts Payable	
Accounts Payable	986,633
Accrued Payable - General	311,610
Total Accounts Payable	1,298,243
Accrued Liabilities	
Accrued Payroll	639,221
FSA Employee Account	(889)
Total Accrued Liabilities	638,332
Deferred Revenue	
Prepaid Rent	489,046
Prepaid Membership Dues	10,912
Prepaid Other	10,000
Deferred Income	3,500
Deposit - TT Tenants	36,500
Security Deposits	44,878
Total Deferred Revenue	594,836
Other Short-term Liabilities	
Short-term Liabilities	
Lease Payable - Current	371,708
Total Short-term Liabilities	371,708
Loans Payable - Current	
Accrued Interest	581,822
Total Loans Payable - Current	581,822
Total Other Short-term Liabilities	953,530
Total Short-term Liabilities	3,484,941
Long Term Liabilities	
Notes Payable - Long Term	
Note Payable - WAB 40M	28,835,000
Note Payable - WAB 10M	7,750,000
Total Long Term Notes Payable	36,585,000
Other Long-term Liabilities	
Other Liabilities	
Lease Payable - Long-Term	11,585
Deferred Inflow	64,409,661
Total Other Liabilities	64,421,246
Total Other Long-term Liabilities	64,421,246
Total Long Term Liabilities	101,006,246

	Year To Date 6/30/2026
Total Liabilities	104,491,187
Equity	
Fund Balance	106,593,940
Change In Net Assets	11,123,318
Total Equity	117,717,258
Total Liabilities and Net Assets	**222,208,445**

Peninsula HEALTH CARE DISTRICT
Building a Healthier Community

DATE: October 22, 2026
TO: PHCD Board of Directors
FROM: Vickie Yee, CFO
SUBJECT: Investment Quarterly Report – 9/30/26

To comply with our Statement of Investment Policy and Government Code 53646, included in this report are our investment holdings as of 9/30/26 and two bank statements: Local Agency Investment Fund and San Mateo County Fund.

Fiduciary Trust Holdings as of 9/30/26					
Asset Category	**Asset Name**	**Quantity**	**Mkt Price**	**Mkt Value**	**Cost Basis**
INTEREST BEARING ACCOUNT	US Dollar	285	100.000	285	285
INTEREST BEARING ACCOUNT	US Dollar	100,000	100.000	100,000	100,000
U.S. TREASURY BILLS	STIP 1 US TREASURY ONLY	1,517,558	100.000	1,517,558	1,517,558
U.S. TREASURY BILLS	TREASURY BILL 17 September 2026	200,000	99.150	198,300	197,993
U.S. TREASURY BILLS	TREASURY BILL 28 May 2026	100,000	99.366	99,366	99,051
				1,915,509	1,914,887

City National Bank Holdings as of 9/30/26					
Asset Type	**Asset Name**	**Quantity**	**Mkt Price**	**Mkt Value**	**Cost Basis**
MONEY MARKET SWEEP FUNDS	CITY NATL ROCHDALE GOV MM-SV	2,044	100	2,044	2,044
MONEY MARKET SWEEP FUNDS	CNB DEPOSIT SWEEP	250,000	100	250,000	250,000
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 2.625% 2/15/29	1,725,000	94.879	1,636,663	1,683,650
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 1.000% 7/31/28	1,545,000	93.313	1,441,686	1,475,280
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 2.625% 5/31/27	1,000,000	98.827	988,270	991,219
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 0.625% 12/31/27	1,000,000	95.086	950,860	961,158
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 4.000% 2/29/28	1,445,000	98.965	1,430,044	1,450,249
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 4.375% 8/31/28	1,520,000	99.113	1,506,518	1,538,643
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 4.625% 9/30/28	1,800,000	99.52	1,791,360	1,815,825
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 1.250% 4/30/28	1,000,000	94.637	946,370	960,250
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 4.000% 1/31/29	900,000	97.965	881,685	898,658
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 4.125% 3/31/29	2,000,000	98.09	1,961,800	2,024,162
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 4.500% 5/31/29	2,000,000	98.859	1,977,180	2,016,910
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 4.250% 6/30/29	2,417,000	98.176	2,372,914	2,422,908
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 3.875% 10/15/27	1,525,000	99.258	1,513,685	1,523,323
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 4.125% 10/31/29	1,030,000	97.543	1,004,693	1,022,517
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 4.125% 11/15/27	1,900,000	99.41	1,888,790	1,891,688
U.S. GOVT BONDS & NOTES	U.S. TREASURY BONDS 4.250% 1/15/28	1,000,000	99.371	993,710	1,003,689
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 3.875% 7/15/28	1,201,000	98.336	1,181,015	1,199,311
U.S. GOVT BONDS & NOTES	U.S. TREASURY NOTES 3.875% 4/15/29	2,100,000	97.445	2,046,345	2,098,277
CORPORATE BONDS-DOMESTIC	US BANCORP 1.375% 7/22/30	1,104,000	85.561	944,593	964,539
CORPORATE BONDS-DOMESTIC	MASTERCARD INC 3.350% 3/26/30	1,000,000	93.409	934,090	943,073
CORPORATE BONDS-DOMESTIC	ABBVIE INC 3.200% 11/21/29	1,000,000	93.588	935,880	942,904
CORPORATE BONDS-DOMESTIC	BANK OF AMER MTN V-Q 3.970% 3/05/29	686,000	98.195	673,618	675,769
FOREIGN BONDS	RIO TINTO FIN USA 4.875% 3/14/30	953,000	98.148	935,350	950,267
				31,189,163	31,706,312

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Office of the
State Treasurer

LAIF Monthly Statements

LAIF Monthly Statement

PENINSULA HEALTH CARE DISTRICT
CEO
1819 TROUSDALE DRIVE
BURLINGAME, CA 94010

LAIF Account #: 20-41-002
September 2026 Statement

No transactions were found for this reporting period.

Account Summary

Beginning Balance:	6,687,888.43
Total Deposit:	0.00
Total Withdrawal:	0.00
Ending Balance:	6,687,888.43

San Mateo County Treasurer
555 County Center
Redwood City, 94063
(650) 599-1251 or (650) 599-7206

Statement Ending Date: 9/30/2026
Account: 03407

STATEMENT OF ACCOUNT

Peninsula Health Care District - 03407

DATE	DESCRIPTION	DEBITS	CREDITS	ACCOUNT BALANCE
8/31/2026	Balance brought forward			**$4,051,068.65**
9/30/2026	Ending Balance			**$4,051,068.65**

Peninsula Health Care District
Statement of Activities - Preliminary Draft

	Year To Date 09/30/2026			Year Ending 06/30/2027
	Actual	BUDGET	Budget Diff	BUDGET
Change In Net Assets				
Revenue				
San Mateo County Tax	4,962	0	4,962	9,750,000
Rental Income				
Lease Income - Hospital	464,205	464,205	0	1,856,820
Lease Income - 1720 Marco Polo	29,294	29,294	0	117,176
Lease Income - 1740 Marco Polo	59,281	59,280	0	237,122
Lease Income - 111-113 16th St.	0	1	(1)	1
Lease Income - 1764 Marco Polo	30,000	30,000	0	120,000
Total Rental Income	582,780	582,780	(1)	2,331,119
Lease Expense				
Lease Expenses - 1720 Marco Polo	(7,550)	(9,600)	2,051	(40,000)
Lease Expenses - 1740 Marco Polo	(37,553)	(39,000)	1,447	(156,000)
Lease Expenses - 1764 Marco Polo	(7,759)	(14,000)	6,240	(32,000)
Lease Expenses - 430 No. El Camino Real	(6,869)	(8,400)	1,531	(38,800)
Lease Expenses - 1875 Trousdale	(7,426)	(9,000)	1,575	(36,000)
Lease Expenses - 111-113 16th St.	(3,288)	(3,900)	611	(21,300)
Lease Expenses - 381 Huntington Ave	(2,424)	(5,400)	2,977	(31,800)
Lease Expenses - PWC Land	(500)	(900)	400	(6,000)
Total Lease Expense	(73,369)	(90,200)	16,832	(361,900)
Investment Income				
Investment Inc - LAIF	65,025	49,193	15,833	196,768
Investment Inc - SMC	41,520	29,789	11,731	119,157
Investment Inc - CNB	303,536	211,562	91,973	846,249
Investment Inc - FT	15,222	14,108	1,114	56,431
Investment Inc - Torrey	29,049	25,467	3,582	101,868
Investment Inc - US Bank	1,063	0	1,063	0
Investments - Unrealized G/L	(395,216)	0	(395,216)	0
Interest Income	3,917	2,640	1,277	10,560
Interest Income - Leasing GASB 87	556,378	556,378	0	2,221,516
Total Investment Income	620,494	889,137	(268,643)	3,552,549
Miscellaneous Income				
Rental Value for Use of Facilities (rent-free)	150,053	150,053	0	600,213
Total Miscellaneous Income	150,053	150,053	0	600,213
The Trousdale - Operating Revenue	4,175,624	3,942,387	233,237	16,345,903
Health & Fitness Center Revenue	69,475	65,158	4,317	267,936
Teen Mental Health Income	265,155	86,610	178,545	357,625
Total Revenue	5,795,174	5,625,925	169,249	32,843,445
Expenditures				
Community Health Investment				
Community Grants	0	0	0	3,712,896
Impact Partnership Grants	259,934	79,104	(180,830)	1,212,104
Small Grants & Sponsorships	56,200	18,750	(37,450)	75,000
Other Contributions	0	25,000	25,000	25,000
Targeted Prevention Program	30,233	49,998	19,765	200,000
Special Funding Initiatives	147,378	237,104	89,726	948,413
Blue Zones Project	0	250,000	250,000	1,000,000

	Year To Date 09/30/2026			Year Ending 06/30/2027
	Actual	BUDGET	Budget Diff	BUDGET
SDH San Mateo Funding	699,460	690,710	(8,750)	690,710
Community Outreach	13,838	16,251	2,413	65,000
Community Education	21,250	32,500	11,250	75,000
New Program Research & Development	0	0	0	250,000
Trousdale Rent Assistance Fund	12,000	60,000	48,000	240,000
Donated Value for Use of Facilities (rent-free)	150,053	150,054	0	600,214
Peninsula LiveWell Project	22,843	150,000	127,158	600,000
Total Community Health Investment	1,413,189	1,759,471	346,282	9,694,337
Salaries and Benefits				
Salaries	171,820	230,806	58,986	944,506
Health/Dental/Vision/Life Benefits	32,084	37,907	5,824	160,217
Retirement	10,806	14,859	4,051	60,655
Taxes & WC	12,557	18,027	5,471	73,621
Total Salaries and Benefits	227,267	301,599	74,332	1,238,999
General and Administrative Exp.				
Payroll Services	2,352	2,200	(152)	9,600
Office Supplies	6,075	3,999	(2,076)	16,000
IT Service Consultant	8,020	8,499	479	34,000
Telephone/Internet	5,179	5,250	71	21,000
Software Expense	11,664	14,649	2,985	58,750
Maintenance & Repairs	4,462	6,900	2,438	27,600
ACHD / CSDA Dues	6,512	6,600	88	26,400
Records Storage	4,511	4,200	(311)	16,800
Insurance	21,017	22,500	1,483	90,000
SMC Fees - Admin	0	0	0	100,000
SMC Fees - LAFCo	7,529	6,249	(1,280)	25,000
Board Election	0	0	0	300,000
Legal - General	6,483	15,000	8,517	60,000
Legal - Real Estate	1,935	75,000	73,065	300,000
Consultant - Financial	0	2,000	2,000	17,000
Consultant - HR	24,818	29,250	4,432	117,000
Consultant - Communications	24,000	24,000	0	96,000
Consultant - Audit	19,425	8,400	(11,025)	34,000
Consultant - General	225	3,000	2,775	12,000
Website Services	2,941	3,000	59	12,000
Travel & Meetings	15,323	11,450	(3,874)	45,800
Staff Education and Training	0	5,250	5,250	24,600
1819 Trousdale Expense	4,125	6,000	1,876	24,000
Subscription and Membership Dues	2,417	3,300	883	13,200
Miscellaneous	2,818	6,700	3,882	26,000
Total General and Administrative Exp.	181,831	273,396	91,565	1,506,750
The Trousdale Assisted/Memory Care Expense	3,122,563	2,999,906	(122,657)	11,997,472
Health & Fitness Center Expense	125,696	141,619	15,923	557,763
Teen Mental Health Expense	422,393	548,570	126,178	2,265,909
Other Expense				
Depreciation Expense	778,421	794,664	16,242	3,225,763
Amortization Expense	618	0	(618)	0
Interest Expense	349,094	349,094	0	1,367,645
Interest Expense - Leasing	2,928	2,928	0	12,416
Total Other Expense	1,131,061	1,146,686	15,624	4,605,824
Total Expenditures	6,624,000	7,171,247	547,247	31,867,054
Total Change In Net Assets	**(828,826)**	**(1,545,322)**	**716,496**	**976,391**

Peninsula Health Care District
Statement of Net Assets - Preliminary Draft

	Year To Date 9/30/2026
Assets	
Current Assets	
Cash and Cash Equivalents	
CBB - Administrative Checking	88,171
CBB - Leasing Checking	2,938,163
CBB - PWC Checking	6,051
CBB - Health & Fitness Checking	226,671
CBB - Trousdale Account	3,429,594
CBB - allcove Checking	90,518
Total Cash and Cash Equivalents	6,779,168
Accounts Receivable	
Account Receivable - Rent	2,618
Account Receivable - TT Tenant	15,205
Allowance for Bad Debt - TT Tenant AR	50
Accounts Receivable - Services	7,688
Accounts Receivable - Agencies	498,244
Interest Receivable	358,989
Accounts Receivable - Other	920
Total Accounts Receivable	883,714
Other Current Assets	
Other Current Assets	
Lease Receivable - Current (GASB 87)	357,542
Total Other Current Assets	357,542
Prepaid Expenses	
Prepaid - General	174,776
Prepaid - Insurance	193,452
Prepaid - Benefits / WC	966
Prepaid - Trousdale	201,513
Total Prepaid Expenses	570,707
Inventory	
Supplies/Inventory	28,563
Total Inventory	28,563
Total Other Current Assets	956,812
Total Current Assets	8,619,694
Long-term Assets	
Property & Equipment	
Building	86,269,219
Land	23,632,755
Improvements	3,087,552
Equipment	2,293,073

	Year To Date 9/30/2026
Furniture/Fixtures	349,170
Pre Opening Cost	2,505,662
Accum Depreciation (Trousdale)	(19,828,261)
Accum Depreciation	(5,253,429)
Total Property & Equipment	93,055,741
Other Long-term Assets	
Deposits and Prepayments	30,215
Other Assets	
Deferred Outflow	237,227
Right Of Use	237,999
Net Pension Asset	399,461
Lease Receivable - Long-Term (GASB 87)	72,481,504
Total Other Assets	73,356,191
Total Other Long-term Assets	73,386,406
Total Long-term Assets	166,442,147
Investments	
Long Term Investments	
Board Designated Fund - LAIF	6,687,888
Board Designated Fund - SMC	4,051,069
Board Designated Fund - CNB	31,706,312
Board Designated Fund - FT	1,914,886
Board Designated Fund - Torrey	3,454,084
Board Designated Fund - Unrealized G/L	(517,297)
Total Long Term Investments	47,296,942
Investment in Subsidiary	
Project Acct - US Bank 44000	3,078
Project Acct - US Bank 56000	227
Total Investment in Subsidiary	3,305
Total Investments	47,300,247
Interfund Due from	0
Total Assets	**222,362,088**
Liabilities and Net Assets	
Liabilities	
Short-term Liabilities	
Accounts Payable	
Accounts Payable	761,857
Accrued Payable - General	680,439
Total Accounts Payable	1,442,296
Accrued Liabilities	
Accrued Payroll	421,426
FSA Employee Account	(1,592)
Total Accrued Liabilities	419,834

	Year To Date 9/30/2026
Deferred Revenue	
Prepaid Rent	2,441,085
Prepaid Membership Dues	14,744
Prepaid Other	10,000
Deferred Income	3,500
Deposit - TT Tenants	46,500
Security Deposits	44,878
Total Deferred Revenue	2,560,707
Withholding Tax Payable	
Accrued Payroll Taxes	4,012
Total Withholding Tax Payable	4,012
Other Short-term Liabilities	
Short-term Liabilities	
Lease Payable - Current	272,614
Total Short-term Liabilities	272,614
Loans Payable - Current	
Accrued Interest	232,729
Total Loans Payable - Current	232,729
Total Other Short-term Liabilities	505,343
Total Short-term Liabilities	4,932,192
Long Term Liabilities	
Notes Payable - Long Term	
Note Payable - WAB 40M	28,835,000
Note Payable - WAB 10M	7,750,000
Total Long Term Notes Payable	36,585,000
Other Long-term Liabilities	
Other Liabilities	
Lease Payable - Long-Term	11,007
Deferred Inflow	63,945,456
Total Other Liabilities	63,956,463
Total Other Long-term Liabilities	63,956,463
Total Long Term Liabilities	100,541,463
Total Liabilities	105,473,655
Equity	
Fund Balance	117,717,258
Change In Net Assets	(828,825)
Total Equity	116,888,433
Total Liabilities and Net Assets	**222,362,088**

DATE: October 22, 2026
TO: PHCD Board of Directors
FROM: Vickie Yee, CFO

SUBJECT: **Request to Modify the Youth Behavioral Health Program Manager Role to Behavioral Health Program Manager**

Staff requests approval to modify the Youth Behavioral Health Program Manager role to a Behavioral Health Program Manager role. This change will broaden the position's scope from a youth-focused role to one that supports behavioral health programs and services for community members of all ages within the District's geographic service area. The role will continue to support allcove™ San Mateo and youth behavioral health initiatives, while also expanding responsibilities to include Districtwide behavioral health programs, partnerships, outreach, and services that address the needs of children, youth, adults, older adults, and families.

The proposed change reflects the District's broader behavioral health priorities and allows the position to better coordinate programs, community partnerships, and service delivery across all ages. The revised title and job description will align the position with this expanded scope while preserving the role's existing support for allcove™ San Mateo and youth engagement activities. Below is the pay schedule with the proposed changes reflected in red.

Effective 7/1/2026					
Position Title	**FTEs**	**Department**	**Minimum**	**Mid**	**Maximum**
HOURLY RATE					
Education & Employment Specialist	1	allcove	$28.00	$34.00	$40.00
Lead Peer Support Specialist	1	allcove	$27.00	$30.72	$34.44
Peer Support Specialist	3	allcove	$25.00	$28.72	$32.44
Health & Fitness Assistant Manager	1	Fitness	$25.00	$30.00	$35.00
Health & Fitness Specialist	1	Fitness	$24.00	$29.00	$34.00
Membership Services Representative	1.125	Fitness	$20.33	$26.94	$33.55
PHCD Intern upto 15hrs/wk	0.375	PHCD	$16.90	$17.45	$18.00
Staff Accountant 24hrs/wk	0.6	PHCD	$26.25	$37.93	$49.61
ANNUAL SALARY					
~~Youth~~ Behavioral Health Program Manager	1	allcove/PHCD	~~$70,000~~ $85,000	~~$85,000~~ $102,500	~~$100,000~~ $120,000
Fitness Center Director	1	Fitness	$79,000	$117,000	$155,000
Business Operations Coordinator	1	PHCD	$55,000	$75,000	$95,000
Chief Executive Officer	1	PHCD	$200,000	$300,000	$400,000
Chief Finance Officer	1	PHCD	$125,000	$187,500	$250,000
Director of Strategic Initiatives	1	PHCD	$125,000	$155,000	$185,000
Executive Assistant	1	PHCD	$55,000	$80,000	$105,000

ACTION REQUESTED:
Approval to modify the Youth Behavioral Health Program Manager role to Behavioral Health Program Manager.

DATE: October 22, 2026

TO: PHCD Board of Directors

FROM: Ana M. Pulido, Chief Executive Officer, Peninsula Health Care District

SUBJECT: **Recommendation to Approve a 5-year Blue Zones Project in the Cities of San Bruno, San Mateo and Burlingame**

BACKGROUND

PHCD has a longstanding commitment to improving the health of our communities through prevention, education, advocacy, and the promotion of services and initiatives that allow residents to thrive.

The Blue Zones Project presents an opportunity to advance these priorities through a coordinated, regional approach that addresses the environments, policies, and social connections that influence health and well-being, especially as residents regularly cross city boundaries for employment, education, health care, social connections and other services.

The 2025–2026 Blue Zones Ignite Assessment brought together national experts, community leaders, residents, and regional stakeholders. The assessment identified strong community engagement and demonstrated readiness for a regional initiative. It included in-person dialogues with 23 community leaders, 56 focus groups and interview participants, more than 187 keynote attendees, and 16 organizations that pledged to serve as champions.

Participating stakeholders that supported the advancement of this health initiative included city council members from the three city governments, county supervisors, school districts, the Health Plan of San Mateo, Mills-Peninsula Hospital, San Mateo County Health, the San Mateo County Health Foundation, San Mateo and Burlingame chambers of commerce, and San Mateo County Economic Development Association.

COMMUNITY HEALTH NEED AND OPPORTUNITY

The assessment identifies stress, worry, lack of purpose, and perceptions of poor health as significant well-being challenges in the Mid-Peninsula. While smoking and high body mass index are comparatively low, the findings suggest that additional opportunities exist to improve residents' overall well-being through social connection, purpose, healthier environments, and community engagement.

The Blue Zones model focuses on making healthy choices easier through three primary strategies:

- **Activate People:** Support purpose, social connection, walking groups, volunteering, and neighborhood networks.
- **Transform Places**: Engage employers, schools, restaurants, grocery stores, and civic organizations in creating environments and options that support well-being.
- **Implement Policy:** Promote improvements to streets, sidewalks, parks, town centers, healthy food access, and other community conditions that influence health.

The report cites results from comparable communities, including Beach Cities in Southern California and Monterey County, where Blue Zones initiatives have been associated with improvements in well-being and health indicators. These examples provide a basis for considering the potential value of the program locally.

Gallup Well-Being Index Trends

	Beach Cities 2010	Beach Cities 2025	US 2025	Beach Cities % change 2010-2025
Well-Being Index Score	64.4	69.5	60.1	8% increase
% Thriving	64.4	69.4	48.2	8% increase
% Above Normal Weight	60.0	45.3	70.4	25% decrease
% Smoker	6.8	4.8	9.3	29% decrease
% Exercise 30+ minutes 3+ days in prior week	55.8	75.8	51.8	36% increase
% 5+ servings of produce 4+ days in prior week	52.6	61.8	44.0	18% increase
% experiencing a lot of stress yesterday	51.7	45.9	47.5	11% decrease

Source: Gallup Well-Being Index, 2010, 2025

PROPOSED PROGRAM

The proposed initiative is a single five-year regional program with a total budget of $15 million, beginning with a foundation year followed by four years of community transformation.

The program would establish a local team averaging nine full-time staff members to coordinate implementation across all three cities. Activities would include developing a regional blueprint, engaging community partners, advancing policy and built-environment strategies, supporting employer and school participation, and implementing programs that strengthen purpose and social connection.

The Gallup Well-Being Index would establish a baseline during the first year and measure progress annually based on the health priorities established by the steering committee. Blue Zones also proposes tying 15% of its fees, totaling $2.25 million over five years, to the delivery

of measured outcomes identified such as increased physical activity and improved mental well-being.

A steering committee consisting of PHCD, funding partners, and city leaders would oversee the program. As the contracting entity, PHCD would execute the master services agreement and statement of work with Blue Zones, LLC, coordinate sponsor payments, and chair the steering committee.

These measurement and governance provisions are important considerations in evaluating the proposed investment. Staff should ensure that contractual deliverables, performance measures, reporting expectations, and the conditions for payment of at-risk fees are clearly defined before execution.

FINANCIAL CONSIDERATIONS

The proposed $15 million program budget could be funded through a combination of PHCD and coalition partner contributions:

Funding Partner	Annual Contribution	Five-Year Contribution
PHCD — 75%	$2,250,000	$11,250,000
Coalition Partner A — 10%	$300,000	$1,500,000
Coalition Partner B — 10%	$300,000	$1,500,000
Other Participating Sponsors — 5%	$150,000	$750,000
Total	$3,000,000	$15,000,000

PHCD's proposed contribution represents at least 75% of the total program cost. The remaining $3.75 million over five years, or $750,000 annually, would be fundraised by coalition partners and other participating sponsors.

Blue Zones estimates that the program could generate approximately $62 million in modeled value during the five-year contract period, representing a projected 4.14-to-1 return, and $727 million in modeled value over ten years. These estimates include avoided medical costs, productivity gains, and regional economic impact.

These figures are projections based on modeled risk reductions and results from comparable communities. They are not guaranteed outcomes and should be considered alongside the proposed investment, the District's other funding priorities, and the need for measurable local results.

RECOMMENDATION

Based on the readiness assessment, demonstrated regional interest, and alignment with PHCD's preventive health priorities, it is recommended that the Board approve moving forward with the Blue Zones Project Mid-Peninsula.

Specifically, the recommendation to the Board is:

1. Approve an investment of $11.25 million over five years, equivalent to $2.25 million annually, for the Blue Zones Project Mid-Peninsula serving San Mateo, Burlingame, and San Bruno.
2. Authorize PHCD to serve as the contracting entity and execute the master services agreement and statement of work with Blue Zones, LLC, subject to final review of the contract terms and performance requirements.
3. Direct staff to secure the remaining 25% of program funding, or $750,000 annually, from coalition partners and participating sponsors before the program launches.
4. Require ongoing reporting and oversight through the proposed steering committee and annual Gallup Well-Being Index measurement, with regular updates to the Board regarding program implementation, funding commitments, expenditures, and progress toward defined outcomes.

This initiative offers PHCD an opportunity to lead a regional effort that extends beyond access to health care and addresses the broader conditions that shape community health and well-being. With strong local partnerships, shared financial responsibility, and clear accountability, the Blue Zones Project would provide a coordinated framework for advancing preventive health across the Mid-Peninsula.

Executive Summary

San Mateo County, located in the heart of the San Francisco Peninsula, is a sprawling suburban region known for its sweeping vistas and enjoyable climate. Nearly three-quarters of the county is dedicated to parks, preserves, and agricultural land. Bordered by the Pacific Ocean to the west and San Francisco Bay to the east, and with San Francisco itself just a short drive north, San Mateo County enjoys a unique geographic and economic advantage: it balances technology, agriculture, education, and healthcare industries with a variety of recreational opportunities. The Blue Zones Ignite Assessment focused specifically on the communities of Burlingame, San Bruno and San Mateo within San Mateo County.

Large employers such as Meta, YouTube, and Walmart are drawn to the county, whose southernmost reaches blend into Silicon Valley, while its bay-side parks and coastal enclaves like Half Moon Bay and Pacifica make it a haven for outdoor enthusiasts. The county is a vibrant, multicultural community of over 740,000 residents, shaped by the diverse heritage, languages, and lived experiences of residents. Its residents reflect a variety of backgrounds: 36.1 percent identify as White, 29.8 percent as Asian, 25 percent as Hispanic or Latino, and 5.1 percent as two or more races. More than one-third of residents (35.7 percent) were born outside the United States, and nearly half (45.8 percent) speak a language other than English at home.

San Mateo County is shaped by economic and community-centered growth. The county is a major employment hub, anchored by organizations such as Mills-Peninsula Medical Center and a life sciences sector that employs over 44,000 people. This energy is mirrored by the county's dining landscape, which features independent neighborhood restaurants, multicultural cuisines, and polished casual dining. Initiatives such as *As Fresh As It Gets*, which highlights businesses sourcing from local farmers, emphasize a growing interest in and wider support for locally sourced and healthier food options. Organizations such as Second Harvest of Silicon Valley, Samaritan House, Fresh Approach, and the HEAL Project are expanding access to nutritious foods through food recovery systems, mobile markets, school partnerships, and food education.

In line with the county's growing culture of health and community connection, a network of civic and faith-based organizations led by Thrive Alliance helps improve food access, housing, mental health, and social support. The result is a region that balances the opportunities of the greater San Francisco area with the connectedness and community support needed to thrive in daily life.



Despite its many strengths, San Mateo County faces significant challenges that affect its residents. Compared to the highest-performing Blue Zones Project communities, Gallup survey results indicate that residents report significantly higher rates of several health risk factors and chronic conditions, including:

- **High cholesterol prevalence** that is 18% higher than rates reported in the highest-performing Blue Zones communities.
- **High blood pressure prevalence** that is approximately 13% higher than that of leading Blue Zones communities.
- **Diabetes prevalence** that is approximately 81% higher as rates observed in the best-performing Blue Zones communities
- **Depression rates** that are approximately 148% higher than those reported in leading Blue Zones communities.
- **Cancer prevalence** that is 100% higher than rates reported in top-performing Blue Zones communities.

These findings suggest substantial opportunities to improve health outcomes through community-wide efforts that support healthy eating, physical activity, social connection, and chronic disease prevention.

THE OPPORTUNITY

With a strong foundation of institutional leadership and growing regional interest in community health and well-being, San Mateo County is uniquely positioned to create meaningful progress in the well-being of its residents. As part of the Ignite assessment process, Blue Zones evaluated the community's readiness across the People, Places, and Policy sectors to identify opportunities for measurable change.

San Mateo County demonstrates a moderately high level of readiness for a Blue Zones transformation initiative. Major employers are well-positioned to model workplace well-being practices across the region, and the region's civic and faith-based organizations have shown a shared commitment to social connection and care, making them natural entry points for Blue Zones strategies and messaging. The region's diverse food system has created favorable conditions for plant-forward menus and nutrition-focused initiatives. Overall, San Mateo County has all the markers of a community ready to enhance the well-being of all its residents.

If Burlingame, San Bruno and San Mateo moves forward with a Blue Zones Community Transformation, the opportunity extends well beyond improved health outcomes. Over the next decade, the region could realize an estimated $678 million in combined economic benefits, including $255.7 million in medical cost savings, $318.5 million in workforce productivity gains, and $104.6 million in broader regional economic impact, demonstrating the significant return on investment that community-wide well-being initiatives can generate.

Blue Zones uses its research-backed Life Radius® framework in communities like San Mateo County to cultivate environments where purpose, connection, and vitality are woven into the fabric of everyday life. A Blue Zones initiative would seek to:

- Support residents in building daily routines that increase life expectancy
- Create environments that naturally encourage healthier choices
- Strengthen the social networks of the community through deeper human connections
- Transform schools, worksites, and places of worship into champions of community health

The spaces and systems that shape daily routines are the strongest determinants of long-term health. As such, Blue Zones works closely with local leaders and organizations to redesign the structures and policies that define daily life across San Mateo County, so that well-being becomes a natural part of life.



People, Places, Policy

Through the “People, Places, and Policy” framework, Blue Zones works to align residents, organizations, and leaders around making healthier living an everyday reality across San Mateo County. By creating an environment that promotes healthier behaviors and designing supportive local policies, Blue Zones builds long-lasting community change.

We aim to do this by improving:

People

Blue Zones aims to engage at least 15 percent of San Mateo County residents aged 15 and older in meaningful well-being activities such as Purpose Workshops and volunteer programs, which work to strengthen belonging, help people find their purpose, and encourage healthier living.

"People" sector opportunities to enhance well-being in San Mateo County include:

- **Leveraging the aging population as a community strength** by positioning San Mateo County as a regional leader in healthy aging and involving older adults directly in planning and shaping community spaces through public art, gardening, storytelling, and mentorship.
- **Supporting nonprofit workforce well-being**, closing the existing gap in well-being support for this sector’s employees by introducing worksite well-being strategies that strengthen both employee resilience and organizational effectiveness.
- **Building a coordinated volunteer ecosystem** by developing a more centralized system to match volunteers with meaningful opportunities, improve retention, and strategically leverage corporate engagement.
- **Leveraging the San Mateo Public Library as a community well-being hub** by launching Moais, Purpose Workshops, and walking groups, while growing food-related programming through mobile cooking demonstrations, gardening initiatives, and local organizational partnerships.
- **Scaling culturally competent and community-based approaches** by expanding culturally tailored programming, ensuring that future strategies are inclusive, locally relevant, and trusted by the communities they serve.

By embedding Blue Zones principles into daily life in San Mateo County, the region can grow into a place where connection, purpose, and belonging are the lived reality of every resident in every city across the county.



Places

Blue Zones aims to transform schools, workplaces, restaurants, and grocery stores into places that naturally encourage healthier decisions by integrating well-being principles into everyday life across San Mateo County.

"Places" sector opportunities to enhance well-being in San Mateo County include:

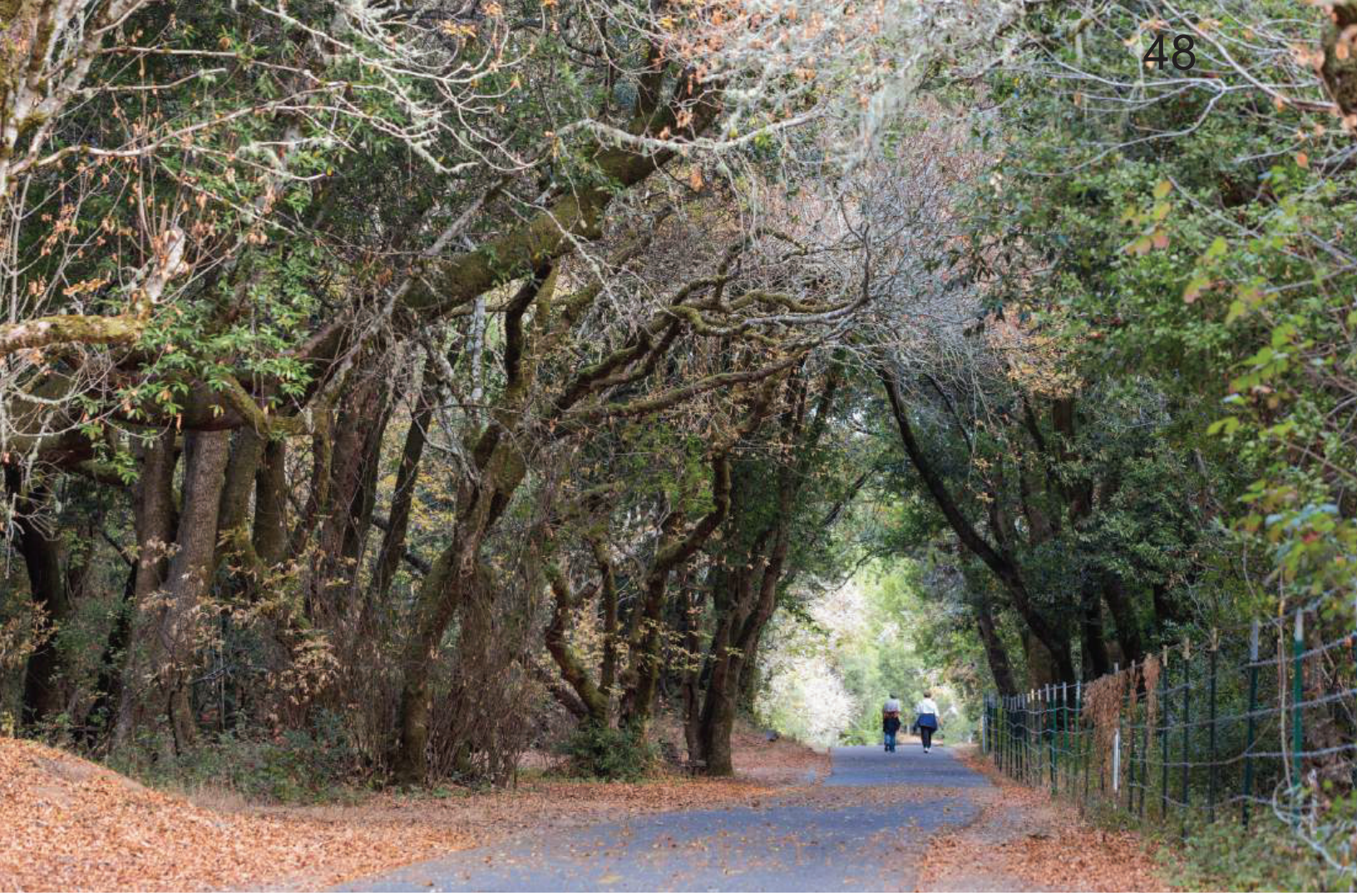
- **Chambers of Commerce in the cities of Burlingame, San Bruno, and San Mateo** as central hubs for communitywide worksite well-being, accelerating outreach, business recruitment, and coalition building.

- **Embedding well-being into school culture and operations** by establishing or enhancing staff well-being programs, aligning policies with health goals, and incorporating simple daily practices into the school environment that support movement, connection, and healthy eating.

- **Launching the Blue Zones Restaurant Pledge Program** that recognizes restaurants adopting healthier defaults, plant-forward menu options, right-sized portions, and water-first beverage standards, supported by county-wide dining guides and events such as walk-and-dine nights and wellness festivals.

- **Supporting corner store improvements in underserved neighborhoods** by helping small markets add fresh produce, healthy snacks, improved water visibility, and better merchandising to increase everyday access to nutritious food options closer to where residents live.

- **Increasing local community well-being-focused event offerings** within San Mateo County, helping residents access opportunities to connect and learn about well-being close by, without relying on San Francisco-based events.



Policy

In San Mateo County, Blue Zones would take an evidence-based, policy-focused approach to building healthier environments by working closely with local leaders, worksites, schools, and community organizations to implement policies that meaningfully improve resident well-being.

"Policy" sector opportunities to improve well-being in San Mateo County include:

- **Reimagining the park system to include micro-placemaking strategies** through the development of micro parks and parklets that offer a practical, equity-focused way to improve social connection, health outcomes, and neighborhood livability while limiting land acquisition and long-term maintenance demands.
- **Expand equitable access and long-term viability of San Mateo's farmers' markets** by requiring all farmers' market operators to accept CalFresh (SNAP) benefits and encouraging participation in nutrition incentive programs such as Market Match, while also strengthening support for neighborhood markets through improved accessibility, vendor recruitment, and community promotion to

increase attendance and reduce disparities between larger regional markets and smaller local markets.

- **Building on Burlingame's strong General Plan support for urban agriculture** by expanding community gardening, strengthening long-term support for school gardens, and developing partnerships with nonprofits, schools, and community organizations to provide ongoing garden coordination, volunteer management, and food education programming.
- **Activating San Bruno's network of small, independently owned grocery stores** and neighborhood markets to expand healthy food access through the adoption of nutrition incentive programs such as Double Up Food Bucks and produce prescription models.
- **Supporting the City of Burlingame in advancing a Bayfront subarea plan** that aligns economic vitality with healthy community design. The Bayfront area's mix of underused parcels and proximity to regional trail investments presents a strategic moment to guide land use toward economically viable, flexible, and future-oriented development patterns.
- **Establishing Safe Routes to Healthy Food in San Bruno** by supporting the development of a Safe Routes to Healthy Food Plan that advances equitable access to nutritious food while improving safety and livability. By applying a health-focused, data-driven framework, Blue Zones can help identify gaps in access to healthy food outlets and prioritize targeted investments that align with the city's equity goals, particularly in underserved neighborhoods.



Measuring impact

Should Burlingame, San Bruno and San Mateo implement the Blue Zones Community Transformation model, the region could realize

more than **$678 million in combined savings and economic benefits** over the next decade

$255.7 million in medical cost savings

$318.5 million in workforce productivity gains

$104.6 million in broader regional economic impact

Partnering with Blue Zones will bring an evidence-driven framework for strengthening well-being in San Mateo County. If the county chooses to move forward with a full Blue Zones community transformation, Gallup will carry out a statistically rigorous oversampling to establish a real-time baseline, which will serve as a more comprehensive picture from which progress can be measured and tracked over time. This assessment will capture five essential dimensions of a life well-lived:

PURPOSE: Liking one's daily life and feeling motivated to pursue personal goals

SOCIAL: Cultivating supportive relationships and genuine connections with others

FINANCIAL: Building long-term security and navigating economic life with less stress

COMMUNITY: Feeling safe, proud, and actively engaged in the place you home

YSICAL: Sustaining good health and maintaining the energy needed how up fully every day

The Blue Zones team will partner with residents and local leaders, blending data-driven insights with community priorities to develop a tailored well-being plan built specifically for San Mateo County. This plan will be reviewed annually to assess outcomes and sustain meaningful results. By aligning proven strategies with San Mateo County's considerable strengths, the county can translate its potential into a measurably healthier and more vibrant region for generations to come.

Readiness and Feasibility Scorecard

Transformation starts with true readiness. Communities that sustain Blue Zones outcomes have aligned leaders, engaged residents, supportive environments, and change-ready policies. The Ignite assessment uses a Readiness Scorecard to evaluate preparedness across key areas, identify strengths, flag risks, and guide strategy.

Readiness is measured on a scale from 1-5 (low to high) and is a reflection of attendance of key leadership at events or one-on-one meetings, and overall community input during the assessment process.

The overall readiness score is calculated using over 25 inputs from the Blue Zones Ignite Assessment and is evaluated by Blue Zones subject matter experts. Below are highlights regarding community leadership support, alignment with current community initiatives, and Blue Zones People, Places, and Policy sectors:

CATEGORY	WEIGHT	SCORE
Leadership Commitment	25%	3.8
Appetite for Change	10%	3.0
Implementation Feasibility	10%	3.0
Funding Feasibility	20%	1.5
People Readiness	10%	3.2
Places Readiness	10%	3.5
Policy Readiness (Built Environment)	15%	4.1
Policy Readiness (Food Systems)		3.5
AVERAGE SCORE	**100%**	**3.1**

The Blue Zones Readiness and Feasibility Assessment provides a data-driven foundation for determining where and how a community can most effectively pursue long-term well-being transformation. By evaluating key dimensions such as leadership alignment, community engagement, environmental conditions, and policy readiness, the assessment identifies both existing strengths and areas that require additional capacity or coordination.

Each community receives readiness and feasibility scores that reflect its current ability to implement and sustain Blue Zones best practices. These scores are not simply diagnostic—they directly inform the recommendations from the Ignite Assessment. For example, communities demonstrating strong leadership and cross-sector collaboration may be ready for full-scale Blue Zones Project implementation, while those still developing local alignment may begin with targeted initiatives for other Blue Zones offerings to build momentum.

The scoring system ensures that transformation strategies are matched to a community's unique stage of readiness. It helps prioritize actions that deliver the greatest impact—whether that is strengthening foundational partnerships, refining funding pathways, or scaling specific interventions in People, Places, and/or Policies. Ultimately, these readiness insights guide a customized roadmap toward sustainable, long-term culture change—ensuring that each community advances at the right pace, with the right supports, toward a healthier and more vibrant future.

READINESS SCORE RANGE	CATEGORY	DESCRIPTION
4.0 - 5.0	Full Transformation	High readiness and capacity for a full Blue Zones Project implementation
3.0 - 3.9	Sector Transformation	Some gaps identified; better fit for a Blue Zones Activate, People, Places, or Policy initiative
< 3.0	Modified Portfolio Set	Risks identified for community transformation; better fit for schools, worksites, or brand solutions

Blue Zones Recommendation

Based on the information gathered throughout the Ignite Assessment, Blue Zones recommends pursuing a full Blue Zones Community Transformation in Burlingame, while advancing Blue Zones Activate initiatives in San Mateo and San Bruno to build the leadership capacity, community engagement, and implementation infrastructure needed to support future expansion. Although the three communities share many regional assets and benefit from their location within the Peninsula Health Care District service area, the assessment identified meaningful differences in readiness across jurisdictions. Burlingame demonstrated the strongest overall readiness, characterized by engaged leadership, supportive municipal policies, strong institutional partnerships, and favorable conditions for community-wide implementation. San Mateo and San Bruno also demonstrated significant strengths and strong alignment with Blue Zones principles, but would benefit from a more phased approach that strengthens cross-sector coordination, resident engagement, implementation capacity, and long-term sustainability before pursuing a comprehensive transformation.

Implementing a full Blue Zones Project in Burlingame provides an opportunity to establish a visible regional flagship that demonstrates measurable health, economic, and quality-of-life outcomes while serving as a catalyst for broader adoption across the Peninsula. Burlingame's existing momentum around active transportation, parks and public spaces, healthy community planning, school partnerships, civic engagement, and community wellness creates favorable conditions for advancing across the full Blue Zones framework, including People, Places, Policy, Worksites, Restaurants, Grocery, Schools, and Community Engagement. Success in Burlingame can generate regional visibility, strengthen community demand, and provide proven implementation models that neighboring communities can adapt over time.

For San Mateo and San Bruno, Blue Zones Activate offers a strategic pathway to build readiness while delivering meaningful community impact. An Activate approach allows each community to focus on high-impact priorities—particularly within the built environment, food systems, community engagement, and policy—while strengthening local leadership structures, increasing resident participation, and creating stronger alignment among municipal agencies, healthcare partners, schools, employers, nonprofits, and community organizations. This phased strategy enables communities to build operational capacity, establish governance structures, demonstrate early wins, and cultivate the long-term partnerships necessary to support future comprehensive implementation.

Throughout the assessment, one of the clearest opportunities identified was the ability for Blue Zones to serve as a unifying framework across the Peninsula Health Care District service area. Rather than replacing existing initiatives, Blue Zones can align and amplify ongoing investments in active transportation, healthy food access, preventive healthcare, school wellness, parks, housing, and community development while creating a common vision for improving health and well-being. Coordinated implementation across the three communities also creates opportunities for shared

learning, regional collaboration, joint communications, volunteer engagement, and coordinated policy advancement that can increase efficiency and maximize impact.

This approach also provides Peninsula Health Care District and regional partners with a practical and scalable implementation strategy. A successful Blue Zones Project in Burlingame can function as a regional demonstration community while Blue Zones Activate efforts in San Mateo and San Bruno intentionally build the organizational capacity, leadership alignment, and community support necessary for future expansion. As implementation progresses, lessons learned, community champions, operational systems, and measurable outcomes can be leveraged across all three jurisdictions, creating a stronger regional network for health and well-being.

Overall, the assessment demonstrates that the Peninsula Health Care District service area possesses many of the foundational assets necessary for long-term Blue Zones success, including exceptional healthcare institutions, highly engaged civic leadership, strong educational partners, robust planning efforts, and a shared commitment to improving quality of life. By launching a full Blue Zones Community Transformation in Burlingame while simultaneously investing in Blue Zones Activate initiatives in San Mateo and San Bruno, the region can achieve meaningful near-term impact while creating a deliberate pathway toward a broader, coordinated Blue Zones transformation across the Peninsula in the years ahead.

Leadership Commitment: Measures the level of engagement, alignment, and support among community leaders for a Blue Zones initiative—assessing participation in meetings, demonstrated commitment, and active interest across sectors.

SCORE: 3.8

Overall leadership readiness across Burlingame, San Bruno, and San Mateo demonstrates a moderate-to-high level of commitment to advancing community well-being and exploring a future Blue Zones implementation, supported by strong values alignment and meaningful engagement across public, nonprofit, education, and healthcare sectors. Throughout the Ignite process, most leaders expressed genuine interest, support, or philosophical alignment with the Blue Zones approach, with several individuals emerging as particularly strong champions. Burlingame leaders similarly demonstrated interest and support, with indications of stronger funding capacity and openness to select well-being strategies, though many stakeholders viewed the community as already performing relatively well compared to neighboring cities. San Bruno leadership expressed strong enthusiasm and recognition of the city's need for additional support, while also acknowledging substantial infrastructure and funding challenges that may impact long-term implementation feasibility. In San Mateo, city leadership—including the Community Development Director, Parks staff, and transportation representatives—was collaborative and welcoming, although stakeholders acknowledged that significant budget pressures and competing priorities may limit implementation capacity.

Across sectors, healthcare organizations, school districts, nonprofit leaders, food access organizations, and chambers of commerce consistently demonstrated openness to partnership and alignment around prevention, well-being, and quality-of-life goals. Executive participation in both the CEO and Local Coordinating Organization Roundtables reflected particularly high readiness within the healthcare sector, while education leaders across all three districts expressed strong interest in student and staff well-being initiatives despite concerns around staffing capacity, implementation demands, and long-term sustainability. Civic and nonprofit organizations demonstrated strong mission alignment and collaborative spirit, though many noted resource limitations and the need for scalable approaches. While the restaurant and retail food sector remains underexplored due to limited direct engagement, the overall assessment indicates that leadership across the region is generally supportive of the Blue Zones vision and interested in continued exploration. Moving forward, sustained readiness will depend on clarifying implementation expectations, identifying phased and resource-conscious pathways, strengthening employer and retail food engagement, and building confidence that long-term community transformation can be achieved despite financial and operational constraints.

Appetite for Change: Gauges how energized and organized the community is to support a Blue Zones initiative—measuring resident excitement, leadership coordination, volunteer strength, and communication reach.

SCORE: 3.0

Overall, Burlingame, San Bruno, and San Mateo demonstrate moderate readiness and a growing appetite for change to implement Blue Zones, with strong pockets of enthusiasm but inconsistent engagement across all sectors. Community members who participated in the Ignite process showed high levels of excitement and interest, particularly among keynote attendees and civic and nonprofit organizations, indicating that there is an underlying desire for improved well-being, social connection, and healthier community environments. Burlingame and San Mateo were noted as communities that traditionally experience strong turnout and participation in local events, suggesting a culture of community involvement that could support future Blue Zones engagement efforts. However, participation throughout the Ignite process was more limited than typically seen, especially among city staff, large employers, hospital systems, and other faith-based and restaurant and grocery store owners, highlighting the need for broader outreach and stronger alignment across sectors. While there are encouraging entry points—including engagement from chambers of commerce, nonprofit leaders, Rotary organizations, food systems stakeholders, and district superintendents—many sectors are still in the exploratory phase of understanding how Blue Zones initiatives would integrate into existing priorities and resource structures. The absence of meaningful faith-based participation and limited cross-sector leadership activation further reinforce the need for a more intentional community engagement and

partnership strategy moving forward. Overall, the region demonstrates a promising foundation for change, but achieving high readiness will require deeper leadership commitment, stronger municipal ownership, and more coordinated participation across all sectors of the community.

Implementation Feasibility: Measures a community's capacity to plan, coordinate, and sustain a Blue Zones initiative—evaluating project management, governance structure, collaboration, leadership, and overall support.

SCORE: 3.0

San Mateo, San Bruno, and Burlingame demonstrate moderate implementation feasibility for a future Blue Zones transformation, with strong foundational assets and a significant opportunity to build the leadership and organizational infrastructure necessary for long-term success. The Peninsula Health Care District served as a strong regional convener throughout the Ignite assessment, providing an important foundation for future implementation. However, the assessment also highlighted the need to more intentionally broaden engagement with organizations and individuals with the capacity, authority, and resources to help lead implementation across the three communities.

While each city benefits from established municipal leadership, active community organizations, and existing collaborative partnerships, broader participation from decision-makers within key sectors—including major employers, healthcare systems, philanthropy, grocery retailers, restaurants, faith communities, and other influential institutions—will be important to create the cross-sector leadership network needed for a successful Blue Zones Project. Similarly, strengthening representation from organizations with dedicated staff capacity to support implementation planning and ongoing coordination would improve long-term sustainability.

Operational complexity varies across the region, with Burlingame presenting a relatively straightforward implementation environment, San Bruno requiring greater coordination among stakeholders, and San Mateo reflecting additional complexity due to its larger size and broader institutional landscape. Rather than representing barriers, these differences reinforce the importance of establishing a regional governance structure that clearly defines leadership roles, decision-making processes, and shared implementation priorities across the three communities.

Community enthusiasm provides an encouraging foundation for future work and Blue Zones implementation.

Funding Feasibility: Measures funding and financial readiness—the extent to which a community has identified, aligned, and secured financial resources to support Blue Zones implementation.

SCORE: 1.5

San Mateo, Burlingame, and San Bruno are in the early stages of funding readiness, making the Ignite assessment an important first step in building the relationships, shared understanding, and regional case for investment needed to support a future Blue Zones transformation. While formal funding commitments have not yet been established, the assessment successfully engaged influential healthcare and community leaders and generated meaningful interest in exploring a long-term partnership around community well-being.

During the CEO Leadership Roundtable, representatives from Kaiser, County Health Plan, Sutter Health, and Peninsula Health Care District expressed strong interest in Blue Zones implementation within the Peninsula Health Care District service area, with several leaders requesting pricing scenarios for both the PHCD footprint and a potential countywide effort. These conversations demonstrated that many regional organizations recognize the value of investing in prevention-focused, community-based well-being strategies and provide a strong foundation upon which future funding discussions can be built.

The next phase of work will require community leaders to proactively build upon this momentum by bringing the appropriate funding partners together around a shared vision for implementation. Successfully advancing a Blue Zones Project will depend on intentionally engaging healthcare systems, philanthropy, major employers, municipal leadership, business organizations, and other institutional partners that have both the interest and capacity to invest in long-term community transformation. Establishing a coordinated funding strategy early will be essential to converting initial interest into meaningful financial commitments.

At the municipal level, fiscal conditions vary across the three cities and reinforce the importance of a diversified funding approach. San Bruno continues to prioritize essential infrastructure investments, Burlingame generally takes a measured approach to new expenditures, and San Mateo balances ambitious long-term planning with competing transportation and infrastructure priorities. These conditions suggest that Blue Zones implementation should be supported through a blended funding model that leverages healthcare investment, philanthropy, private-sector participation, and strategic public partnerships rather than relying primarily on municipal funding.

Overall, the region possesses strong long-term funding potential because of its concentration of healthcare organizations, philanthropic resources, and institutional capacity. The Ignite assessment has created an important foundation by initiating conversations with key leaders and demonstrating regional interest in Blue Zones.

Immediate next steps should focus on convening the right funding partners, developing a shared implementation vision, and establishing a coordinated strategy for securing multi-sector investment. With proactive leadership and continued stakeholder engagement, the region has a strong opportunity to build the financial partnership necessary to support a successful Blue Zones Project.

People Readiness: Evaluates the community's ability to mobilize residents, organize around a shared vision, and sustain momentum for a Blue Zones Project. It considers levels of resident engagement, the strength of volunteer networks, and the effectiveness of communication channels in connecting and inspiring participation across diverse groups.

SCORE: 3.2

The People sector across Burlingame, San Bruno, and San Mateo demonstrates moderate readiness to support a Blue Zones transformation, with strong foundational community assets and active civic engagement networks, but clear opportunities to strengthen coordination, communication, and community mobilization. The Ignite process established a committed planning and steering committee that served as an important foundation for community engagement through consistent participation and ongoing involvement. As the initiative advances, there is an opportunity to build upon this foundation by creating a more structured, representative, and action-oriented leadership framework that strengthens coordination, expands stakeholder engagement, and supports consistent implementation across sectors. Enhancing the committee's ability to proactively engage key partners at the right time and sustain momentum will be critical to long-term success. This next phase provides an opportunity to intentionally broaden leadership participation to include stronger representation from city leadership, schools, chambers of commerce, and healthcare organizations, creating a more coordinated and durable structure to guide implementation.

Volunteer readiness is a notable strength across the region, supported by established organizations and engaged networks such as the Rotary Club of Burlingame and Thrive Alliance, both of which demonstrate strong community credibility and cross-sector collaboration. These organizations provide a meaningful foundation for future volunteer activation, social connection, and community-led implementation efforts. At the same time, residents and organizations identified ongoing challenges in connecting people to volunteer opportunities and expanding participation across a broader and more diverse segment of the population. Communication and resident engagement similarly reflect moderate readiness. While communities demonstrate strong participation in recurring and well-promoted events, residents largely rely on fragmented communication channels such as neighborhood groups, Facebook pages, and social media algorithms to stay informed, resulting in uneven awareness and inconsistent access to information. The absence of a centralized and trusted

communitywide communication platform creates challenges for broad engagement and coordinated outreach but also presents a significant opportunity to strengthen visibility, improve access to information, and create more inclusive participation pathways. Overall, Burlingame, San Bruno, and San Mateo demonstrate a promising People-sector foundation with active civic infrastructure, volunteer capacity, and community interest already in place. Advancing toward high readiness will require stronger leadership coordination, expanded stakeholder engagement, clearer communication systems, and more intentional community organizing strategies to unify efforts and sustain long-term momentum for a Blue Zones transformation.

Places Readiness: Assesses how prepared and motivated key community settings such as schools, worksites, restaurants, and grocery stores are to adopt and implement Blue Zones principles. It evaluates leadership engagement, capacity for change, alignment with well-being goals, and the potential to create environments where healthy choices are easy and accessible for all residents.

SCORE: 3.5

The Places sector across Burlingame, San Bruno, and San Mateo demonstrates moderate to moderately high readiness to support a Blue Zones transformation, supported by strong foundational assets, engaged community institutions, and growing interest in advancing well-being through the built environment, schools, worksites, food systems, and healthcare partnerships. Across all three communities, organizations expressed openness to the Blue Zones model and curiosity about how implementation could improve quality of life, though many stakeholders still seek greater clarity around implementation expectations, resources, and operational responsibilities before making long-term commitments. While each community has strong individual organizations and partnerships, collaboration across San Mateo, Burlingame, and San Bruno does not currently occur in a coordinated or consistent manner, creating opportunities to strengthen regional alignment around shared health and well-being goals. The Blue Zones framework can serve as a neutral convening platform that brings together organizations with common interests while allowing each community to maintain its unique priorities. In particular, there is significant opportunity to foster greater collaboration among major employers, chambers of commerce, and healthcare organizations through regional worksite well-being initiatives, enabling employers to share best practices, participate in joint recognition programs, and collectively advance healthy workplace policies and cultures. Similar opportunities exist within the education sector, where school districts can collaborate on wellness policies, active school initiatives, healthy food strategies, staff well-being programs, and shared learning opportunities that accelerate implementation while reducing duplication of effort. Strengthening these cross-sector and cross-community relationships is important because it builds implementation capacity, creates efficiencies through shared resources and peer learning, amplifies successful

strategies across jurisdictions, and establishes a more coordinated regional approach capable of producing broader and more sustainable improvements in community health and well-being.

The education sector emerged as one of the strongest areas of readiness, with all three school districts demonstrating meaningful alignment with Blue Zones principles through existing investments in nutrition, mental health, restorative practices, gardens, physical activity, and student well-being initiatives. Schools also benefit from strong community partnerships and leadership engagement, though challenges related to equity, sustainability, staff well-being, and system-wide coordination remain important opportunities for future growth. Worksite readiness demonstrates a promising long-term foundation, supported by the region's large and diverse employer base, which includes healthcare systems, biotechnology and life sciences companies, technology firms, financial services, hospitality, and other major employment sectors. While employer participation during the Ignite Assessment was limited, the scale, diversity, and influence of the regional workforce present significant opportunities for future engagement. As implementation advances, building stronger relationships with major employers, healthcare systems, and business organizations will be critical to expanding workplace well-being initiatives, reaching a broad cross-section of residents, and generating community-wide impact. The grocery and restaurant sectors also show encouraging readiness, with diverse and wellness-oriented food environments that create strong opportunities for healthier merchandising, plant-forward dining, nutrition education, and culturally relevant food system strategies. At the same time, economic pressures, affordability concerns, labor constraints, and uneven access to healthy options across some neighborhoods may present implementation challenges that require targeted support and practical business-focused solutions.

One of the region’s greatest strengths is its robust healthcare infrastructure and leadership engagement. Participation in the CEO Leadership Roundtable demonstrated strong executive-level interest from healthcare partners, creating a powerful foundation for cross-sector alignment, prevention-focused strategies, and long-term sustainability. In contrast, the faith-based sector currently represents a notable gap in readiness, as limited engagement occurred during the Ignite process and the broader faith landscape remains largely undefined. Overall, Burlingame, San Bruno, and San Mateo demonstrate a strong foundation for Places-focused Blue Zones implementation, with significant potential to advance healthier environments and systems-level change. Achieving higher readiness will require stronger regional coordination, expanded engagement across underrepresented sectors, clearer implementation pathways, and continued efforts to align existing initiatives into a cohesive Peninsula-wide strategy.

Policy Readiness: Evaluates the community's capacity and willingness to advance well-being through supportive policies. It considers the presence of policy champions, momentum for change, political climate, implementation capacity, openness to ordinance updates, and the strength of community voice in policymaking.

SCORE: 3.5

Overall readiness for built environment and food systems policy implementation across Burlingame, San Bruno, and San Mateo reflects a moderate-to-high foundation with strong alignment to many Blue Zones principles, though long-term success will depend on strengthening community engagement, building political momentum, and addressing operational and funding constraints. Across the region, there is clear evidence of substantial planning activity, policy development, and investment in parks, housing, active transportation, downtown revitalization, and community infrastructure. Stakeholders consistently demonstrated support for healthier, more connected communities, and several city leaders—including councilmembers and staff from Burlingame, San Bruno, and San Mateo—emerged as highly supportive of Blue Zones concepts and potential future implementation. Existing and emerging initiatives such as San Mateo's Downtown Master Plan, Safe Routes to School updates, quick-build transportation projects, Bayshore planning efforts, and transit-oriented development policies all present strong opportunities for Blue Zones alignment and participation.

At the same time, implementation readiness varies across communities and departments. Burlingame appears to have relatively strong municipal capacity and financial resources, while San Mateo demonstrates significant policy alignment but faces operational strain and staffing limitations, particularly within Public Works. San Bruno reflects the greatest need for intervention and support, particularly in areas such as Belle Aire and eastern downtown neighborhoods, though practical realities related to funding backlogs and competing priorities may constrain larger-scale implementation efforts. Across all three communities, stakeholders noted that the challenge is often not a lack of planning or policy intent, but rather limited resident awareness, inconsistent public participation, and uneven community mobilization around local initiatives. This creates a meaningful opportunity for Blue Zones to help elevate visibility, strengthen community engagement, and build broader grassroots ownership around well-being goals.

Food systems readiness similarly reflects strong regional expertise and values alignment, though implementation pathways remain early and uneven within the Peninsula Health Care District service area itself. One-on-one stakeholder interviews revealed a highly collaborative ecosystem of respected food access and advocacy organizations, including Second Harvest of Silicon Valley, Fresh Approach, the Pacific Coast Farmers' Market Association, and the San Mateo Food System Alliance, all of which demonstrated deep commitment to healthy food access, nutrition equity, and systems-level change. Leaders identified promising opportunities

related to medically supportive food services, nutrition incentives, farmers market policy improvements, and reducing barriers to community food activation. However, focus group participation from food systems organizations was limited, broader grassroots engagement around food policy appeared modest, and long-term political and funding support for coordinated food systems work remains uncertain. Community awareness and sustained resident participation emerged as recurring challenges, mirroring findings from the built environment assessment.

Overall, the region demonstrates strong philosophical alignment with Blue Zones policy priorities and benefits from sophisticated planning frameworks, experienced organizations, and supportive civic leadership. However, readiness remains uneven across sectors and communities, with implementation likely requiring a phased, highly collaborative approach focused on building public awareness, strengthening cross-sector coordination, mobilizing residents, and translating existing plans and policy aspirations into visible, community-supported action.





Civic & Faith-Based Organizations

In addition to business and government, a third sector exerts a major influence on every aspect of life in a community: religious congregations and civic organizations, ranging from service clubs such as Rotary to advocacy groups. Very little progress is made in any direction without their valuable involvement. Civic organizations and faith-based communities have a unique ability to bring together and engage citizens across diverse cultural, racial, and linguistic backgrounds.

During the life of a Blue Zones Project, civic and faith-based organizations serve as essential community leaders and engagement partners. They help design the community's overall well-being plan and inform and mobilize residents to support and amplify the initiative. Through tools such as the Blue Zones Project Organization Checklist, these organizations can expand the reach and impact of Blue Zones across diverse populations while also fostering a culture of well-being within their own operations, supporting the health, engagement, and resilience of their staff, volunteers, and members.

Research in the original blue zones regions shows that being involved in a faith-based community is associated with life expectancy and well-being. Denomination does not seem to matter. The research shows that attending faith-based services four times per month is associated with 4 to 14 additional years of life expectancy.

Blue Zones Project partners with faith and civic , bringing them together under a common purpose to create healthier, happier congregations, organizations, and communities.



OVERVIEW

The civic and faith-based environment across Burlingame, San Bruno, and San Mateo operates as a highly interconnected, county-wide ecosystem, in which nonprofit, civic, and faith-based organizations collaborate beyond city boundaries to address shared regional priorities. Rather than functioning as isolated city-based systems, organizations frequently serve populations across the Peninsula, leveraging partnerships, shared resources, and coordinated efforts to maximize their impact and respond to community needs at scale.

At the center of this ecosystem is Thrive Alliance, which serves as a unifying backbone organization connecting more than 200 nonprofits, government agencies, foundations, businesses, and community leaders across the county. Thrive plays a critical role in strengthening the sector by convening partners, building organizational capacity, and advancing cross-sector collaboration, effectively creating a shared platform for communication, alignment, and collective action. Through its leadership, nonprofits across Burlingame, San Bruno, and San Mateo are able to operate within a broader regional network that amplifies their voices, supports advocacy efforts, and enhances coordination across service areas.

Thrive's programs further reinforce this regional connectivity, particularly through initiatives such as *Thrive OnBoard*, which connects nonprofit organizations with community members seeking to serve on boards or volunteer in leadership roles. This model directly aligns with Blue Zones principles by strengthening social networks, increasing purpose-driven engagement, and expanding volunteer capacity across the community. By creating structured opportunities for residents to engage with nonprofits, these programs help bridge gaps between community members and service organizations, fostering deeper civic participation and more resilient social infrastructure.



Across the region, civic and faith-based organizations serve as trusted anchors within their communities, often leading efforts related to food access, housing, mental health, and social support. Their work is inherently collaborative and frequently coordinated through coalitions, shared initiatives, and convenings facilitated by organizations such as Thrive Alliance. Faith-based institutions, in particular, contribute to this ecosystem by providing consistent spaces for connection, service, and outreach, often partnering with nonprofits to extend their reach into diverse and underserved populations.

However, this otherwise strong and collaborative environment is constrained by ongoing financial pressures within the nonprofit sector. Many organizations are navigating reductions or uncertainty in grant funding, which significantly impact their ability to expand beyond their core missions. As a result, nonprofits are often required to prioritize direct service delivery over participation in broader, long-term initiatives, limiting their capacity to engage in new efforts—even those aligned with their values, such as Blue Zones. This creates tension between the desire for increased collaboration and innovation and the practical realities of sustaining day-to-day operations.

STRENGTHS

Strong Cross-Sector Collaboration: San Mateo County benefits from an established culture of collaboration across nonprofits, government, and private sector leaders, with existing leadership programs intentionally connecting these groups around shared community priorities. This foundation positions the community well for coordinated, multi-sector Blue Zones implementation.

Commitment to Prevention and Healthy Living: Many organizations are already focused on prevention, including healthy eating, lifestyle education, and mental health awareness, reflecting strong alignment with Blue Zones principles. There is a shared belief that upstream interventions can improve long-term health outcomes and reduce system strain.

Culturally Competent, Community-Led Programming: Successful programs are often led by trusted community members and tailored to specific populations, particularly in mental health and language access efforts. This approach has proven effective in building trust and increasing engagement across diverse communities.

Established Leadership and Engagement Infrastructure: The community has multiple leadership development programs, coalitions, and nonprofit networks that actively convene stakeholders and foster civic participation. These structures provide a strong platform for expanding engagement and aligning around a shared vision.



Demonstrated Innovation and Program Success: Organizations highlighted impactful initiatives such as stigma-reduction mental health programs, translation services, garden-based wellness programs, and senior technology access efforts. These examples demonstrate both innovation and readiness to scale effective models.

Purpose, Volunteering, and Partnership Alignment: Events such as Thrive Alliance's OnBoard bring together nonprofits and community members through workshops, networking, and board-matching opportunities, creating intentional pathways for individuals to connect their skills with meaningful service. This model strongly aligns with Blue Zones' focus on purpose and belonging and presents a clear opportunity to co-host purpose workshops that deepen volunteer engagement and strengthen connections between residents and nonprofit organizations.

Highly Trusted, Accessible Community Hub with Strong Programming and Partnership Capacity: The San Mateo Public Library serves as an inclusive, centrally located gathering space that naturally fosters belonging and social connection through diverse, multi-generational programming and organic moai-like groups, while its established partnerships and existing food, sustainability, and wellness initiatives create a strong foundation for seamless Blue Zones integration.

CHALLENGES

Nonprofit Capacity and Funding Constraints: Nonprofits are operating in a resource-constrained environment, with funding uncertainty and increasing demand for services limiting their ability to take on new initiatives. Staff are experiencing burnout, compassion fatigue, and cost-of-living pressures, further impacting capacity.

Rising Mental Health Needs and System Gaps: Mental health challenges are increasing, with less than half of those in need receiving support and significant disparities across populations. Current systems are heavily focused on crisis response, creating high costs and missed opportunities for prevention.



Fragmentation Across Systems and Efforts: Despite strong collaboration in pockets, there is no centralized system to coordinate efforts such as volunteer engagement, nonprofit services, or community initiatives. This fragmentation leads to inefficiencies and limits the ability to scale impact.

Volunteer Engagement and Infrastructure Limitations: While there is interest in volunteering, organizations face challenges with recruitment, training, and retention, often resulting in low return on investment. Corporate volunteer models are frequently misaligned with nonprofit needs and lack sustained engagement.

Workforce and Equity Pressures: The nonprofit workforce is increasingly vulnerable due to the high cost of living and limited support systems, while broader community disparities—particularly related to income, race, and access—continue to impact health outcomes. These pressures create barriers to equitable participation and long-term sustainability.

Competing Priorities and Initiative Fatigue: Organizations are balancing immediate community needs with limited resources, making it difficult to prioritize new efforts without a clear and compelling value proposition. There is also some skepticism around external initiatives, particularly if they are perceived as duplicative or misaligned.

Limited Capacity, Infrastructure, and Program Awareness: The San Mateo Public Library faces constraints in staffing and funding that limit its ability to expand initiatives, while the lack of a kitchen and purpose-built space restricts hands-on programming. Existing offerings may not fully reach or reflect the diversity of the broader community due to awareness gaps.

OPPORTUNITIES

Build a Shared Vision by Uniting Initiatives Already in Motion: There is a significant opportunity to use Blue Zones as a unifying framework that aligns existing initiatives, reduces duplication, and creates a shared vision for community well-being across sectors.

Prioritize Prevention by Embedding Healthy Choices into Daily Life: Stakeholders expressed strong interest in shifting toward prevention, particularly in mental health and chronic disease, creating an opportunity to embed healthier choices into daily environments and systems.

Extend Worksite Well-Being Support to the Nonprofit Sector: There is a clear gap in consistent well-being support for nonprofit staff, presenting an opportunity to introduce worksite well-being strategies that strengthen both employee resilience and organizational effectiveness.

Develop a Coordinated Volunteer Ecosystem: The community would benefit from a more centralized and efficient system to match volunteers with opportunities, improve retention, and better leverage corporate engagement in meaningful ways.

Position San Mateo County as the Regional Model for Healthy Aging: As one of the fastest-aging counties in the region, San Mateo County has an opportunity to establish itself as a leader in healthy aging, focusing on aging in place, social connection, and access to supportive environments.

Scale Culturally Competent and Place-Based Approaches: Existing success with culturally tailored programming highlights an opportunity to expand these models, ensuring that future strategies are inclusive, locally relevant, and trusted by the communities they serve.



Engage the Private Sector as a Partner in Workforce and Community Well-Being: There is an opportunity to better connect corporations to local community needs by demonstrating the value of investment in workforce well-being, economic vitality, and community health.

Utilize Data to Drive Decision-Making and Investment: Stakeholders expressed interest in clear data and return-on-investment insights, creating an opportunity to leverage measurement tools and modeling to inform decisions and build long-term support.

Leverage the Library as a Hub for Community Well-Being and Food Systems Engagement: The San Mateo Public Library can expand its role as a trusted gathering space by launching moais, purpose workshops, and walking groups, while growing food-related programming through mobile cooking demonstrations, gardening initiatives, and partnerships with local organizations—using its space and volunteer base to increase reach and impact without substantially adding staff burden.



READINESS

The civic and faith-based sector in San Mateo County demonstrates moderate readiness and strong alignment with Blue Zones principles, including a shared commitment to prevention, social connection, and community-centered, culturally competent approaches supported by established cross-sector relationships and trusted community anchors. These organizations are well positioned to support engagement and implementation; however, current capacity constraints, competing priorities, and some skepticism of external initiatives may limit immediate long-term commitment without a clear and compelling value proposition. While there is high potential for partnership, additional engagement is needed to more fully understand the landscape, deepen relationships across diverse organizations, and ensure alignment with existing efforts to support sustainable, community-driven implementation.

PEOPLE AND ORGANIZATIONS ENGAGED

Blue Zones acknowledges and thanks the following participants for lending their time, expertise, and insight in contributing to this report.

NAME	TITLE	ORGANIZATION
Michelle Langkafel	Librarian	San Mateo Public Library
Georgia Farooq	Executive Director	Thrive Alliance
Kaarin Hardy	Co-Founder, Co-President	Leadership Council San Mateo County
Karae Lisle	CEO	Vista Center for the Blind and Visually Impaired
Rita Morin	Supervising Librarian	San Mateo Public Library
Bryan Neider	CEO	AbilityPath
Yajaira Ortega	Senior Policy and Equity Manager	Thrive Alliance
Irma Zoepf	COO	Thrive Alliance

Schools

Schools shape healthy habits for life. Whether it's adding physical activity, social-emotional support, or nutrition education, students and teachers see benefits such as increased motivation, decreased disciplinary problems, and a stronger school community.

> The Blue Zones team focuses on helping schools implement a critical mass of best practices to support lasting success within this important learning environment.

BLUE ZONES PROJECT IN SCHOOLS

We administer a Blue Zones Project Approval Program that helps schools implement up to 30 evidence-based interventions that have been shown to improve students' well-being and performance. For a community to achieve certification, we require 50 percent of all schools in the focus area to achieve certification.

During the readiness assessment, the Blue Zones team captured invaluable information in meetings with stakeholders such as school leaders, building and district-level personnel, community engagement professionals, community organizations, and other representatives. The purpose of these conversations was to gain a better understanding of local school districts and determine their readiness for working with Blue Zones to revitalize school environments and better promote physical, social, and emotional health throughout the focus area.



A Blue Zones partnership with San Mateo County schools can support long-term health and enhance overall school performance and student well-being. Blue Zones uses our Life Radius model—working within the area close to home where people spend 90 percent of their lives—and the Power 9® principles to design and implement tailored best practices for well-being in schools across the community. Using our Life Radius model, we make lasting changes to the environments in which people live, work, and play so that healthy choices are easier. These changes to built environments and systems collectively nudge people to move and connect more, eat wisely, and develop a healthy outlook.

During the next phase of a Blue Zones transformation, local, full-time Blue Zones team members will work directly with school administrators, teachers, and students to integrate Blue Zones principles, such as moving naturally, eating a plant slant diet, fostering strong social connections, and managing stress, into current and future school initiatives and programs. Schools may become Blue Zones Project Approved™ by taking the Blue Zones Project Schools Pledge and completing a variety of point-based interventions aimed at making healthier choices easier for students.

eas of focus for the Blue Zones
oject School Pledge include:

- Improving the nutritional quality of school meals and snacks
- Increasing opportunities for physical activity throughout the day
- Enhancing the physical and social environment
- Encouraging mindfulness and purpose-driven learning
- Cultivating social connectedness by fostering supportive relationships among students and staff

e goal is to create environments that nurture both
ysical and mental health for all students, teachers,
d staff, and to embed the Power 9 principles into
ily routines and educational frameworks.



Good habits adopted at an early age can lead to healthier, happier, and more productive lives—enormous cost savings in medical and social expenditures.

Benefits for Schools

Recent School Success Stories From Blue Zones Project Communities:

- **School performance and well-being:** Simple changes in the school environment can boost student health, attendance, focus, and performance. Activity breaks can improve on-task behavior in the classroom. Beverage policies can cut the consumption of excess calories that lead to children being overweight. Movement opportunities in and out of PE class can increase fitness.
    - K-5 obesity in the Redondo Beach Unified School District is down 64 percent since 2016 as a result of well-being programs implemented.
    - Students at Blue Zones Project Approved schools in Southwest Florida get an average of 225 more minutes of physical activity each week than students at other schools.
- **Economic and community vitality:**
    - Blue Zones Project-related initiatives in Cedar Falls, Iowa, helped earn a Physical Education Program (PEP) grant valued at $1.3 million.
    - $6.4 million in grant funding was secured to support a Safe Routes to School initiative in Fort Worth, Texas.
- **School-community connection:** School involvement sends a positive message and connects staff, parents, and students around a shared goal. Blue Zones Project social media, web, and community promotions fuel enthusiasm for healthy action.
- **Proactive position:** The Blue Zones Project School Pledge reflects the growing recognition that helping kids develop healthy habits affects lifelong well-being and healthcare costs. Participation puts schools on the healthy side of government mandates and public opinion.

OVERVIEW

The school systems in Burlingame, San Bruno, and San Mateo represent one of the most strategic and high-impact partnership opportunities for a Blue Zones initiative on the Peninsula. Collectively, these communities are served by a mix of strong public school districts, private schools, community colleges, and nearby higher education institutions that influence thousands of students, families, educators, and employees each day. Because schools shape lifelong habits, social connection, mental well-being, nutrition behaviors, and physical activity patterns, school systems are uniquely positioned to serve as foundational partners in long-term community transformation.

The San Mateo County region benefits from several well-established districts, including but not limited to the Burlingame Elementary School District, San Bruno Park School District, San Mateo Union High School District, and San Mateo-Foster City School District. These institutions bring strong civic presence, stable employment bases, and established communication networks that can accelerate Blue Zones engagement with students, staff, and families.

Across the three communities, schools often function as more than educational institutions; they are neighborhood anchors, gathering places, recreation hubs, volunteer centers, and trusted sources of support for families. Campuses host sports, arts, after-school programming, wellness services, and community events that naturally align with Blue Zones principles of belonging, purpose, movement, and connection. Many schools in the region have already advanced initiatives related to student wellness, mental health, nutrition improvements, restorative practices, outdoor learning, and Safe Routes to School efforts, creating a favorable foundation for deeper partnership.

Burlingame's schools are strongly integrated into community identity, supported by engaged families and walkable neighborhoods that can enhance active transportation and volunteerism. San Bruno's schools serve a diverse student population and are well positioned to connect school wellness strategies with broader family and neighborhood needs. San Mateo offers the largest and most diverse educational landscape of the three cities, with multiple elementary districts, a major high school district presence, and College of San Mateo serving as a regional higher education anchor.



BURLINGAME ELEMENTARY SCHOOL DISTRICT

The Burlingame education landscape is anchored by a highly regarded public school system that serves students from early childhood through high school and plays a central role in supporting academic success and student well-being. The Burlingame Elementary School District (BSD) serves approximately 3,300 students in grades TK–8 across seven schools, including Burlingame Intermediate School and six elementary campuses—Franklin, Hoover, Lincoln, McKinley, Roosevelt, and Washington Elementary Schools. Beyond the TK–8 system, Burlingame students attend Burlingame High School, part of the San Mateo Union High School District, which offers comprehensive academic and extracurricular programming that prepares students for college and career pathways. Together, these schools form a cohesive network with strong potential to advance healthy habits, connection, and the Blue Zones principles of well-being across childhood and adolescence.

BSD serves a diverse student population that reflects the broader community. The district enrolls approximately 12.5 percent English language learners and provides free and reduced-price meals to about 13 percent of students. The district also includes students from multiple racial, ethnic, linguistic, and socioeconomic backgrounds, highlighting the importance of inclusive and culturally responsive approaches to student wellness and family engagement. To support student health and learning, BSD provides vision and hearing screenings, nursing services, and integrated health education coordinated by a District Wellness Coordinator. While district-level health outcome data are limited, statewide trends point to mental health, school connectedness, and chronic absenteeism as growing concerns for California students—areas where a Blue Zones Schools approach could strengthen prevention, engagement, and whole-child well-being.



Public Schools in Burlingame

- BSD Preschool
- Franklin Elementary School (K–5)
- Hoover Elementary School (K–5)
- Lincoln Elementary School (K–5)
- McKinley Elementary School (K–5)
- Roosevelt Elementary School (K–5)
- Washington Elementary School (K–5)
- Burlingame Intermediate School (grades 6–8)
- Burlingame High School (grades 9–12)

Private Schools in Burlingame

- Mercy High School (all-girls Catholic high school; grades 9–12)
- Our Lady of Angels School (Catholic school; grades K–8)
- St. Catherine of Siena School (Catholic school; grades K–8)
- Genius Learning (early education and kindergarten-level programming)
- Lydian Academy (middle/high school with individualized instruction; grades 6–12)
- Burlingame Montessori School (early childhood and elementary programming)
- The Avalon Academy (special education)



Current Policies and Procedures in Burlingame

Federal Nutrition Programs and Wellness Policies: The BSD maintains a Local School Wellness Policy aligned with federal and state requirements to promote healthy eating, physical activity, and overall student well-being. The policy reflects USDA nutrition standards, including the National School Lunch Program and Smart Snacks guidelines, ensuring that meals and competitive foods served on campus meet the Dietary Guidelines for Americans. The district limits the availability of low-nutrient foods during the school day and encourages healthier classroom celebrations, reinforcing consistent nutrition messaging across all schools.

District-Level Wellness Policies and Committees: The BSD supports wellness implementation through a district-level Coordinated School Health Committee (also referred to as the Wellness Team). This group includes representatives from across the school community and provides oversight, guidance, and continuous improvement for wellness efforts. The committee monitors compliance with the Local School Wellness Policy, reviews school-level practices, and helps align district initiatives with best practices for student health, physical activity, and nutrition.

Physical Education: Physical Education is a core component of the BSD's approach to student well-being. The district meets California PE requirements and administers annual Physical Fitness Testing (FitnessGram) for students in grades 5 and 7, assessing aerobic capacity, strength, flexibility, and body composition. BSD students consistently perform at or above county and state averages, reflecting strong participation in physical activity and a district emphasis on movement, fitness, and lifelong healthy habits.

Health Education and Healthy and Safe School Environment: Health education is embedded throughout the BSD's curriculum and coordinated by the District Wellness Coordinator. Students participate in age-appropriate instruction that includes nutrition education, garden-based learning, cooking and gardening programs, puberty education, sexual health education, and substance use prevention. Each school maintains a garden learning space that supports experiential learning and reinforces healthy food choices and lifelong habits.

STRENGTHS

Active Community and Built Environment Assets: Burlingame benefits from a highly supportive physical environment that naturally encourages healthy behaviors. Walkable neighborhoods, bike-friendly streets, and accessible parks make it easier for students and families to stay active throughout the day. Programs like the “bike bus” and the strong presence of organized sports further reinforce a culture of movement and connection, creating everyday opportunities for both physical activity and social interaction.

Existing Institutional Infrastructure: The district already has key structures in place that can serve as a strong launch point for Blue Zones implementation. Wellness and safety committees are established, and recent improvements to the food environment—such as increased scratch cooking, salad bars, and a focus on locally sourced ingredients—demonstrate a commitment to healthier choices. With the right coordination and support, these existing efforts can be expanded into a more cohesive and impactful well-being strategy.

Community Engagement and Social Networks: Burlingame has a deeply engaged and connected community, with active parent groups, parent-teacher associations (PTAs), and local programs playing a meaningful role in school life. Initiatives such as Dad’s Club and various after-school activities highlight a strong culture of participation and volunteerism. This level of social cohesion creates a welcoming environment for new initiatives and provides a built-in network to help champion and sustain well-being efforts over time.



Leadership Openness and Interest: There is a clear and genuine interest from both staff and leadership in prioritizing health and well-being, particularly when it comes to supporting school staff. Leaders recognize the connection between well-being, staff retention, and overall school culture, and are open to exploring new approaches. This openness creates a strong foundation for partnership and signals readiness to embrace structured, district-wide efforts that support both students and staff.

CHALLENGES

Lack of Embedded Wellness Culture, Especially for Staff: While there is awareness of the importance of well-being, it is often approached as a personal responsibility rather than something built into the workday. Staff frequently operate in a fast-paced environment with limited time to pause, recharge, or prioritize healthy habits. This can contribute to burnout, stress, and routines that are difficult to sustain long term. There is a clear opportunity to shift wellness from an individual effort to a shared, supported part of the workplace culture.

Inconsistent Student Health Behaviors: Even with existing wellness policies, student behaviors do not always align with healthy choices. Many students continue to bring highly processed snacks and rely heavily on screens, particularly at the middle school level, where independence increases. While there are many opportunities for physical activity, much of it is structured or pay-to-play, and less organic, everyday movement and play are happening.

Equity Gaps in Health and Nutrition: There are noticeable differences in access to healthy food and resources across families. Some students come to school with well-balanced meals and strong health habits, while others rely more heavily on packaged foods or school meals due to time, financial, or resource constraints at home. These differences can lead to uneven health outcomes and highlight the importance of creating equitable, accessible solutions for all students and families.



Fragmented and Unsustained Initiatives: Many strong programs exist, but they are often dependent on a small group of passionate individuals—frequently parents or specific staff members. When those individuals move on, programs such as school gardens or wellness initiatives can lose momentum or disappear altogether. There is an opportunity to create more sustainable systems with shared ownership, ensuring these efforts continue and grow over time.

Structural and Environmental Barriers: While Burlingame has many strengths in its built environment, there are still key barriers that limit access and participation. Busy roadways, safety concerns, and challenging traffic patterns—especially around major corridors—can make walking or biking to school more difficult for some families. These factors can discourage active transportation and limit equitable access to healthy, connected environments.

Limited Cross-Sector Coordination: A wide range of organizations, programs, and initiatives are working to support health and well-being, but they are not always aligned or connected. This can lead to duplication of efforts and missed opportunities to build on shared goals. Greater coordination across schools, community organizations, and local partners could amplify impact and create a more unified approach to well-being.

Limited Time for Lunch, Recess, and Snack Breaks: The structure of the school day can make it challenging for students to fully engage in healthy behaviors. Short lunch periods and limited time for recess or snack breaks may not allow students enough time to eat mindfully, be active, or recharge. Expanding or rethinking these timeframes could better support both physical health and overall well-being throughout the day.



OPPORTUNITIES



Embed Well-Being Into School Culture and Operations: There is a meaningful opportunity to shift well-being from something individuals pursue on their own to something built into the fabric of the school day. This could include integrating staff well-being programs, aligning policies with health goals, and incorporating simple daily practices that support movement, connection, and healthy eating. When well-being becomes part of how schools operate, it is easier for both staff and students to sustain healthy habits over time.

Unify Existing School Wellness Champions Around a Shared Vision: Burlingame already has strong networks in place—wellness committees, PTAs, parent groups, and community partners. The opportunity now is to bring these groups together under a shared vision for well-being. By aligning efforts and creating a coordinated, district-wide strategy, these existing champions can amplify one another's work, reduce duplication, and create a more seamless and impactful experience for students, staff, and families.

Expand Equitable Food Access and Nutrition Support Across Schools and Into the Community: Building on recent improvements to school meals, there is an opportunity to go further in ensuring all students have access to healthy, appealing, and culturally relevant food options. Pairing this with nutrition education and leveraging emerging community hubs or resource centers can help address food insecurity and support families beyond the school day, creating a more equitable foundation for health across the community.

Strengthen Built Environment Initiatives to Make Natural Movement Safe and Easy: With a strong base already in place, enhancements to programs like Safe Routes to School and initiatives such as bike buses can further encourage everyday movement. Addressing key barriers—such as busy roadways or challenging crossings—can make it safer and easier for more students and families to walk, bike, or scooter to school, helping normalize active living as part of daily routines.

Create Sustainable Programming Models: Many strong initiatives exist, but long-term success will depend on creating systems that do not rely on a single champion. Establishing dedicated roles, clear ownership, and simple structures can help ensure programs such as school gardens, wellness activities, and student engagement efforts continue and grow over time, regardless of changes in staffing or parent involvement.

Increase Student Social Connection and Mental Well-Being: There is an opportunity to intentionally design spaces and programs that encourage more face-to-face interaction, unstructured play, and meaningful connection. Creating time and opportunities for students to engage with one another without screens can support stronger relationships, improve mental well-being, and foster a greater sense of belonging across campuses.

Support Staff Well-Being and Retention: Staff have expressed a clear need for more support in this area, and even small, accessible programs can make a meaningful difference. Offering opportunities for connection, movement, stress management, and healthy habits during the workday can help reduce burnout, improve morale, and support retention. When staff feel supported, it positively impacts the entire school community.

Create Policies That Ensure Students Have Enough Time to Eat and Move Throughout the Day: The school schedule plays a key role in shaping daily habits. By ensuring students have adequate time for lunch, recess, and movement breaks, schools can better support mindful eating, physical activity, and overall energy throughout the day. Thoughtful adjustments to timing and structure can help reinforce healthy behaviors in a practical, sustainable way.

READINESS

The BSD demonstrates moderate to high readiness to implement Blue Zones principles, supported by strong foundational assets, active community engagement, and a clear interest in advancing health and well-being across schools. Existing efforts—such as improvements to school nutrition, access to parks and walkable neighborhoods, and engaged parent and community networks—provide a solid base for implementation. However, these efforts are often fragmented and reliant on individual champions, with limited alignment, consistency, and system-level integration across the district. There are also notable opportunities to strengthen staff well-being, address equity gaps in access to healthy food and resources, and create more sustainable, coordinated programming. This environment positions Blue Zones to serve as a unifying framework—bringing structure, dedicated support, and a shared vision to connect existing initiatives, enhance impact, and embed well-being into the daily environments where students, staff, and families live, learn, and work.



SAN BRUNO PARK SCHOOL DISTRICT

Schools in San Bruno represent an important opportunity for Blue Zones partnership because of their role as trusted community anchors serving a diverse and multigenerational population. The city is primarily served by the San Bruno Park School District for elementary and middle school students, with many students continuing into San Mateo Union High School District campuses such as Capuchino High School. In addition, families benefit from proximity to Skyline College, a major local higher education institution offering workforce development, dual enrollment, and continuing education pathways.

San Bruno's student population reflects the city's rich diversity and mirrors broader Peninsula demographic trends. According to recent U.S. Census estimates, San Bruno has a population of more than 42,000 residents with no single racial or ethnic majority. Asian residents comprise roughly 32 percent of the population, White residents approximately 33 percent, and Hispanic or Latino residents approximately 29 percent, alongside multiracial, Pacific Islander, Black, and other populations.

This diversity creates both a major community strength and an important planning consideration, requiring culturally responsive family engagement, multilingual communication, and inclusive wellness strategies that resonate across households. Many local families are connected to industries such as healthcare, airport operations, hospitality, retail, logistics, education, and public service, reflecting the city's working and middle-income character within the Peninsula economy.

Within the San Bruno Park School District, publicly available student data also reflect a highly diverse enrollment, with Hispanic (46 percent), Asian (28 percent), and multiracial (20 percent) students representing substantial shares of the student body.

Schools in San Bruno often function beyond academics; they serve as neighborhood gathering places, recreation centers, food access points, and hubs for youth development. Campuses host after-school programs, athletics, wellness supports, and community events that align naturally with Blue Zones principles of belonging, movement, purpose, and connection. The city's compact geography and many residential neighborhoods also create favorable conditions for Safe Routes to School, walkability, and stronger school-community integration.

Public Schools in San Bruno

- San Bruno Park Preschool
- Allen Elementary School
- Belle Air Elementary School
- John Muir Elementary School
- Portola Elementary School
- Parkside Intermediate School

Current Policies and Procedures in San Bruno

Federal Nutrition Programs and Wellness Policies: San Bruno Park School District operates Child Nutrition Services across its campuses, providing student meals that meet state and federal USDA nutrition standards. The district has also participated in Provision 2, a federal meal service model that can expand universal meal access, reduce stigma, and lower administrative barriers for families.

District-Level Wellness Policies and Committees: The district maintains a Local Control and Accountability Plan (LCAP), California's required strategic planning framework that guides district goals related to student achievement, engagement, and school climate. Public board policies and staff leadership roles, including wellness-related positions, provide added structure to support coordinated student and staff well-being efforts.

Physical Education: San Bruno Park School District provides Physical Education programming across elementary and middle school grade levels, helping support lifelong movement habits and student fitness. Facilities such as Parkside Intermediate School's gymnasium and activity spaces reflect long-standing investment in school-based recreation and PE opportunities.

Health Education and Healthy and Safe School Environment: The district's LCAP includes priorities tied to school climate, student engagement, and access to support services that contribute to healthy and safe learning environments. District policies also emphasize a positive, equitable, and respectful workplace culture for employees, supporting overall staff wellness and retention.

STRENGTHS

Strong Foundation in Student Nutrition: The district is advancing scratch cooking, local sourcing, and healthy food policies, creating a supportive environment for healthier eating habits across schools. These efforts demonstrate a growing commitment to improving food quality, increasing access to nutritious meals, and reinforcing healthy behaviors during the school day. Continued investment in nutrition programming positions the district well to align with Blue Zones food guidelines and healthy eating initiatives.

Expanding Garden-Based Learning: School garden programs and hands-on learning experiences are growing across campuses, reinforcing nutrition education, environmental awareness, and family engagement. These programs provide students with direct exposure to healthy foods while creating opportunities for experiential learning tied to science, wellness, and sustainability. The expansion of garden education also supports stronger school-community connections and long-term healthy behavior development.

Increased Access to Physical Activity: Investments in athletic fields, outdoor spaces, playground improvements, and movement-based electives are creating more opportunities for students to be active throughout the day. The district's continued focus on improving recreational infrastructure supports daily movement, physical wellness, and social connection among students. These efforts align well with Blue Zones principles that encourage natural movement and active lifestyles beginning at an early age.



Strong Communication and Family Support Systems: Consistent outreach efforts, community school resources, and strategies such as student-led conferences are strengthening family connection and engagement throughout the district. These systems help improve trust, communication, and collaboration between schools and households while creating additional pathways to support student well-being. The district's emphasis on family involvement provides a strong foundation for broader community-based wellness initiatives.

Established Cross-Sector Partnerships: Collaboration with city departments, public safety services, and community organizations provides a strong foundation for broader community-wide health and well-being initiatives. Existing partnerships demonstrate the district's willingness to work across sectors to address student and family needs beyond the classroom. These relationships could support future Blue Zones implementation efforts related to safe routes, mental well-being, healthy environments, and coordinated community programming.

CHALLENGES

Limited Focus on Staff Well-Being: While the district has made meaningful investments in student wellness, employee wellness programming and staff-centered well-being initiatives remain more limited. Opportunities exist to strengthen healthy food access for staff, workplace wellness efforts, stress management resources, and policies that encourage healthier daily habits across campuses. Expanding staff well-being supports could improve employee morale, retention, and overall alignment with a culture of health throughout the district.

Car-Dependent Environment Limits Daily Movement: Safety concerns, hilly topography, traffic patterns, and infrastructure barriers continue to reduce opportunities for walking and biking among students and families. Many school sites remain heavily dependent on vehicle transportation, particularly during drop-off and pick-up times, which limits opportunities for natural daily movement. Additional investments in safe routes, pedestrian connectivity, and active transportation infrastructure could help support healthier mobility patterns across the district.



Restricted Community Access to School Spaces: School facilities and recreational spaces remain largely closed outside of school hours, limiting opportunities for community recreation, gathering, and social connection. While these restrictions are often tied to staffing, maintenance, and safety considerations, they reduce the ability for schools to function as broader neighborhood wellness hubs. Increasing shared-use opportunities could strengthen community engagement while expanding access to safe spaces for physical activity and connection.

Uneven Family Engagement Due to Socioeconomic Factors: Family participation and engagement vary significantly across school sites, particularly in communities facing economic pressures, language barriers, transportation limitations, and time constraints related to work schedules. While the district has implemented strong communication and outreach efforts, some families remain harder to consistently engage. Additional culturally responsive engagement strategies and flexible participation opportunities may help strengthen inclusivity and long-term family involvement.

Growing Demand for Mental Health and Social-Emotional Learning Support: There is a clear and increasing need for more consistent, accessible, and sustainable mental health and social-emotional learning supports for both students and staff. Like many districts, San Bruno continues to navigate post-pandemic behavioral health challenges, rising stress levels, and increasing demand for counseling and intervention services. Expanding partnerships, staffing capacity, and preventative well-being strategies may help address these growing needs over time.

Cost and Convenience Drive Unhealthy Food Choices: Budget limitations, time constraints, and convenience often result in less healthy food options being selected for staff meetings, events, and campus gatherings. While there is growing awareness around nutrition and wellness, healthier catering and food purchasing practices have not yet been consistently integrated across district operations. Establishing clearer wellness-oriented food guidelines and healthier default options could help reinforce the district's broader nutrition goals.

OPPORTUNITIES

Transform Schools Into Healthy Worksites That Retain and Support Staff: There is a strong opportunity to build on existing student wellness efforts by introducing more staff-focused well-being initiatives across the district. Programs such as purpose workshops, healthy meetings, walking groups, stress reduction activities, and built-in wellness programming could help foster a healthier workplace culture for employees. Positioning schools as healthy worksites would further align district operations with Blue Zones principles while supporting staff morale, retention, and overall well-being.

Activate Safe Routes and Built Environment Improvements: The district has an opportunity to partner with city leaders, transportation agencies, and community organizations to implement pilot projects and community-driven strategies that improve walking, biking, and overall safety around school campuses. Enhancing sidewalks, crossings, bike access, traffic calming measures, and connectivity could help encourage more natural daily movement for students and families. These efforts could also strengthen long-term alignment between school wellness goals and broader community infrastructure planning.

Reopen Schools as Community Hubs: Expanding shared-use agreements and reopening school spaces outside of traditional school hours could create greater access to safe places for recreation, social connection, and community programming. Schools are well positioned to serve as neighborhood well-being centers that support physical activity, intergenerational engagement, and community gathering opportunities. Increased public access to fields, playgrounds, gardens, and recreational spaces could strengthen community well-being while maximizing existing district assets.



Scale Healthy Food Across All Settings: The district has an opportunity to extend successful student nutrition efforts into additional areas of district culture and operations, including staff meals, meetings, events, and community gatherings. Establishing healthier food defaults and wellness-oriented catering practices could reinforce consistent nutrition messaging across the district. Expanding healthy food visibility beyond cafeterias would help create a more comprehensive culture of well-being for students, staff, and families.

Engage Underserved and Multilingual Families Through Culturally Responsive Outreach: There is an opportunity to strengthen participation and trust among underserved and harder-to-reach families through more targeted, culturally responsive engagement strategies. Flexible meeting formats, multilingual communication, community partnerships, and outreach tailored to varying schedules and needs could help improve long-term family involvement across all school communities. Stronger engagement with these populations would support more equitable implementation of future well-being initiatives.

Implement a Unified Mental Health and Social-Emotional Learning Strategy: Developing a more consistent, district-wide approach to mental health and social-emotional learning could strengthen support systems for both students and staff across all campuses. Opportunities exist to better align counseling services, staff training, preventive wellness efforts, and community partnerships into a coordinated framework. A unified strategy would help improve consistency, sustainability, and long-term impact while reinforcing well-being as a core district priority.

READINESS

San Bruno schools demonstrate moderate and growing readiness to partner with Blue Zones, supported by strong leadership engagement, a clear commitment to student health, and existing investments in nutrition, gardens, and physical activity infrastructure. The district has already begun aligning with key Blue Zones principles—particularly around healthy food environments and student well-being—while also showing openness to new strategies and cross-sector collaboration. At the same time, overall readiness is tempered by gaps in staff well-being programming, limited joint use of school facilities, car-dependent community patterns, and uneven family engagement driven by socioeconomic factors. Mental health needs and the absence of a unified, district-wide approach to social-emotional learning further highlight areas for growth. Overall, San Bruno is well positioned to advance a Blue Zones partnership, with the greatest opportunity lying in expanding from strong student-focused efforts to a more comprehensive, system-wide approach that integrates staff, families, policies, and the broader built environment to support long-term community well-being.

SAN MATEO-FOSTER CITY SCHOOL DISTRICT

The San Mateo-Foster City School District (SMFCSD) is a large, highly regarded public elementary and middle school district serving approximately 10,500 students in preschool through eighth grade in 21 schools in San Mateo and Foster City, California. SMFCSD's network comprises a diverse mix of neighborhood elementary schools and grade 6–8 middle schools, as well as specialized magnet programs that support both academic excellence and inclusive learning environments. The district's schools reflect strong community engagement and solid performance indicators, with 2025 assessment results showing that 52.7 percent of students met or exceeded state standards in English language arts and 49.4 percent met or exceeded standards in math. Demographically, the district serves a substantial English learner population of 27.3 percent, reflecting a racially, linguistically, and socioeconomically diverse student body. The district offers a broad range of instructional supports, enrichment programs, and student services aimed at fostering both academic success and whole-child well-being. San Mateo-Foster City students typically continue their public education in the San Mateo Union High School District for grades 9–12.



Public Schools in San Mateo-Foster City

Middle and K–8 Schools

- Abbott Middle School (San Mateo)
- Borel Middle School (San Mateo)
- Bowditch Middle School (Foster City)
- Bayside Academy (San Mateo; grades K–8 magnet)
- North Shoreview Montessori (San Mateo; magnet program/multi-grade)
- Parkside Montessori (San Mateo; magnet program)

Elementary Schools

- Audubon Elementary School (Foster City)
- Baywood Elementary School (San Mateo)
- Beach Park Elementary School (Foster City)
- Brewer Island Elementary School (Foster City)
- Beresford Elementary School (San Mateo)
- College Park Elementary School (San Mateo)
- Fiesta Gardens International School (San Mateo)
- Foster City Elementary School (Foster City)
- George Hall Elementary School (San Mateo)
- Highlands Elementary School (San Mateo)
- Lead Elementary School (San Mateo)
- Laurel Elementary School (San Mateo)
- Meadow Heights Elementary School (San Mateo)
- San Mateo Park Elementary School (San Mateo)
- Sunnybrae Elementary School (San Mateo)

High Schools

- San Mateo High School
- Hillsdale High School
- Aragon High School

Other District-Level Public Programs

- San Mateo-Foster City Special Education Preschool (San Mateo)

Private Schools in San Mateo-Foster City

- Moonshot Academy (grades K–12)
- Odyssey School (elementary)
- The Nueva School - Bay Meadows Campus (Grades 9 -12)
- Pacific Rim International School (elementary through grade 12)
- Ronald C. Wornick Jewish Day School (grades TK–8)
- The Carey School (preschool through grade 5)
- The Burkard School (grades K–8)
- St. Matthew Catholic School (K–8)
- Episcopal Day School of St. Matthew (PreK–8)
- St. Timothy School (grades K–8)
- Centennial Montessori School (elementary)
- Kids' Connection (elementary)

> **The Superintendent has been all about healthy and diverse choices. There's vegetarian options, options from different cultures, and kids are like, 'This is good'!**
>
> **- Middle School Principal**

Current Policies and Procedures in San Mateo-Foster City

Federal Nutrition Programs and Wellness Policies: The SMFCSD operates Child Nutrition Services and provides daily breakfast and lunch options for students. For the 2025–2026 school year, the district notes that meals are free for all enrolled students, supporting access to nutritious meals as part of the school day. At the policy level, SMFCSD's Student Wellness Board Policy (Board Policy 5030) is designed to meet federal and state expectations for coordinated school health programming, including nutrition and food services, physical education and fitness, and comprehensive health education.

District-Level Wellness Policies and Committees: The SMFCSD frames wellness as a districtwide priority and provides wellness resources for students and families, emphasizing support systems and connections to school- and community-based services. The district's governance for wellness is reflected in its Student Wellness Policy (BP 5030) and district infrastructure that elevates wellness alongside achievement and equity in strategic planning, signaling that wellness is not a standalone program but a cross-cutting expectation across sites and departments.

Physical Education: The SMFCSD describes PE as a planned, progressive part of the instructional day for all students, supporting physical competence, movement skills, teamwork, and sportsmanship. SMFCSD's approach sits within California's legal requirements for PE minutes—elementary students must receive at least 200 minutes of PE every 10 school days (and additional requirements apply in upper grades). This provides an important compliance and implementation baseline for Blue Zones Schools planning.

Health Education and Healthy and Safe School Environment: The SMFCSD's wellness and student-services ecosystem includes health supports and guidance for families (including protocols related to illness and safe return to activity), reinforcing a safe learning environment that reduces barriers to attendance and participation. The district also emphasizes a whole-child, supportive climate through wellness programming and school climate practices such as restorative approaches, which are intended to strengthen belonging, reduce disciplinary incidents, and improve campus culture—key conditions for effective prevention and well-being promotion.



STRENGTHS

Strong Cross-Sector Programming and Partnerships: Established collaborations across schools, nonprofits, and community organizations are driving integrated programming that advances nutrition, mental health, and outdoor learning.

Commitment to Student and Staff Well-Being: Schools are prioritizing well-being through restorative practices and expanded mental health supports, resulting in improved student behavior and staff outcomes.

Emerging Built Environment and Active Transportation Efforts: Initiatives such as Safe Routes to School and shared-use campuses are increasing opportunities for physical activity and community connection.

Growing Focus on Nutrition and Food Systems: Expanding scratch cooking, food education, and nonprofit-led efforts are strengthening access to healthy food and building food literacy.

Youth Engagement and Leadership Development Opportunities: Student-led initiatives and service-learning programs are fostering purpose, connection, and leadership among youth.



CHALLENGES

Student Mental Health and Stress: Increasing anxiety and emotional dysregulation among students are being driven by social, environmental, and family-related stressors.

Inequities Driven by Income and Access: Economic disparities continue to limit access to healthy food, stable environments, and consistent engagement opportunities for many families.

Lack of Program Continuity and Sustainability: Many initiatives are not sustained over time due to reliance on individual champions and limited policy integration.

Built Environment Barriers: Safety concerns, inadequate infrastructure, and competing priorities hinder progress in creating walkable and bike-friendly communities.

Food Environment Limitations: School meal programs often face challenges with quality and appeal, resulting in limited impact on student nutrition behaviors.

Fragmented Communication and Engagement: Heavy reliance on digital outreach and inconsistent strategies make it difficult to effectively engage diverse community members.

OPPORTUNITIES

Strengthen Policy for Long-Term Impact: Embedding successful initiatives into policy can ensure sustainability and drive consistent, system-wide change.

Build a Coordinated, County-Wide Approach: Aligning schools, cities, and community organizations can create a unified strategy and amplify collective impact.

Design School Food Systems Around Long-Term Health: Enhancing local food access, education, and healthcare integration can shift the focus toward long-term health outcomes.

Enhance Built Environment for Daily Movement: Investing in safe, connected infrastructure and shared-use spaces can increase everyday physical activity.

Empower Students to Lead and Inspire Healthy Behaviors: Scaling peer-led programs can empower students to influence healthy behaviors across their schools and communities.

Reimagine Community Engagement Strategies: Prioritizing in-person, accessible, and relationship-based outreach can improve participation and trust.

Support Family and Caregiver Engagement: Support Family and Caregiver Engagement: Provide flexible, accessible resources and leverage trusted community channels to help families and caregivers—particularly those balancing multiple jobs, childcare responsibilities, and busy schedules—participate in well-being efforts in ways that fit their daily lives.

READINESS

San Mateo schools demonstrate moderate to strong readiness to partner with Blue Zones, supported by a solid foundation of cross-sector collaboration, engaged leadership, and a clear commitment to advancing student and staff well-being. Existing efforts in restorative practices, nutrition, mental health, and active transportation reflect meaningful progress and alignment with Blue Zones principles, while strong partnerships with nonprofits and community organizations provide a pathway for scalable impact. At the same time, key challenges—including rising student stress, economic inequities, inconsistent program sustainability, and built environment barriers—highlight the need for more coordinated, policy-driven approaches to ensure long-term success. With growing interest in prevention-focused strategies and a shared desire to better connect existing efforts, San Mateo schools are well positioned to deepen impact through a Blue Zones partnership by strengthening alignment across sectors, embedding initiatives into systems and policies, and expanding equitable access to environments that support healthy, connected daily living.

PEOPLE AND ORGANIZATIONS ENGAGED

Blue Zones acknowledges and thanks the following participants for lending their time, expertise, and insight in contributing to this report.

NAME	TITLE	ORGANIZATION
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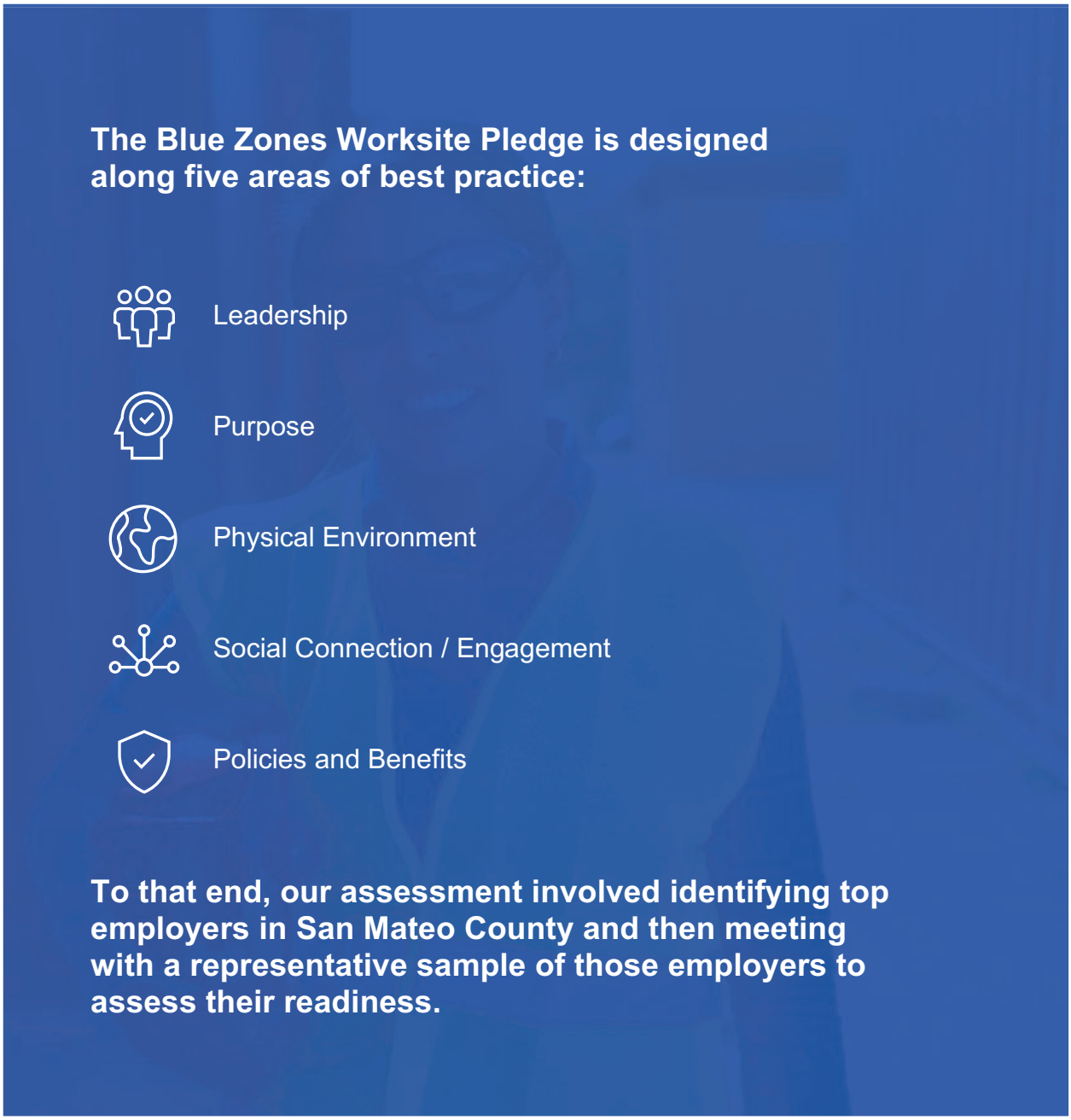
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Worksites

When well-being is an imperative in the workplace, the business benefits. Most Americans spend nearly half their waking day on the job, making worksites a critical area when it comes to encouraging healthy habits. Workplaces significantly influence the health and well-being of individuals and communities because they are a central part of people's lives, shaping social, economic, and environmental factors that affect health, including driving social determinants of health outcomes.

What the Blue Zones Worksite Pledge Does

To achieve Blue Zones Certification, we require either **50 percent of the largest workplaces or 25 percent of the workforce** to become Blue Zones Project Approved. We do not charge employers for our consultancy or the approval process, but we do require employers to take the process seriously and follow through on their initiatives.



The Blue Zones Worksite Pledge is designed along five areas of best practice:

- Leadership
- Purpose
- Physical Environment
- Social Connection / Engagement
- Policies and Benefits

To that end, our assessment involved identifying top employers in San Mateo County and then meeting with a representative sample of those employers to assess their readiness.



Benefits for Worksites

Recent Worksite Success Stories From Blue Zones Project Communities:

- 2% reduction in smoking prevalence
- 3.5% increase in employees exercising 30+ minutes at least 3 times per week
- 1.9% increase in employees eating 5+ servings of fruits and vegetables per day

Large Grocery Chain in Hawaii (Foodland):

- 72% of employees less sedentary per day
- 46% participation in volunteer experience through work
- 5.5% decrease in employee turnover

Large Hospital System in Southwest Florida (NCH):

- 34.1% decrease in BMI
- 2.8% improvement in employees' social well-being scores
- 17.6% decrease in employees' blood pressure

According to research published in *Frontiers in Psychology* and *Human Resource Management*, employees who are in good physical, mental, and emotional health are more likely to deliver optimal performance in the workplace.

How the Blue Zones Worksites Pledge Works

Worksites can commit to a Blue Zones Worksite Pledge and participate in a structured initiative to create healthier work environments and foster well-being, engagement, and longevity among employees. By formally taking the Pledge, worksites commit to implementing evidence-based practices that align with the Power 9® principles of Blue Zones.

The Blue Zones Worksite Pledge is a point-based system that focuses on several key areas to enhance employee well-being and to create a healthier workplace culture. A local, full-time Blue Zones staff member partners with worksites to guide them through a review of current workplace practices and an evaluation of existing policies, programs, and physical environments to identify areas for improvement. These areas for improvement align with Blue Zones well-being principles, including physical environment, leadership, benefits and well-being programs, social connections, sense of purpose, and work community.

Regular progress monitoring through employee surveys and HR metrics helps track improvements and sustain commitment to workplace well-being. Worksites that successfully implement, track, report, and sustain Blue Zones Approved™ changes during the project contract period receive recognition as a Blue Zones Approved™ worksite and experience the benefit of a healthier, more productive workforce and positive brand recognition for their organization.

By taking this process seriously, workplaces not only contribute to Blue Zones Certification but also drive positive community outcomes. Workplace efforts create ripple effects that influence the well-being of employees, their families, and the larger community. Ultimately, commitment to these initiatives builds healthier, more resilient, and happier communities and solidifies the role of workplaces as drivers of systemic change.



Workplaces' Impact on Health and Well-Being

Workplaces play a critical role in shaping both individual and community health because they can influence key social, economic, and environmental factors that drive health outcomes. And since many Americans spend nearly half of their waking hours at work, businesses are well positioned to foster healthy habits and positively impact the lives of members of their workforces.

In San Mateo County, businesses have a unique opportunity to support the health and well-being of their employees—and the community as a whole. By creating welcoming work environments, encouraging strong social connections, and offering access to healthcare and well-being resources, employers can make a lasting impact. When workplaces prioritize purpose, inclusion, and proactive health programs, everyone benefits—from a more engaged team to a healthier, more vibrant region.

Workplace Contributors to Well-Being:



Economic Stability
Stable, well-paying jobs and opportunities for career advancement reduce poverty, alleviate financial stress, and enhance long-term well-being.



Access to Health Resources
Comprehensive health benefits and well-being programs improve access to preventive care, chronic disease management, and mental health services.



Social Connections
Workplaces can foster meaningful social interactions, reducing isolation and enhancing support networks, mental health, and emotional well-being.



Education and Skills Development
Training programs and tuition assistance promote education and health literacy, fostering healthy behaviors and career growth.



Environment and Safety
Safe work environments and sustainability initiatives improve employee health and benefit communities through reduced pollution and enhanced infrastructure.



Social and Community Context
Inclusive workplaces and community engagement initiatives address systemic inequities, strengthen social cohesion, and promote communal health.

OVERVIEW

Burlingame, San Bruno, and the City of San Mateo form one of the Peninsula's most important employment corridors, with a diverse worksite landscape spanning healthcare, education, technology, hospitality, logistics, retail, and an emerging life sciences sector. Collectively, these communities benefit from strong regional transportation access, proximity to the San Francisco International Airport, established commercial districts, and a concentration of mid-sized to large employers that can influence workforce health and community well-being.

The region includes major healthcare institutions, school districts, public agencies, corporate headquarters, hospitality employers, airport-support industries, and small businesses that collectively reach thousands of workers each day. These worksites offer meaningful opportunities for Blue Zones to partner with organizations that can implement evidence-based workplace well-being strategies at scale.

Burlingame, San Bruno, and the city of San Mateo are part of one of the Bay Area's most dynamic employment corridors, where the worksite landscape is being reshaped by healthcare growth, life sciences expansion, evolving office demand, hospitality recovery, and mixed-use redevelopment. Historically driven by professional office users, travel-related employment, retail, and public institutions, the region is now transitioning toward a more diversified economy that blends innovation industries with service-sector and community-based employment. For Blue Zones, this creates a favorable environment for worksite engagement, as employers increasingly compete on talent attraction, employee well-being, workplace culture, and flexibility.





Healthcare is one of the most stable and expanding sectors across all three communities. Major employers such as Mills-Peninsula Medical Center in Burlingame, county health services in San Mateo, and nearby regional systems continue to anchor thousands of jobs. Demand for nurses, allied health workers, behavioral health professionals, and outpatient care roles is expected to remain strong as the population ages and healthcare delivery continues shifting toward prevention and community-based care. This trend aligns closely with Blue Zones opportunities around workforce resilience, purpose, stress reduction, healthy food standards, and caregiver well-being.

The Peninsula continues to be one of the strongest life sciences markets in the country, and these three communities are benefiting from spillover growth from nearby South San Francisco and broader San Mateo County. Industry reports from 2023 estimate that San Mateo County's life sciences sector directly employed more than 44,000 people and generated substantial economic activity, with strong concentrations in research, biotechnology, and biopharmaceuticals. Burlingame's Bayfront and San Bruno's Tanforan redevelopment area are increasingly tied to future lab, research and development, and innovation space. This signals a growing need for high-quality campus environments, active transportation, healthy dining, and employee engagement strategies.

Like much of the Bay Area, Burlingame, San Bruno, and San Mateo are experiencing an adjustment in traditional office demand. Older standalone office properties are being repositioned into mixed-use developments that combine housing, retail, hospitality, and flexible commercial space. San Mateo in particular is seeing redevelopment of underutilized retail and office sites into higher-density neighborhoods, while San Bruno's Tanforan site and Burlingame's Bayfront continue to evolve into more modern employment districts. This reflects a broader trend in which companies increasingly prefer amenity-rich, transit-served locations that support hybrid work and employee experience.

Burlingame and San Bruno maintain significant employment tied to San Francisco International Airport, including hotels, airline catering, transportation, food service, and logistics. Although these sectors were heavily impacted during the pandemic, they remain foundational to the local economy and continue to recover. These industries often rely on shift workers and operational staff, making them especially strong candidates for Blue Zones strategies related to healthy food access, movement breaks, social connection, scheduling well-being, and stress management.



Across the three communities, most businesses are small employers, even though a large share of workers are concentrated in bigger organizations. Chambers of commerce and downtown business associations remain important conveners, particularly for restaurants, professional services, wellness businesses, and independent retail. This suggests Blue Zones can drive strong impact not only through large employer partnerships, but also through coordinated small-business engagement models such as healthy workplace initiatives, walkability campaigns, and purpose-centered leadership development.

Employers across sectors increasingly face pressure to offer flexibility, purpose-driven culture, mental health support, and healthier work environments in order to attract and retain talent. In a high-cost region such as San Mateo County, commuting burden, stress, and burnout remain real workforce challenges. This makes Blue Zones worksite strategies especially relevant, as organizations look for lower-cost, culture-based ways to improve morale, retention, and productivity through environmental and policy change rather than solely through benefits spending.

Burlingame

Burlingame has a strong economy built around healthcare, hospitality, airport-support industries, and an increasingly active Bayfront development market. Major employers include hospital systems, hotels, food service providers, and aviation-related operations. Burlingame is also becoming a growing life sciences destination, with significant laboratory and office projects advancing near the Bayfront. This shift positions the city for future high-value job growth while increasing the importance of transportation access, healthy food environments, outdoor gathering spaces, and movement-friendly campus design.

Largest Worksites in Burlingame (2024–2025)

1. Meta Reality Labs Campus – 2,378 employees
2. Mills-Peninsula Medical Center – Sutter Health – 1,795 employees
3. Burlingame Skilled Nursing Center – 313 employees
4. Burlingame School District – 312 employees
5. Hyatt Regency San Francisco Airport – 310 employees

San Bruno

San Bruno combines major established corporate employers with one of the region's most significant redevelopment opportunities. Existing large worksites include technology, e-commerce, higher education, gaming, and municipal government. The city's future employment outlook is closely tied to the Tanforan redevelopment area, where long-term plans include mixed-use development, housing, and a substantial life sciences component near transit. This creates a strong opportunity to embed Blue Zones principles into future district design from the outset.

Largest Worksites in San Bruno (2024–2025)

1. YouTube – 2,535 employees
2. Walmart Global eCommerce – 2,165 employees
3. Skyline College – 549 employees
4. Artichoke Joe's Casino – 448 employees
5. City of San Bruno – 279 employees

San Mateo

San Mateo has the most diversified employer base of the three communities, anchored by public sector institutions, financial services, healthcare, education, and established corporate employers. Major worksites include county health operations, school districts, and large office employers. The city continues to transition toward a more mixed-use and transit-oriented economic model, with growth concentrated around downtown, Caltrain corridors, and El Camino Real. This trend supports Blue Zones strategies tied to active commuting, walkability, healthier food access, and social connection during the workday.

Largest Worksites in San Mateo (2024–2025)

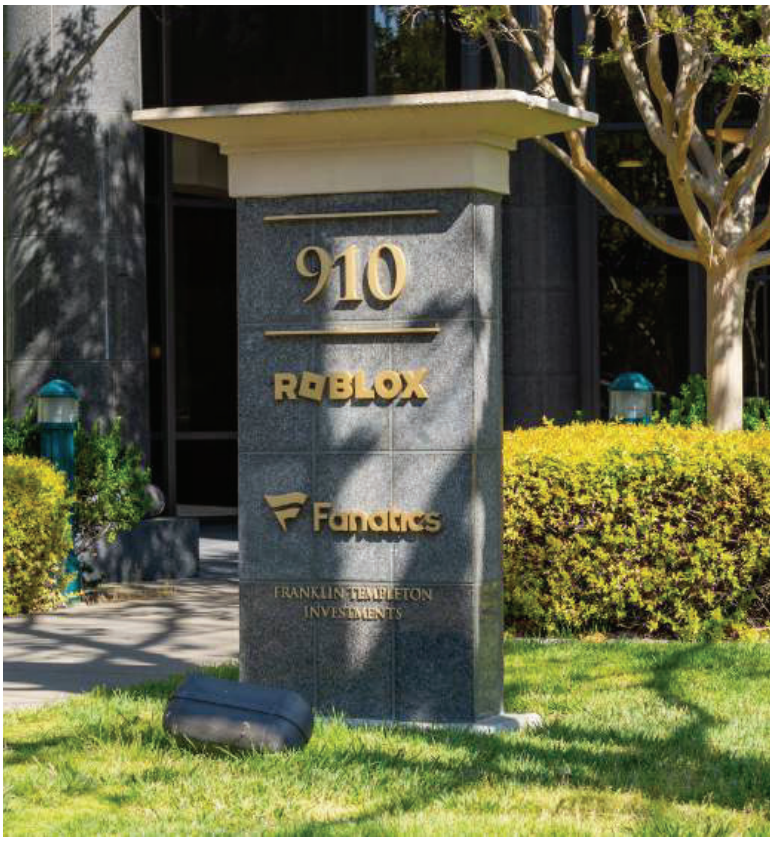
1. San Mateo Medical Center – 1,372 employees
2. San Mateo-Foster City School District – 1,245 employees
3. Sony Interactive Entertainment – 1,175 employees
4. San Mateo Union High School District – 1,043 employees
5. College of San Mateo – 726 employees

STRENGTHS

Strong Employer Base: San Mateo County's concentration of major employers across technology, healthcare, biotech, education, and professional services creates strong potential for high-impact Blue Zones worksite implementation.

Data-Driven Culture: A data-driven leadership culture aligns well with Blue Zones measurement, employee engagement tracking, and ROI-focused well-being strategies.

Cross-Sector Collaboration: Existing collaboration among business, government, and community organizations provides a strong foundation for regional employer coalitions and shared well-being initiatives.



Active Commuting Potential: Dense, transit-connected employment centers support opportunities for active commuting, walking meetings, stair use, and movement-friendly workplace design.

Healthcare Champions: Major healthcare systems and wellness-oriented organizations can serve as early adopters and champions for Blue Zones Approved worksites.

Emerging Employer Community Engagement: Some local employers, particularly small- and mid-sized companies, are increasing partnerships with nonprofits, health organizations, and community events, signaling openness to Blue Zones collaboration.

Innovative Wellness Leadership: Employers are already piloting holistic workplace wellness programs that address financial well-being, stress management, nutrition, social connection, and employee feedback.

Burlingame as a Community Model: Burlingame was cited as a community doing a strong job bringing people together and promoting engagement through the Chamber and other organizations, offering a replicable local example.



CHALLENGES

Burnout and Stress: High-pressure workplace cultures and burnout risk create a strong need for Blue Zones strategies focused on stress reduction, purpose, and connection.

Affordability Pressures: Housing affordability and cost-of-living pressures may increase employee stress, turnover, and barriers to sustained participation in well-being programs.

Inclusive Engagement: Worksite strategies must be intentionally inclusive to equitably reach hourly, frontline, shift-based, and multilingual employees.

Economic Volatility: Economic volatility in tech and innovation sectors may shift employer priorities, making long-term engagement strategies important.

Hybrid Workforce Challenges: Hybrid and distributed workforces create a need for intentional approaches to connection, culture, and movement beyond the traditional office setting.

Limited Small Business Capacity: Smaller employers often lack the staffing, time, and financial resources to engage deeply in community well-being efforts.

Traffic and Commute Stress: Severe congestion and long commutes were identified as barriers to employee well-being and in-person workplace participation.

Hybrid Work Culture Shifts: Since COVID, many workers prefer remote or hybrid schedules, making it harder to build traditional in-person workplace culture and connection.

Fragmented County Identity: Community events and engagement efforts are often city-specific, with limited awareness or participation across neighboring communities.

Underutilized Business Networks: Chambers of commerce were viewed as having unrealized potential to conduct more outreach and convene employers.

Culture Change Resistance: Even when employers invest in wellnes programs, changing internal workplace culture remains difficult and requires sustained leadership commitment.

San Francisco-Centered Opportunities: Many regional events are concentrated in San Francisco, creating travel and access barriers for San Mateo County residents and workers.



OPPORTUNITIES

Build a Regional Employer Coalition: A regional employer coalition model could unite companies around shared Blue Zones standards and create broader community impact. Partnerships with organizations such as Thrive Alliance and local chambers of commerce could accelerate outreach, business recruitment, and coalition building.

Redesign the Workplace Life Radius for Community Impact: Employers can extend their influence beyond the workplace by supporting healthier food access, volunteerism, schools, and community well-being initiatives or events. Better coordination between worksites and countywide promotions or local events could help residents see San Mateo County as one connected region.

Connect Community with a Small Business and Restaurant Network: A Blue Zones countywide network could connect small businesses, restaurants, and employers around shared well-being goals.

Implement Hybrid Well-Being Strategies: Blue Zones solutions tailored to hybrid workforces could support remote connection, purpose, movement, and stress-reduction practices.

Host Localized Community Events: Increasing wellness-focused events within San Mateo County could help residents access local opportunities without relying on San Francisco-based events.

Inspire Major Employers to Become Champions and Early Adopters: Engaging leading life sciences and biotech employers as visible early adopters could influence smaller employers across the region.



READINESS

Burlingame, San Bruno, and San Mateo demonstrate low to moderate readiness for Blue Zones worksite engagement, supported by a diverse employer base, growing healthcare and bioscience sectors, and evolving mixed-use employment centers. Conversations with local chambers of commerce indicated strong interest and potential support from the small business community, with chambers serving as valuable partners to help convene and engage employers across the region. Direct engagement with many of the area's largest worksites during the assessment process was more limited, suggesting a meaningful opportunity for deeper outreach to major employers, hospital systems, and corporate campuses in future phases. Key opportunities include workplace well-being certification, healthy food standards, purpose workshops, movement-based office design, commuter wellness strategies, and cross-sector employer coalitions. With coordinated regional leadership and stronger participation from anchor employers, these communities could build a high-impact Peninsula employer network that advances both workforce well-being and broader community transformation.

PEOPLE AND ORGANIZATIONS ENGAGED

Blue Zones acknowledges and thanks the following participants for lending their time, expertise, and insight in contributing to this report.

NAME	TITLE	ORGANIZATION
Susan Baker	President and CEO	Burlingame/SFO Chamber of Commerce
Rosanne Foust	CEO	San Mateo County Economic Development Association (SAMCEDA)
Stephanie Soo	Senior Human Resources Generalist	Biomea Fusion
Jamie Tan	Certified Public Accountant	
Erica Wood	President and CEO	San Mateo Area Chamber of Commerce

Restaurants

According to the 2024 US Foods American Dining Habits Report, on average, **Americans eat out nearly five times a month**, up from three times a month in 2023. The way a menu is designed, how food items are prepared and described, and the restaurant environment itself are all factors that Blue Zones takes into consideration when working with this important group of business owners during a community transformation.

> Our goal is to ensure a critical mass of restaurants offer healthy options for residents, while making sure the restaurant keeps its unique flavor and flair. By adding plant-based menu options, offering smaller portions, and swapping out a few recipes, restaurants can see major returns.

Blue Zones Project Approved restaurants tend to save money on food costs and attract more business through customers who want to eat healthier.

Although only 1 percent of Americans identified as vegan and 4 percent as vegetarian in a 2023 Gallup poll, interest in plant-based eating is growing. The journal *Nutrients* reports that nearly 26 percent of Americans in 2022 were actively trying to eat more plant-based foods, up from about 12 percent in 2012.

Becoming a Blue Zones Project Approved restaurant has positively impacted our business. Although Taco Heads has always promoted clean and healthy living, we now have a respected organization that further confirms our dedication to health and wellness.

– **Sarah Castillo, Taco Heads Restaurant Owner, Fort Worth,**

Benefits to Restaurants:

- Attract new diners by offering healthier options
- Increase overall revenue with sales of healthy food and beverage options
- Community recognition for Blue Zones Project Approved status
- Promotion through Blue Zones social media and website



OVERVIEW

Burlingame, San Bruno, and San Mateo collectively represent one of the Peninsula's strongest restaurant corridors, supported by affluent residential neighborhoods, commuter populations, airport proximity, and highly walkable downtown districts. Across the three cities, the dining environment is characterized by a mix of independent neighborhood restaurants, multicultural cuisine, polished casual dining, cafés, and emerging fast-casual concepts. These assets create favorable conditions for Blue Zones strategies focused on healthy food access, social connection, local business vitality, and community gathering spaces.

A defining regional strength is the presence of restaurant clusters located within pedestrian-friendly commercial districts that function as more than dining destinations. They also serve as everyday gathering spaces where residents, workers, and families connect.

Burlingame's restaurant environment is centered around Burlingame Avenue, a traditional main street corridor known for upscale casual dining, brunch culture, cafés, and neighborhood-oriented restaurants. Its attractive streetscape and strong pedestrian activity make it an important local social hub and model for community-centered dining environments.

San Bruno offers a more neighborhood-serving and pragmatic dining environment, with strong local clusters along San Mateo Avenue and near retail and commercial centers serving residents, airport workers, and travelers. The city's restaurant landscape reflects multicultural ownership, casual family dining, and accessible everyday gathering places.



Downtown San Mateo stands out as the largest and most diverse hub, with more than 100 restaurants concentrated in a compact, walkable area featuring global cuisine, cafés, and active day-to-evening foot traffic.

Current dining trends across the three communities include increased demand for outdoor dining, café and brunch culture, globally influenced menus, mixed-use dining destinations, and restaurant spaces that blend convenience with social experience. In San Mateo specifically, the market continues to evolve with new openings and reinvestment in downtown spaces, reflecting sustained consumer demand and ongoing dining vitality.

The region also has an existing local food recognition platform through *As Fresh As It Gets*, a San Mateo County program that recognizes restaurants, hotels, caterers, and other businesses that purchase or serve products from local San Mateo County farmers, fishermen, vintners, and brewers. Businesses that qualify may receive an *As Fresh As It Gets* plaque and window decal, helping customers identify establishments that serve locally sourced San Mateo County products. This program provides a strong foundation for Blue Zones strategies that connect healthier dining, local procurement, small business visibility, and community food culture.



STRENGTHS

Established Downtown Restaurant Districts: Burlingame, San Bruno, and San Mateo each have identifiable dining corridors that already function as community gathering places and support walkable social interaction.

Strong Independent Operator Presence: Many restaurants are locally owned, creating opportunities for authentic partnerships and faster adoption of community-based initiatives.

Diverse Culinary Environment: The region's multicultural restaurant mix can naturally support plant-forward dining, fresh ingredients, and culturally relevant healthy options.

High Community Visibility: Restaurants are among the most visible local businesses and can serve as trusted touchpoints for community messaging, events, and Blue Zones campaigns.

Consistent Foot Traffic: Lunch, dinner, café, and weekend activity create recurring opportunities to reach residents, workers, and visitors.

Outdoor Dining and Walkability Assets: Existing pedestrian-friendly streets and outdoor dining spaces align well with Blue Zones principles of movement, connection, and place activation.

CHALLENGES

Thin Profit Margins: Many restaurants operate with limited staffing and tight margins, which can make new initiatives feel difficult without clear business value.

Labor Shortages and Turnover: Staffing instability may limit management bandwidth to prioritize wellness programming or menu changes.

High-Cost Environment: Rent, wages, and food costs on the Peninsula can reduce flexibility for experimentation or participation in voluntary programs.

Perception of Healthy Food as Costly or Niche: Some operators may worry that healthier menu adjustments will reduce demand or increase expenses.

Fragmented Market by City: Dining districts are strong locally, but cross-city collaboration and shared promotion between Burlingame, San Bruno, and San Mateo may be limited.

Competing Time Demands: Owners and managers often prioritize daily operations over longer-term community initiatives.



OPPORTUNITIES

Incorporate Blue Zones Best Practices into Restaurant Environments: Launch a recognition program for restaurants that adopt healthier defaults, plant-forward options, right-sized portions, and water-first beverage standards.

Launch Healthy Dining Campaigns Across the County: Promote participating restaurants through county-wide guides, maps, and community campaigns that drive customers to healthier choices. Additionally, connect restaurants with nearby worksites for healthy catering, lunch partnerships, and incentive programs that expand reach.

Activate Small Business Networks: Unite local restaurant owners with chambers of commerce, downtown associations, and Blue Zones partners to strengthen business collaboration and visibility. Use restaurant districts for walk-and-dine nights, wellness festivals, cooking demonstrations, and social connection events.

Implement Culturally Diverse Nutrition Strategies: Work with diverse operators to highlight healthy traditional dishes and make wellness messaging locally authentic.

Elevate and Support Hospitality Staff Well-Being: Support restaurant staff through stress management, movement, purpose, and workplace well-being practices within the hospitality sector.

Integrate Existing Local Programming with Blue Zones Best Practices: Integrating *As Fresh As It Gets* into a broader Blue Zones strategy could elevate its visibility, strengthen participation in this local procurement program; support greater sourcing of locally grown and produced foods; increase adoption among restaurants, institutions, and retailers; and connect the initiative more directly to community health outcomes.



READINESS

Burlingame, San Bruno, and San Mateo demonstrate moderate to high readiness for restaurant partnerships with Blue Zones to implement healthier dining options, supported by strong concentrations of independent operators, active downtown dining districts, and a customer base that increasingly values wellness, freshness, and quality food choices. The region's diverse culinary landscape creates favorable conditions for plant-forward menu items, portion guidance, healthier defaults, and culturally relevant nutrition strategies that can be tailored to each community.

Many restaurants already compete through quality, experience, and evolving consumer preferences, which can make wellness-oriented changes commercially attractive when positioned correctly. At the same time, readiness is tempered by common industry pressures, such as tight margins, labor constraints, and limited time for owners to focus on initiatives beyond daily operations. With practical support, clear business benefits, and visible community recognition, restaurants across these three cities are well positioned to partner with Blue Zones and become meaningful contributors to healthier community environments.

PEOPLE AND ORGANIZATIONS ENGAGED

Blue Zones acknowledges and thanks the following participants for lending their time, expertise, and insight in contributing to this report.

NAME	TITLE	ORGANIZATION
Susan Baker	President and CEO	Burlingame/SFO Chamber of Commerce
Theresa Condon	Senior Partnership and Community Engagement Manager	The San Francisco Peninsula
Nova Maldonado	Chief Advocacy Officer	The San Francisco Peninsula

PLACES



Grocery Stores

Grocery stores and local markets have the potential to be cornerstones of a healthy eating environment, serving as important spaces for healthy food access and community connection.

> Utilizing best practices from around the country, Blue Zones works with grocery and corner stores to show how they can meet growing customer demand for healthy food while increasing revenue. These businesses have influence on what people choose to eat, and it is important to show that promoting health can be good business.

The Grocery Menu includes 35 proven best practices designed along these areas:

Healthier beverages: Promoting healthier drinks and decreasing the focus on and promotion of sugar-sweetened beverages

Physical environment: Re-imagining the store layout to make healthy choices more prominent

Education and promotion: Adjusting marketing strategy and timing of promotions to highlight healthier options

We have found that customers tend to reward Blue Zones Project Approved stores with more business. They see increased profits on sales of high-margin foods, while also attracting health-minded customers.

Benefits to Grocery Stores

Recent Grocery Store Success Stories From Blue Zones Project Communities:

Healthy Sales: Through Blue Zones work in Albert Lea, Minnesota, and seven Iowa communities, Hy-Vee stores grew sales of healthy product categories such as whole grains, produce, frozen vegetables, and healthy snacks.

Customer Growth: Blue Zones social media, web, and community promotions connect stores to potential new customers and other involved organizations. Participating Iowa communities averaged 70 percent public awareness, with several communities reaching nearly 90 percent. More than 50 percent of residents reported being highly engaged in Blue Zones Project's work.

Customer and Staff Satisfaction: The Blue Zones Grocery Store Menu fits with evolving customer preferences for healthier foods. Participation helps stores optimize and showcase these offerings. Involvement also sends a positive message to customers and employees: the store is doing its part to help their community thrive.

Through its involvement in Blue Zones Project Fort Worth, Central Market saw an overall trend of sales increases in Blue Zones Project checkout lanes from 2014-2017. The market's sales of healthy items increased at three times the rate of overall store sales increases, and the store's total daily customer transactions averaged nearly three times that of a typical grocery store.

OVERVIEW

Burlingame, San Bruno, and San Mateo benefit from a comparatively strong grocery environment within the Peninsula, characterized by multiple full-service supermarkets, specialty grocers, culturally specific markets, neighborhood produce stores, farmers markets, and convenience-oriented corner stores. Across the three communities, residents generally have access to a broad range of food purchasing options—from premium organic retailers and traditional supermarkets to smaller culturally specific markets and fresh produce outlets. This creates favorable conditions for Blue Zones food system strategies focused on healthy access, plant-forward purchasing, and neighborhood-level food engagement.

A defining regional strength is the presence of multiple grocery clusters along major commercial corridors, particularly near El Camino Real, downtown districts, and neighborhood retail centers. Burlingame's grocery environment is compact but supported by neighborhood-serving stores near Burlingame Avenue, Broadway, and North Burlingame retail corridors, including independent markets and convenient access to nearby Peninsula grocery options. Burlingame Farmers Market and the seasonal, community-oriented Burlingame Fresh Market help reinforce local fresh food access and pedestrian shopping patterns.

San Bruno's grocery landscape is shaped by larger commercial centers, neighborhood retail strips, and airport-adjacent consumer activity, with residents often relying on stores near San Mateo Avenue, El Camino Real, Tanforan-area retail, and nearby South San Francisco and Millbrae options. This creates practical access for many households, though some neighborhoods are more auto-dependent than walkable.



In San Mateo, grocery concentration is strongest along South El Camino Real, Hillsdale Shopping Center, downtown San Mateo, and the 25th Avenue corridor, where residents can access a mix of mainstream and specialty stores, including Whole Foods Market, Trader Joe's, Nijiya Market, Piazza's Fine Foods, Dean's Produce, La Hacienda Market, Crystal Springs Produce, Mi Rancho, and Chavez Market.



Farmers markets are an important regional asset and social gathering space. San Mateo hosts the San Mateo Farmers Market at College of San Mateo and the 25th Avenue Farmers Market, while Burlingame hosts Burlingame Fresh Market. These markets help connect residents to fresh produce, local vendors, and community activity, with several accepting nutrition assistance benefits in the county system.

Corner stores and small convenience markets remain important neighborhood food sources, especially for quick purchases, seniors, and households without flexible transportation. However, as in many higher-cost regions, these outlets may vary widely in healthy food selection, produce quality, and affordability.

Current buying trends across the three communities include growing demand for fresh prepared foods, organic and natural products, culturally relevant ingredients, grab-and-go healthy meals, value-conscious shopping, and locally sourced produce. At the same time, recent closures and redevelopment of some specialty grocery locations in San Mateo indicate ongoing market pressure from rent, competition, and changing consumer patterns. New mixed-use projects replacing former grocery sites with updated food retail suggest continued demand, but also a shifting grocery landscape.



STRENGTHS



Strong Grocery Coverage: Burlingame, San Bruno, and San Mateo have a broad mix of full-service supermarkets, specialty grocers, culturally specific markets, produce stores, and convenience markets that create a solid foundation for Blue Zones partnerships.

Multiple Retail Clusters: Grocery stores are concentrated along major corridors such as El Camino Real, downtown districts, and neighborhood centers, making them highly visible and accessible community touchpoints.

Diverse Food Options: The region's culturally specific markets provide access to culturally relevant produce, staple foods, and ingredients that align well with plant-forward eating patterns.

Health-Conscious Consumer Base: Many residents already value freshness, quality, organic products, and wellness-oriented food choices, creating market demand for healthier initiatives.

Farmers Market Presence: Existing farmers markets in Burlingame and San Mateo reinforce fresh food culture, local sourcing, and community engagement.

Trusted Everyday Destinations: Grocery stores are frequent weekly touchpoints where Blue Zones messaging can reach households consistently.



CHALLENGES

Uneven Neighborhood Access: While overall access is strong, some neighborhoods remain more auto-dependent or have fewer walkable grocery options.

High Cost of Living and Food Prices: Premium market pricing and regional cost pressures may limit affordability for many households.

Competition and Thin Margins: Grocery operators face tight margins, labor costs, and strong competition, which can reduce capacity for new initiatives.

Convenience Buying Habits: Busy commuter lifestyles may increase reliance on grab-and-go foods, delivery, or less healthy convenience purchases.

Corner Store Limitations: Smaller convenience stores may have limited produce selection, inconsistent healthy options, or higher prices.

Changing Retail Landscape: The closure of grocery stores in downtown San Mateo has created a gap in healthy food access for residents who live in the area, particularly older adults and individuals without access to a vehicle who rely on walking, transit, or other alternative modes of transportation. As retail patterns continue to evolve through redevelopment and changing consumer trends, there is an opportunity to prioritize convenient, neighborhood-scale access to healthy food and support strategies that improve food access for residents of all ages and mobility levels.

OPPORTUNITIES

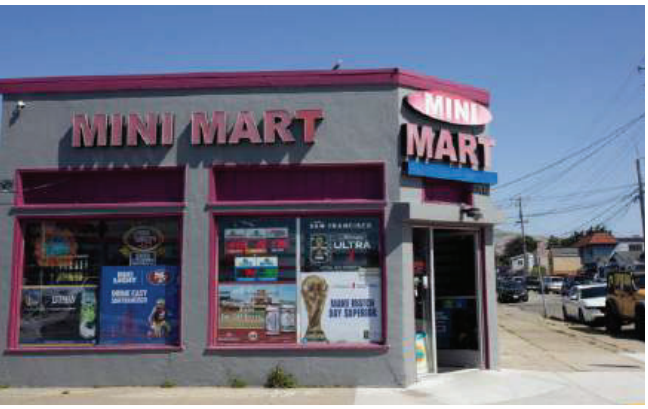
Introduce Healthy Value Promotions: Work with grocers on discounts, coupons, and bundled meal promotions that make healthy choices more affordable.

Implement Neighborhood Equity Strategies: Prioritize outreach in areas with weaker walkable access, transportation barriers, or greater affordability stress.

Launch Culturally Relevant Healthy Campaigns: Collaborate with culturally specific and specialty grocers to highlight healthy traditional foods and recipes.

Leverage Farmers Markets for Nutrition Education: Use farmers markets for cooking demonstrations, produce prescription programs, nutrition education, and community connection events.

Introduce Corner Store Improvement Best Practices: Support small markets in adding fresh produce, healthy snacks, water visibility, and improved merchandising.



Act as a Convener for Employer and Healthcare Partnerships: Connect grocery stores with worksites and healthcare systems for produce prescription programs, healthy catering, and wellness incentives.

Inspire Residents Through Consumer Education: Launch county-wide campaigns around meal planning, label reading, plant-forward eating, and healthy convenience options.

READINESS

The grocery store landscape across Burlingame, San Bruno, and San Mateo demonstrates moderate to high readiness to partner with Blue Zones to implement healthier food options, supported by a strong mix of full-service supermarkets, specialty grocers, culturally specific markets, neighborhood produce stores, and active farmers markets. Residents already show meaningful demand for freshness, quality, convenience, and wellness-oriented purchasing, creating favorable conditions for initiatives such as produce-forward merchandising, healthy checkout lanes, plant-based meal solutions, nutrition education, and value-driven healthy promotions. The region's diverse grocery environment also provides opportunities to tailor strategies in culturally relevant ways across different communities.

Readiness is tempered by common retail pressures, including thin margins, labor constraints, food cost inflation, and concerns around affordability for price-sensitive households. In some neighborhoods, walkable access and healthy convenience options remain uneven, creating additional opportunity for targeted support. With practical implementation tools, clear business benefits, and visible community recognition, grocery operators across these three cities are well positioned to partner with Blue Zones and play a central role in improving everyday nutrition and community well-being.

PEOPLE AND ORGANIZATIONS ENGAGED

Blue Zones acknowledges and thanks the following participants for lending their time, expertise, and insight in contributing to this report.

NAME	TITLE	ORGANIZATION
Susan Baker	President and CEO	Burlingame/SFO Chamber of Commerce

POLICY



Built Environment

The built environment encompasses the human-made spaces where we live, work, learn, and play. This includes our streets, buildings, open spaces, homes, and sidewalks.

> Blue Zones' work in communities and research published in the journal Health & Place has shown that optimizing built environments can increase physical activity of an entire community by over 30 percent. It can also enhance the social life of a community by increasing a sense of belonging, ownership, watchfulness, and involvement in one's community.

The Blue Zones Built Environment Policy team had the privilege of visiting communities and speaking with a sample of local industry professionals and experts.

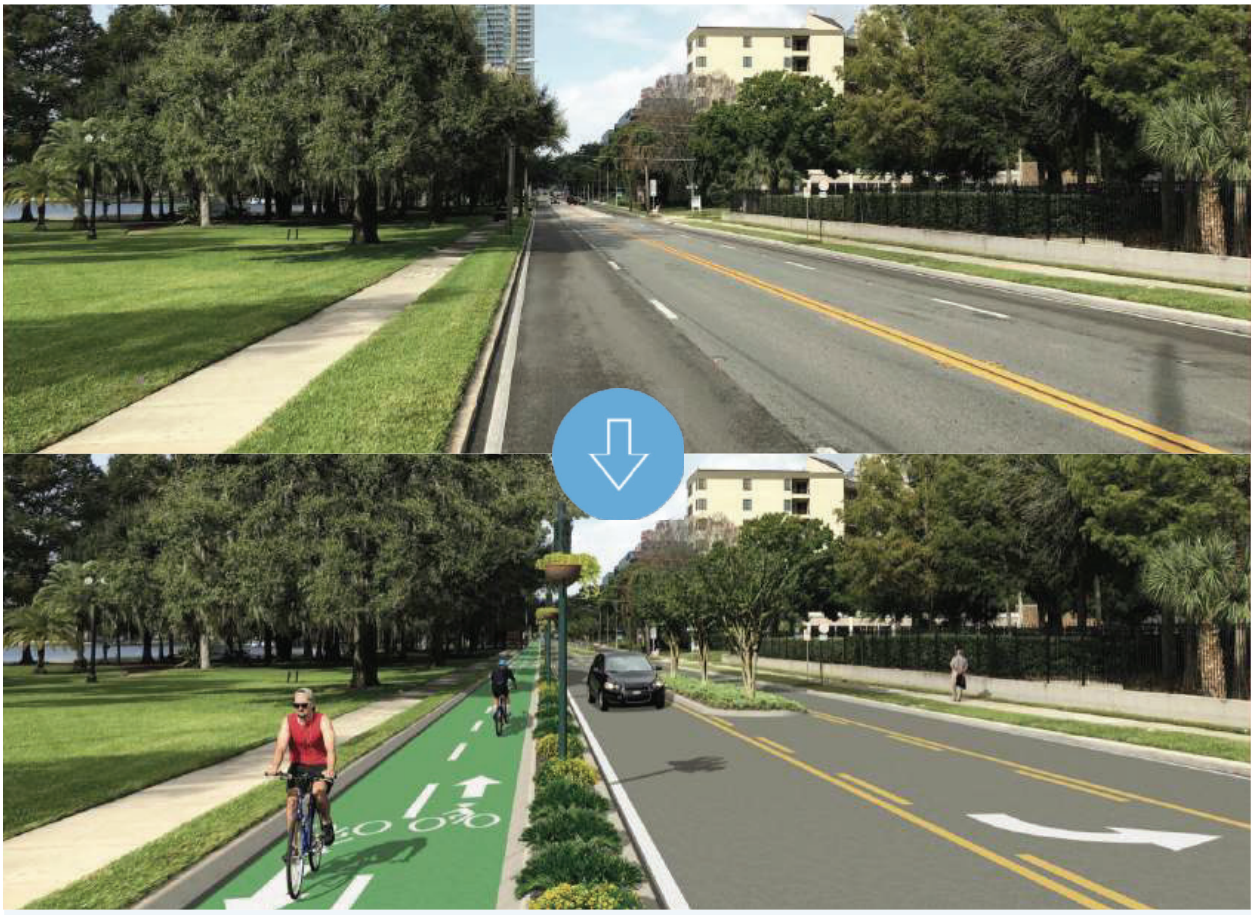
The team met with community leaders and various partners to identify built environment strengths, opportunities, and challenges. This process included:

- Interviews with key stakeholders from multiple sectors, including transportation, planning, economic development, community service and advocacy groups, and housing-focused agencies.
- Background research, including a review of key existing documents and plans.
- An on-site visit, including a tour of neighborhoods, parks, schools, commercial centers, and more.



Prioritizing Pedestrians

Blue Zones' Built Environment approach focuses on practical, proven strategies to make San Mateo County safer and more accessible for everyone—especially children, older adults, individuals with disabilities, people with low incomes, and those experiencing homelessness. By supporting tactical placemaking, modernizing zoning and policy frameworks, and updating street design standards to prioritize walking, biking, and rolling, Blue Zones helps communities enhance multimodal access, improve travel efficiency, and increase safety and connectivity for all road users.



Note: Images above showcase an example of a street transformation that follows the Blue Zones approach.

There is significant research linking walkable places with community resilience and well-being, including research published in the *International Journal of Environmental Research and Public Health*, *Frontiers in Built Environment*, *Sustainability*, and the *American Journal of Public Health*.

BLUE ZONES GUIDING PRINCIPLES FOR THE BUILT ENVIRONMENT

Routine natural movement and social connection are foundational to the Blue Zones approach to well-being. This does not require structured exercise programs or formal gatherings—instead, it relies on designing environments that naturally support walking, biking, and spontaneous social interaction.

Key Blue Zones goals for the built environment include supporting natural movement, creating welcoming public gathering spaces, completing neighborhoods, and expanding housing choices. Decades of evidence-based research show that communities with these elements experience higher walkability, stronger local economies, increased social vitality, and improved health and safety outcomes for residents.

Each of these goals is detailed below and reflects the principles that guide our work in creating healthier, more connected communities.



The Blue Zones Built Environment Policy Menu has operationalized these goals into specific objectives and strategies. Our time in San Mateo was primarily spent assessing the degree to which the region has adopted and implemented specific strategies found in our policy menus within the study area. Additionally, we assessed the interest of local leaders and stakeholders to adopt or implement additional built environment strategies to increase residents' well-being.

PROMOTE NATURAL MOVEMENT

In Blue Zones communities, natural movement is woven into daily life—not through structured exercise, but by creating environments that make walking, biking, and rolling the most convenient and appealing choices. A thoughtfully connected network of sidewalks, crossings, bike lanes, and trails invites residents and visitors to move naturally throughout their day. Streets are designed or retrofitted to safely and comfortably accommodate people of all ages and abilities, prioritizing slower speeds, shade, greenery, and human-scaled design. Key destinations—parks, schools, shops, and gathering spaces—are intentionally placed within walking distance through strategic infill development and mixed-use design. When movement is built into the rhythm of everyday life, it becomes a lasting foundation for health, connection, and vitality.

ENCOURAGE SOCIAL GATHERING SPACES

Creating opportunities for social connection is central to the Blue Zones approach. Social gathering spaces—such as parks, plazas, greenways, and neighborhood squares—should be seamlessly integrated into the built environment. These accessible, welcoming areas serve as community anchors, encouraging residents to pause, connect, and engage. Even underused or uninviting spaces, like excess pavement or oversized intersections, can be reimagined through placemaking into vibrant public amenities. By embedding social spaces into neighborhoods, cities foster the kind of informal interactions that build trust, strengthen social networks, deepen identity, and contribute to long-term well-being.

INCREASE COMPLETE NEIGHBORHOODS

Complete neighborhoods are places where residents can meet most of their daily needs safely and conveniently within a short walk, bike ride, or transit trip from home. They include access to fresh food, schools, healthcare, parks, local businesses, and community services—along with a connected network of sidewalks, bike lanes, and transit options. These neighborhoods support physical activity, social interaction, and daily routines that contribute to long-term well-being. Design features such as benches, shade structures, planters, water fountains, human-scaled lighting, and wayfinding elements make streets and public spaces more welcoming, especially for older adults and families. Well-placed bike parking, thoughtful site design, and pedestrian-friendly building elements—such as street-facing entrances and transparent facades—further enhance the experience. When neighborhoods are thoughtfully planned around access, comfort, and connection, they support healthier lifestyles, reduce transportation burdens, and create vibrant, livable communities.

INCREASE HOUSING OPTIONS

Expanding the range of available housing types is essential to creating vibrant, accessible, and resilient communities. Blue Zones encourages the integration of "missing middle" housing—such as accessory dwelling units, duplexes, townhomes, fourplexes, courtyard homes, and pocket neighborhoods—to meet diverse needs and support aging in place, multigenerational living, and affordability. Introducing a variety of housing options can gently increase neighborhood density while maintaining community character. This not only enhances access to housing but also strengthens social connectedness by fostering more walkable, mixed-use environments where people live closer to everyday destinations. A broader housing mix supports economic diversity, revitalizes underutilized areas, and contributes to the overall vitality and livability of a place.



OVERVIEW

Burlingame, San Bruno, and San Mateo are making steady progress in community development through coordinated planning, infrastructure investments, and a focus on livability. Burlingame demonstrates success in placemaking, downtown revitalization, and community-centered investments, while San Bruno shows meaningful gains in housing, recreation, and redevelopment. San Mateo maintains a strong active transportation network, supports transit-oriented development, and has advanced rapid housing production following recent policy updates.

Across all three cities, there is a clear emphasis on walkability, mixed-use development, and community health. Parks, community centers, and public spaces are highly valued and widely used, contributing to social connection and quality of life.

However, challenges remain, including uneven access to parks and recreation, aging infrastructure, housing affordability constraints, and gaps in transportation connectivity—particularly east-west mobility and first- and last-mile access. Funding limitations and staff capacity constraints also affect the pace of implementation.

Opportunities exist to build on this strong foundation through targeted, cost-effective strategies that improve access, equity, and health outcomes. Overall, the region is well positioned, with momentum behind established plans, but would benefit from focused partnerships and practical implementation support to advance priority projects.





REGIONAL

TOP OPPORTUNITIES

Fill Gaps in East-West and First- and Last-Mile Transit Access: There is a clear opportunity for Blue Zones to support the cities of Burlingame, San Bruno, and San Mateo in advancing first- and last-mile mobility solutions that complement regional transit services such as SamTrans. While these communities benefit from strong transit corridors, gaps remain in safely and conveniently connecting residents to bus stops, Caltrain stations, and key destinations.

Blue Zones can help align mobility planning with health and equity goals by facilitating partnerships between local jurisdictions, SamTrans, and private mobility providers. This could include exploring flexible options such as microtransit, shuttle services, bicycle- and scooter-share programs, and demand-responsive solutions tailored to neighborhood needs—particularly for seniors, youth, and transit-dependent populations.

> **We have a small-town feel. You can't walk very far before running into someone you know.**
>
> **- Burlingame Council Member**

Additionally, Blue Zones can assist with community engagement to ensure mobility solutions reflect local travel patterns and barriers. This partnership could strengthen grant competitiveness by framing projects around improved public health outcomes, reduced vehicle dependence, and increased physical activity.

By integrating infrastructure improvements, such as safer pedestrian crossings, enhanced bike networks, and wayfinding, with innovative service models, Blue Zones can help these cities create a more connected, accessible, and user-friendly transportation system. This holistic approach would improve transit ridership while also supporting broader goals related to sustainability, safety, and community well-being.

Strengthen Safe Routes to School with Quick-Build Improvements and Enhanced Community Engagement: Revisiting Safe Routes to School infrastructure plans in Burlingame, San Bruno, and San Mateo creates an important opportunity to improve child safety and public health through faster, lower-cost actions. The current county-wide program already supports walk audits, slow-speed school zones, walking school buses, and parent engagement, though implementation of identified projects has been difficult due to cost, complexity, and competing interests.



Because many infrastructure projects can take years to design, build, and fund, near-term “quick-build” improvements could help address immediate risks around schools while larger capital projects move forward. These improvements may include delineated bike lanes, temporary curb extensions, painted daylighting at intersections, flexible bollards, speed cushions, high-visibility crosswalks, and school-zone flashing beacons that alert drivers during arrival and dismissal times. These tools can be installed quickly, tested in real conditions, and adjusted as needed.

The county’s Safe Routes to School Program also highlights the importance of encouragement and education strategies, such as Walk to School Days, student safety patrols, walking school buses, and parent empowerment toolkits. Strengthening the advocate network through Blue Zones community outreach in San Mateo County could help schools organize more of these best-practice activities, increase participation, and build stronger community support for safer streets.

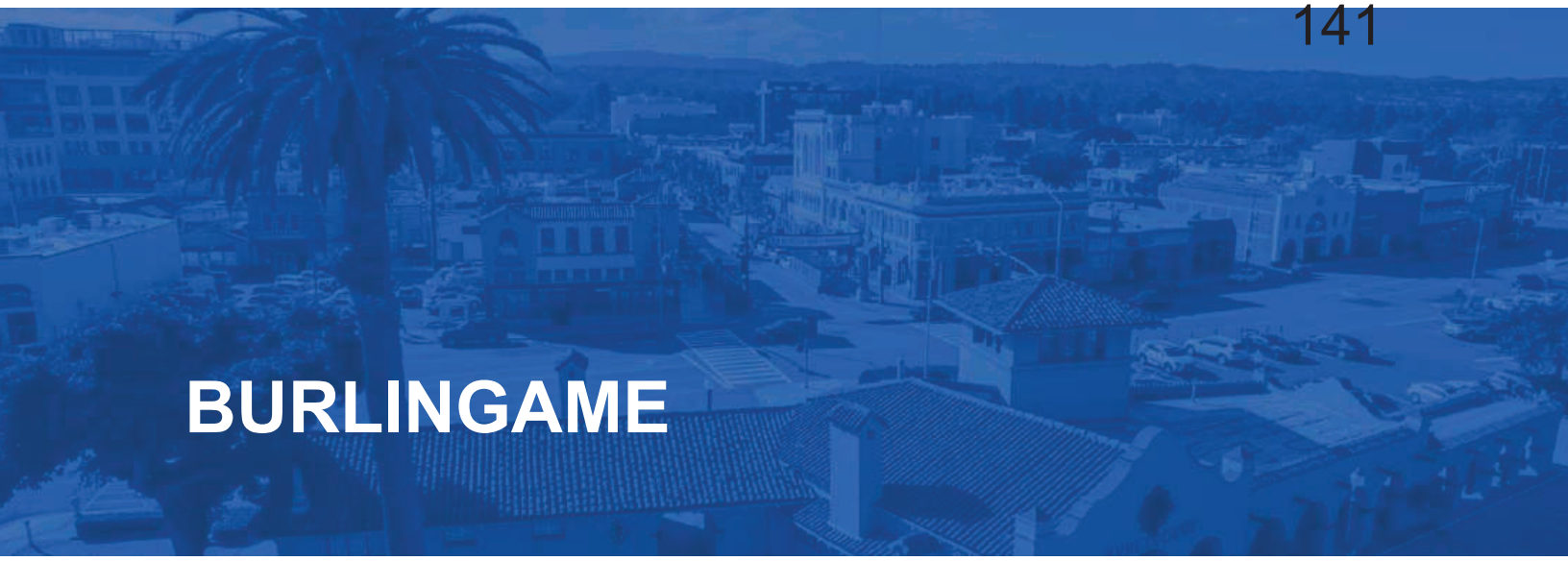
Expand Anti-Loneliness Campaign Through Gathering Place Initiatives: Age-Friendly San Mateo actions have created a strong foundation for helping older adults stay active, connected, and independent. The next opportunity is to expand that work beyond programs and services into the physical design of neighborhoods across Burlingame, San Bruno, and San Mateo by creating more welcoming "third places," which are informal gathering places outside of home and work where people can connect, interact, and build relationships. This could become an intergenerational opportunity by creating places where older adults can collaborate with youth across the region.

San Mateo County allocated $1 million to fund anti-loneliness programs, becoming the first county in the U.S. to declare loneliness a public health emergency. This funding supports initiatives such as peer counseling, transportation services, and pet therapy to combat isolation, particularly among older adults. The county's growing *Loneliness to Light* initiative shows that social connection improves when communities intentionally create spaces and programs that bring people together across generations.

The Peninsula's downtowns, plazas, parks, libraries, community gardens, trail connections, and underused public spaces could become a network of smaller social hubs designed for all ages. Simple improvements such as shaded seating, walking loops, outdoor game tables, music spaces, art walls, community workshops, and flexible gathering areas can create daily opportunities for connection.

An especially important opportunity is to involve older adults directly in planning, designing, and helping shape these spaces through public art, gardening, storytelling, mentorship, and volunteer construction projects. When older adults help shape a place, they gain more than a seat at the table—they gain purpose, ownership, and stronger social ties. That sense of being needed is one of the strongest protections against loneliness and social isolation.





BURLINGAME

STRENGTHS

Burlingame Community Center: The Burlingame Community Center has become a source of immense pride and activity since its recent redevelopment and expanded programming. Evidence from community feedback suggests the facility functions as a highly utilized civic and social hub. The Center appeals to a broad spectrum of residents, offering arts, music, and fitness programming and partnering with more than 50 organized groups. Older adult-focused programming, such as Mahjong, yoga, Memory Café sessions, and technology workshops, has been particularly popular in fostering social connection and reducing isolation.

Community sentiment, reflected in online reviews and social media feedback, emphasizes the quality of the renovated facility and user experience. Residents highlight the clean and modern spaces, welcoming staff, and flexible areas for studying, teaching, and events.

The Center's role as a venue for civic engagement, including hosting public meetings and community initiatives, also strengthens local participation and transparency, while programs such as Camp Burlingame and recreational classes expand youth and family engagement.

Future of Bayfront Area: The Bayfront area of Burlingame demonstrates strong long-term potential driven by a convergence of large-scale redevelopment, public investment, and evolving land use patterns. Recent and approved development reflects a clear transition from historically industrial and low-intensity commercial uses to a higher-value innovation and recreation district. Major projects along Airport Boulevard and Bayshore Highway include multiple mid- to high-rise office and tech campuses.

The completed Burlingame Point campus exemplifies this shift, transforming an 18-acre site into a modern, amenity-rich employment hub with public access, open space, and improved circulation. Public-private investment in destination uses, including the recently opened Topgolf facility, adds regional draw and diversifies activity beyond employment. Public-sector investment, including infrastructure upgrades, addresses

aging systems and climate resilience along the shoreline, while the planned Bay Rise Park will convert over nine acres of underused land into a signature waterfront amenity.

These efforts indicate a strong trajectory and meaningful community planning momentum. While still maturing, the Bayfront area is evolving into a mixed-use waterfront district anchored by innovation employment, enhanced public access, and climate-adaptive open space.

Downtown Infill and Town Square: Improvements along Burlingame Avenue, including upgraded infrastructure, improved sidewalks, and new street amenities, have made the area more inviting while preserving its walkable, small-town character. A major addition is the new Town Square, designed as a central gathering space for the community. Shaped by public input, it includes shaded areas, seating, space for events, and room for farmers markets and other activities. Because residents were involved throughout the planning process, there is a strong sense of ownership and trust in how the project came together.

At the same time, downtown has seen steady reinvestment, including the reuse of key sites such as the former post office at 220 Park Road. Projects like this bring new energy, support local jobs, and keep the area active throughout the day.

Residents often point to the outdoor dining spaces, improved walkability, cleaner streets, and a safer, more vibrant atmosphere. Events and outdoor dining have added to the appeal, making downtown feel lively and welcoming.



The Broadway Corridor: Investments along Burlingame's Broadway corridor have produced a measurable uplift in neighborhood-scale economic vitality and pedestrian-oriented placemaking. As a traditional main street district anchored by independently owned restaurants, boutiques, and service businesses, Broadway has benefited from targeted streetscape improvements and planning policies that emphasize ground-floor active uses and small-scale development compatible with surrounding residential neighborhoods. Enhancements, including widened sidewalks, street trees, seating elements, and improved lighting, have strengthened walkability and created a more inviting public realm that supports lingering, social interaction, and increased foot traffic between nearby homes and the commercial district.

From an economic standpoint, the corridor's emphasis on local ownership has helped generate consistent small business activity and diversification in dining and retail offerings, contributing to a perception of vibrancy and appeal. Community feedback reflects appreciation for the district's charm, vitality, and continued evolution.

Broadway offers the community and broader region an exciting and authentic alternative to the downtown core, with a stronger emphasis on local businesses and neighborhood character. Overall, the combination of pedestrian-scale design, locally oriented business mix, and adjacency to residential areas has reinforced Broadway's function as a lively, accessible corridor that supports daily life and community interaction.



CHALLENGES

Community Outreach: The city has built a strong culture of civic engagement, often described as “The Burlingame Way.” Engagement activities include clear objectives to bring in people of all ages, incomes, and abilities. In practice, however, activities such as commissions, working groups, and workshops tend to draw residents who are already active in civic life. This suggests an opportunity to take additional steps to reach renters, younger adults, and non-English-speaking residents who may be underrepresented.

There are many volunteer opportunities available through parks, the library, and community events. However, participation can be limited by fixed schedules, required time commitments, and in-person attendance. This can make it difficult for working families, commuters, and others with less flexible schedules to participate. Community feedback also points to a need for more weekend, short-term, or flexible options that better match modern lifestyles.

> **Burlingame is evolving. We're getting much more diverse and there's a lot of change going on... so we're making space for that.**
>
> **- Burlingame Council Member**

There is also a subset of organized residents who often push back against development applications that could address housing affordability and accessibility. To counter these arguments, Burlingame needs additional outreach to clearly inform residents about pending projects and create regular opportunities for residents to voice support when they agree. This type of support differs from volunteerism and general community engagement but aligns with broader community outreach and could pay dividends over time by growing social capital and expanding meaningful community development opportunities.

State Housing Compliance: Burlingame faces common challenges in meeting California’s housing laws, including RHNA requirements and the Housing Accountability Act. A key issue is zoning. The city’s long-standing approach to housing development and strong desire to preserve neighborhood character can limit opportunities for by-right multifamily housing. While recent updates along transit corridors and commercial areas are helping, aligning local rules with state density expectations often requires upzoning and reduced discretionary review.



Another challenge is identifying viable housing sites. In a built-out, high land-cost city, it is not enough for sites to be zoned correctly; they also need to be realistically developable. Parcel fragmentation, existing commercial and residential uses, and environmental constraints make it difficult to meet RHNA targets on paper and in practice.

Financial feasibility is also a significant barrier. Housing development depends on layered funding, such as tax credits, state programs, and private investment, which are highly competitive and uncertain. Rising construction costs and interest rates further reduce the ability to deliver affordable units.

Next Generation of Bayfront Activation: Optimizing the Bayfront area east of U.S. 101 near Airport Boulevard presents a set of interrelated structural, environmental, and mobility challenges.

First, physical disconnection remains the defining constraint. U.S. 101 acts as a significant barrier, limiting multimodal access between Burlingame's neighborhoods and the Bayfront area. Plans acknowledge that the area has "developed somewhat independently" due to limited crossings, complicating efforts to create a cohesive district and limiting visitor activity outside peak employment uses.

Second, auto-oriented land use design and circulation patterns, especially along Airport Boulevard and Old Bayshore Highway, constrain placemaking. While the General Plan envisions transforming these corridors into multimodal streets, existing conditions prioritize airport-serving traffic, logistics, and parking, creating inhospitable conditions for walking and biking. Community engagement tied to the Old Bayshore Highway Corridor Study highlights stakeholder tension between maintaining industrial and airport-support functions and introducing more public-facing, active uses.

Third, gaps in active transportation infrastructure persist. Although the regional Bay Trail is a major asset, discontinuities across private parcels and limited connections to inland neighborhoods limit its effectiveness as a true mobility spine. This undermines broader mode-shift goals and reduces the viability of the Bayfront area as a daily-use destination rather than a recreational edge.

Finally, environmental constraints, particularly sea-level rise and the area's history as filled marshland, introduce long-term uncertainty and cost. Policies require elevation, setbacks, and adaptive infrastructure, complicating redevelopment feasibility and phasing.



OPPORTUNITIES

Advance the Bayfront Plan: There is a strong opportunity for Blue Zones to support the City of Burlingame in advancing a Bayfront subarea plan that aligns economic vitality with healthy community design. The Bayfront area's mix of underused parcels and proximity to regional trail investments presents a strategic moment to guide land use toward economically viable, flexible, and future-oriented development patterns.

Blue Zones can bring value by helping staff translate high-level goals into implementable strategies, particularly given typical municipal capacity constraints. The Blue Zones approach can package public health, placemaking, and mobility improvements into clear return-on-investment language, demonstrating how walkable design, active transportation access, and quality public spaces contribute to increased property values, business activity, and long-term fiscal resilience.

A key opportunity lies in repurposing underused spaces into mixed-use, people-oriented environments that capitalize on adjacent trail systems. By optimizing these trail connections, the plan can enhance walking and bicycling participation while creating seamless physical and social connections. Integrating land use and transportation will be critical, ensuring that circulation networks, access points, and development intensity reinforce one another.



Support Grant Writing Tied to Safer Streets: Blue Zones is well positioned to support the City of Burlingame in advancing grant funding opportunities tied to Safe Routes to School, Complete Streets, and Vision Zero initiatives. While Burlingame demonstrates strong planning capacity, it can face challenges competing for state and federal funds that prioritize communities with more pronounced socioeconomic disadvantage metrics. Blue Zones can help bridge this gap by strengthening grant narratives around preventive health outcomes and measurable community impact. By taking a more holistic approach to grant applications, he city's applications can become stronger in a highly competitive funding landscape.

Data-driven storytelling and evidence-based interventions can enhance applications for street improvements such as safer crossings, traffic calming, bike infrastructure, and pedestrian-oriented design. By aligning these projects with public health outcomes, such as increased physical activity, reduced chronic disease risk, and improved social connectivity, Blue Zones can elevate Burlingame's competitiveness and clearly articulate return on investment.

City teams are often constrained by compliance requirements and day-to-day operational demands, limiting their ability to pursue and manage complex grant opportunities. Blue Zones can augment staff resources by assisting with grant writing, partnership development, such as with schools and community organizations, and implementation frameworks that ensure funded projects deliver measurable outcomes.

Update Park Plan and Expand Definition of Parks: The City of Burlingame is well positioned to expand its park system through a micro-park strategy that complements its existing investments in placemaking and active downtown design. This approach aligns strongly with the city's broader vision of a healthy, walkable, and socially connected community, as reflected in its Parks Master Plan and General Plan priorities emphasizing access to recreation, community gathering, and environmental quality.

Burlingame has already demonstrated success in activating small-scale public spaces. The introduction of parklets along Burlingame Avenue has shown how reclaiming small portions of the right-of-way can enhance pedestrian experience, support local businesses, and create informal social seating areas without significant land acquisition. Similarly, the newly completed Downtown Town Square ("The Grove" concept) functions as a high-quality "living room" for the community, integrating seating clusters, tree canopy, flexible event space, and informal gathering areas that encourage lingering and interaction. These investments demonstrate both community appetite and municipal capacity for human-scaled public space.

A micro-park network would extend this success into residential and transitional areas by converting underused parcels, such as small corners, excess roadway edges, or residual public easements, into green, low-maintenance pocket spaces. These micro parks could emphasize shade trees, native planting, seating, and light-touch recreational features (e.g., small play elements or fitness nodes), reinforcing the city's identity as a tree-lined community while minimizing maintenance burden.

> **We need more pedestrian-only streets.**
>
> **- Burlingame Resident**

Importantly, micro parks directly support the city's *Meet 6 People* concept by creating intentional "third places" where casual interaction is more likely to occur. These spaces can strengthen social cohesion, reduce isolation, and promote everyday physical activity, all of which are determinants of community health outcomes.

Burlingame's existing investments in parklets, the Downtown Town Square, and its pedestrian-oriented downtown character provide a strong foundation for scaling a distributed micro-park system. This strategy offers a cost-effective, equity-oriented approach to expanding park access while reinforcing the city's goals of livability, walkability, and community connection.

Support Implementation of Vision Zero Plan around Community Assets: There is a strong opportunity for Blue Zones to support the City of Burlingame in advancing its Vision Zero implementation strategy, particularly near key civic assets such as the Community Center and Washington Park.

These areas serve as high-value community destinations with concentrated pedestrian activity, youth programming, and recreational use. Vision Zero investments here can meaningfully reduce conflict points through targeted infrastructure upgrades, such as high-visibility crosswalks, curb extensions, traffic-calming measures, and improved lighting. Enhancing multimodal access, particularly safe walking and bicycling routes, would strengthen active transportation connectivity between residential neighborhoods, schools, and civic facilities.

Blue Zones could provide valuable expertise in aligning street design with healthy community outcomes, helping ensure that safety interventions also reinforce broader wellness goals. This includes designing environments that naturally encourage walking, social interaction, and outdoor activity, while reducing vehicle speeds and crash severity. Near the Community Center and Washington Park, this could translate into Complete Streets treatments, traffic diverters to reduce cut-through traffic, and expanded pedestrian-priority zones.



From a crash-reduction standpoint, data-driven hotspot analysis combined with human-centered design can help prioritize intersections with the highest risk exposure. These improvements would advance Vision Zero goals while also enhancing equitable access to safe recreation and community services.

The result would be a street and gathering place fully integrated with safety engineering and healthy community design principles, positioning Burlingame as a more livable, connected, and resilient civic space.



SAN BRUNO

STRENGTHS

Bayhill Specific Plan and Redevelopment: The Bayhill Specific Plan and resulting construction present a strong opportunity to transform a largely auto-oriented office district into a more connected, walkable, and economically resilient mixed-use area in San Bruno. The plan advances a long-term vision that integrates office, retail, residential, hotel, civic, and open space uses into a cohesive neighborhood environment that better serves workers, residents, and visitors.

From a community design perspective, the plan emphasizes enhanced pedestrian environments, greenways, upgraded sidewalks, street trees, lighting, landscaping, and improved crossings that make walking and biking safer and more appealing. Existing surface parking lots are planned to transition toward active streets framed by buildings and public spaces, helping create a stronger sense of place and a more attractive public realm.

The Specific Plan also strengthens the local economy by supporting reinvestment around major employers such as YouTube while encouraging complementary commercial and mixed-use development. Improved walkability and integrated land uses are widely associated with stronger economic performance, increased activity, and higher long-term property values.

Importantly, the plan improves connectivity between Bayhill, Downtown San Bruno, regional transit, and surrounding neighborhoods. By creating a more human-scaled street network with multimodal transportation options, the plan supports daily activity, social interaction, and a more vibrant and accessible community environment.



Housing Element/Rezoning: The City of San Bruno has experienced measurable and accelerating housing growth following adoption of its 2023–2031 Housing Element and associated zoning code updates aimed at increasing residential capacity and compliance with state mandates. The Housing Element establishes an RHNA target of 3,165 units and identifies sufficient sites and rezoning strategies to accommodate this growth, including higher-density allowances and redevelopment of underused parcels.

Early implementation data indicate strong momentum. Between 2023 and 2025, the city issued permits for approximately 629 new housing units, with a notable surge in 2025 alone, when 392 units were permitted. This signals improved development feasibility and activation of the housing pipeline. This growth has been particularly pronounced in lower-income categories, where San Bruno has already met or exceeded its RHNA allocation for low-income units, with 486 permitted compared with 405 required, reflecting successful policy alignment with affordability goals.

New Aquatics and Recreation Center: The opening of the San Bruno Recreation and Aquatic Center (RAC) has generated measurable positive community outcomes across participation, sentiment, and program delivery. Since its 2024 debut, the 49,000-square-foot facility has quickly established itself as a central hub for wellness and social interaction, offering indoor and outdoor pools, fitness amenities, and multipurpose spaces that support a diverse range of users.

Community feedback, captured through informal reviews and engagement channels, consistently highlights the Center's clean facilities, family-friendly design, including splash pads and youth-oriented spaces, and welcoming staff. This reinforces its role not just as a gym, but as a multigenerational community anchor. Social media and community forums further indicate that the RAC has expanded opportunities for social cohesion, with residents noting growth in classes, sports leagues, and informal networking opportunities for families and newcomers. In particular, programming ranges from swim lessons and group exercise classes to open gym time and rental events, all of which have increased utilization and broadened access to recreational activities.





The city's investment in ongoing communication tools, such as the *RAC Connect* newsletter and registration platform, also demonstrates a strong feedback loop that helps tailor programs and maintain high engagement levels. Additionally, grant-supported outreach and scholarship initiatives have enabled expanded participation among underserved populations, aligning with equity goals and supporting long-term financial sustainability through increased membership uptake.

Revitalized Downtown: In Downtown San Bruno, streetscape and transit-oriented improvements have helped reinforce the area as a more walkable, mixed-use center. Upgrades, including widened sidewalks, improved crosswalks, better signage, and street furniture, have helped transform downtown into a more vibrant, safe, and inviting destination. These changes support the city's long-term vision of creating a more active downtown with housing, shops, and restaurants located near transit.

Along San Mateo Avenue, recent streetscape investments are focused on safety, accessibility, and functionality. Improvements such as enhanced crosswalks, widened sidewalks in key areas, metered parking, better lighting and signage, and multimodal street design are making it easier and safer for people to walk, bike, and access local businesses. These upgrades are tied directly to community goals of supporting small businesses and making the corridor more inviting and functional as a main street for the city.



CHALLENGES

Aging Infrastructure: From a community development perspective, aging infrastructure and a reported $1 billion backlog of needs present a growing challenge that affects safety, service reliability, and the city's long-term finances.

Much of San Bruno's core infrastructure, especially water and stormwater systems, is 70 to 100 years old. As a result, the city is seeing more leaks, pipe breaks, and increased risk of system failure. Older storm drain systems, originally designed for past conditions, are now struggling to handle higher runoff volumes, contributing to localized flooding.

Community feedback highlights how visible and disruptive these issues have become. Through recent outreach, more than 700 residents identified priorities such as replacing aging pipes, improving flood protection, and protecting water quality. These concerns also extend to parks and recreation areas, where flooding, erosion, and deferred maintenance can limit access and safety, particularly during King Tides in areas such as Belle Air and 7th Street Park.

At the same time, funding these improvements remains a challenge. City planning documents recognize the need for new revenue sources to keep up with repairs across storm drains, fire facilities, streets, and parks. In a built-out community, upgrading infrastructure is further complicated by limited space and competing priorities.





Housing Affordability: San Bruno's housing affordability challenges reflect the intersection of limited land supply, regulatory complexity, and funding gaps needed to deliver deeply affordable housing. The city faces significant limits in available land for new housing. Much of San Bruno is already developed, with many neighborhoods made up of lower-density housing. While state housing requirements call for identifying sites to meet RHNA, opportunities for new infill development are limited. This challenge is exacerbated by a city zoning code that has been constrained by a local ordinance passed in the 1970s restricting building heights to three stories across much of the city.

Affordability is also constrained by financial realities. Even with strong policies in place, the production of affordable housing depends heavily on outside funding sources such as state programs, tax credits, and private investment. High construction costs and interest rates further limit what can be built, particularly for very low- and low-income households.

Neighborhoods of Need: Belle Air is a historically working-class, transit-accessible area with high population density and strong cultural diversity. While median household income data for the area can appear similar to broader city figures, this can obscure differences within the neighborhood. Many renter households and lower-wage workers continue to experience housing cost pressures and limited opportunities to build long-term financial stability.

Environmental and health conditions also vary within the neighborhood. Belle Air's proximity to major highways, rail lines, and the San Francisco International Airport contributes to higher levels of noise and periodic air quality concerns. These conditions can increase health risks over time. In addition, tree canopy coverage is uneven, with denser and lower-income blocks often having less shade and greater exposure to heat.

Access to parks and open space is another ongoing concern. While Belle Air has community assets such as Lions Field and smaller neighborhood parks, these spaces can become crowded and are not always evenly distributed or easily connected. This can make it more difficult for residents, especially children and older adults, to safely and comfortably reach green space.



Healthy Food Access: Improving access to healthy food in San Bruno is a community challenge shaped by land use patterns, transportation systems, and equity considerations. While City plans support balanced development and vibrant commercial corridors, food retail remains unevenly distributed. Residents in lower-density and hillside neighborhoods often experience greater distances to grocery stores and fresh food outlets, making consistent access more difficult to evaluate and address.

Transportation further influences food access. Although the city promotes walking, biking, and transit use, many households still rely on automobiles to reach shopping areas. Gaps in first- and last-mile connections, especially among transit-dependent populations, limit practical access to healthy food, even where destinations are geographically nearby.

Transit-oriented development offers promising opportunities to integrate housing with retail and services in walkable environments. However, ongoing shifts in retail markets and redevelopment patterns may affect the long-term availability and affordability of healthy food options, creating uncertainty for both residents and planners.

Geographic equity remains central to this challenge. Neighborhoods in the hills of San Bruno restrict commercial development and push food outlets out of immediate proximity. In other neighborhoods, reduced access to reliable transportation, zoning limitations, and market conditions can increase barriers to nutritious food.

Social Connection Spaces: San Bruno faces ongoing challenges from a limited number of accessible “third places” where residents can gather outside of home and work. While assets such as San Bruno City Park exist, there is a perception that San Bruno has limited non-work and non-home gathering places where people can casually connect. Much of the city’s development pattern also remains auto-oriented, with commercial corridors and major roadways limiting comfortable walking and informal social interaction. Regional transportation plans identify that some neighborhoods still lack equitable access to safe walking, biking, and transit connections.

A shortage of welcoming public gathering spaces can reduce opportunities for neighbor interaction, civic participation, and active transportation. Research and community discussions across the Bay Area increasingly connect limited social spaces with loneliness, reduced physical activity, and weaker community cohesion.

The city is actively addressing these issues through investments in projects such as Centennial Plaza and Florida Avenue Park. The Centennial Plaza redesign adds landscaping, seating, a stage, lighting, and pedestrian-oriented gathering areas intended to support events, outdoor dining, and social connection in Downtown San Bruno. Florida Avenue Park similarly emerged from a neighborhood-driven vision to create a vibrant public space that reflects community needs and encourages recreation and social engagement.

Tree Canopy: Tree canopy is a critical component of community health and sustainability as the environment warms. The gradual reduction of San Bruno's urban tree canopy reflects challenges related to land use, maintenance capacity, and community access.

Tree loss occurs in part through redevelopment and infill housing. While the city regulates street trees, many trees are located on or near private property, which limits long-term protection and can lead to removal or pruning decisions driven by individual property needs. Although planning policies aim to balance growth with environmental protection, new construction and redevelopment can still outpace the time needed for newly planted trees to mature and provide full environmental benefits.

Tree loss also results from maintenance capacity constraints and spatial conflicts, such as power lines. Limited staffing and resources mean that tree care often occurs on multi-year cycles. This delay can leave older or stressed trees more vulnerable to disease, dry conditions, and storm damage, increasing the likelihood of premature loss. In neighborhoods with low-density, single-story housing, utility lines are often located at lower heights, creating additional conflicts with tree canopies. To ensure compatibility, canopies are often heavily pruned or even eliminated, leaving little room for healthy growth.

Equity in replanting is also a concern. Programs that rely on private yard space for new trees can unintentionally exclude renters and residents in multifamily housing, where planting opportunities are limited. As a result, higher-density neighborhoods may have fewer opportunities to restore or expand canopy coverage.

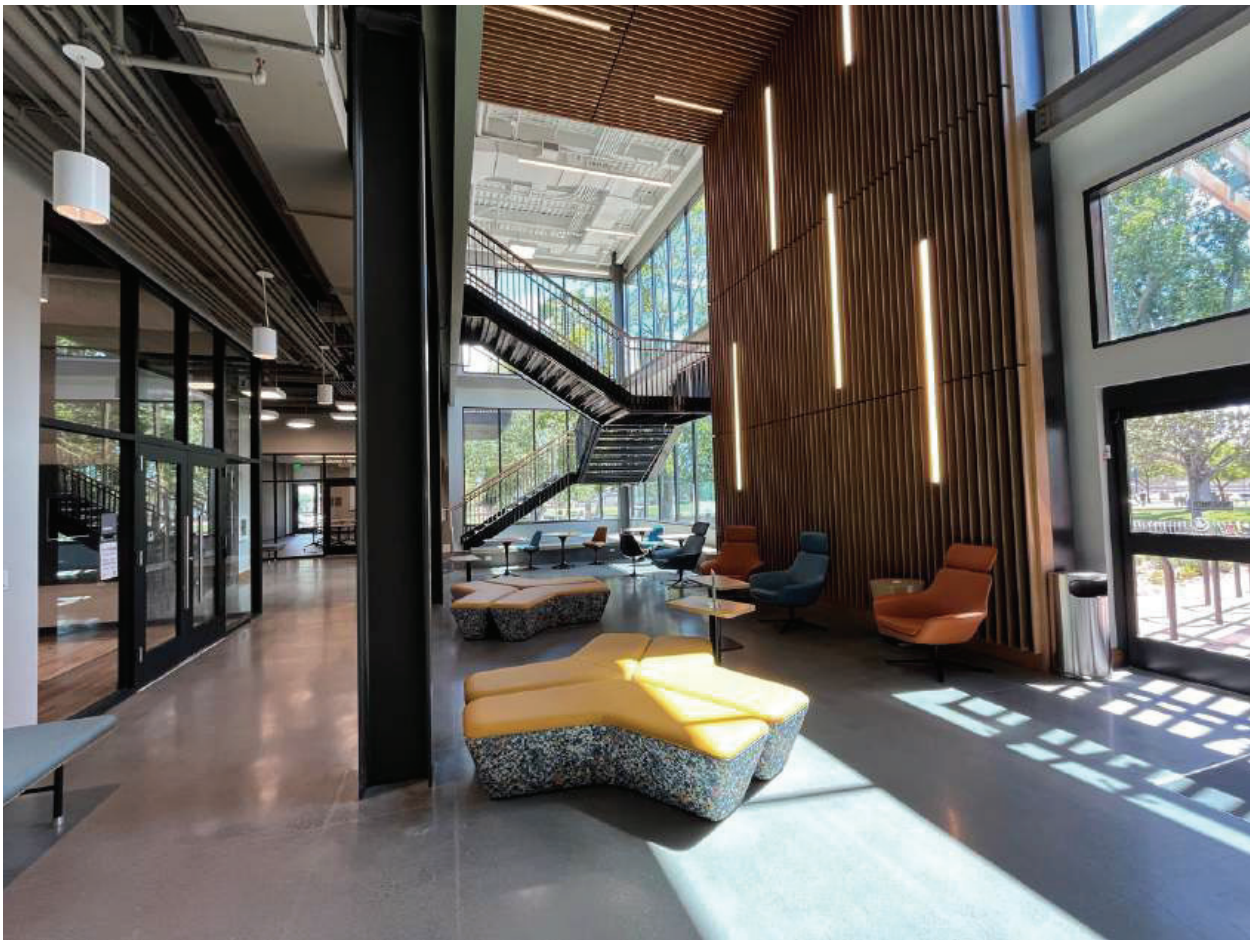
OPPORTUNITIES

Develop Safe Routes to Healthy Food: There is a strong opportunity for Blue Zones to support the City of San Bruno in developing a Safe Routes to Healthy Food Plan that advances equitable access to nutritious food while improving safety and livability. By applying a health-focused, data-driven framework, Blue Zones can help identify gaps in access to healthy food outlets and prioritize targeted investments that align with the city's equity goals, particularly in underserved neighborhoods.

A key advantage of this approach is the ability to pair infrastructure improvements with public health outcomes. Enhancements such as safer intersections, traffic calming, improved lighting, and pedestrian and bicycle connectivity can reduce barriers to accessing grocery stores, future farmers markets, and community food resources. These improvements not only increase safety, but also encourage active transportation, contributing to broader community health benefits.

Cost considerations are central to implementation. Blue Zones can help the city focus on high-impact, lower-cost strategies, including tactical safety measures and partnerships with local businesses that deliver measurable return on investment. By optimizing access to existing healthy food outlets and supporting small, local vendors, the plan can strengthen the local economy while improving food access.





Support San Bruno Community Center Activity Campus: There is an opportunity to support the City of San Bruno in advancing a connected, healthy neighborhood program that builds on its existing civic and recreational assets. Anchoring efforts around the San Bruno Community Center, San Bruno City Park, the San Bruno Senior Center, and nearby Junipero Serra County Park would create a cohesive health hub where daily life, recreation, and social services are intentionally integrated.

A key opportunity is establishing clear, branded wayfinding signage and walking loops that link these sites into a unified “Healthy San Bruno Corridor.” This would encourage walkability between destinations, reinforce community identity, and make physical activity a seamless part of daily routines. Complementary street improvements, such as safer crossings, longer crossing times, shaded sidewalks, traffic-calming measures, and bicycle-friendly connections, would strengthen accessibility for seniors, families, and visitors.

Building on existing amenities at City Park, including the RAC and open meadow spaces, the program could introduce distributed physical activity outlets such as outdoor fitness nodes, walking circuits, and intergenerational exercise zones. At the Senior Center and Community Center, expanded programming spaces and adjacent outdoor gathering areas could support tai chi, low-impact fitness, and wellness classes.

Equally important are social connection enhancements, including informal seating plazas, community gardens, and programmed meet-up points that encourage spontaneous interaction across age groups. Junipero Serra County Park further strengthens the system as a nature-based extension of wellness, offering hiking, reflection, and group recreation opportunities that complement urban facilities.

Collectively, these investments align with Blue Zones principles of reshaping the built environment so that the healthy choice becomes the easy choice. The result would be a fully integrated community health hub that promotes physical activity, social cohesion, and preventive well-being through thoughtful, place-based design.

Advise Neighborhood Commercial Zoning Update: The City of San Bruno has an opportunity to modernize its zoning code to better preserve critical neighborhood-serving commercial parcels. As market pressures intensify, particularly under evolving state housing laws that incentivize residential development, smaller community-oriented commercial properties are increasingly vulnerable to conversion. While these laws are essential to addressing housing shortages, they can unintentionally reduce access to daily goods and services that are foundational to resident livability.

Blue Zones can provide technical expertise and a health-focused lens to help the city refine zoning tools that balance housing production with the protection of essential retail and service uses. Strategies may include identifying and designating priority neighborhood commercial nodes, incorporating use protections or conditional use requirements, and aligning zoning updates with broader complete neighborhood objectives.

Importantly, this effort can help address ongoing staff capacity constraints by offering data-driven analysis, best practices, and implementation-ready recommendations. By partnering with Blue Zones, the city can advance a proactive, equitable approach that ensures residents retain convenient access to healthy food, services, and social spaces, all of which are key components of complete, resilient neighborhoods.



> **We use our infrastructure to equalize for our most vulnerable.**
>
> **- San Bruno Council Member**

Collaborate on Belle Air Neighborhood Plan: The Belle Air neighborhood of San Bruno presents a strong opportunity for city and Blue Zones collaboration through a neighborhood subarea plan that aligns equity, sustainability, and economic vitality. A focused planning effort can help address long-standing economic disparities by identifying targeted equity investments. This may include improved access to parks, safe active transportation, and community-serving amenities, with the goal of ensuring that benefits are distributed inclusively.

Blue Zones can bring value by helping staff translate health-oriented design into practical, cost-conscious strategies. Emphasizing phased implementation, quick-build projects, and partnerships can help the city maximize return on investment while remaining sensitive to budget constraints. Framing improvements such as expanded tree canopy, green infrastructure, and adaptive reuse of underused parcels as long-term cost savings, including reduced heat impacts, stormwater management benefits, and lower public health costs, strengthens the fiscal case.

The subarea plan also presents an opportunity to better connect Belle Air with the broader San Bruno community and nearby downtown. Strengthening physical and social connectivity through improved walkability, wayfinding, and programming can support local businesses while fostering a more cohesive city identity. Optimizing adjacent parks and open spaces as community hubs can further enhance social interaction and neighborhood vitality.



SAN MATEO

STRENGTHS

Active Transportation Foundation: San Mateo demonstrates a robust active transportation network supported by adopted plans, corridor-level investments, and integration with regional systems. The city's San Mateo Bicycle Master Plan serves as a central implementation blueprint, emphasizing network expansion, low-stress bikeways, and connectivity to key destinations, supported by extensive data analysis and community engagement.

Complementing this, the Transit-Oriented Development Pedestrian Access Plan prioritizes pedestrian safety and accessibility within half-mile station areas around Downtown, Hillsdale, and Hayward Park Caltrain stations. The plan recommends projects such as upgraded crossings, sidewalk enhancements, and safer routes along El Camino Real to support first- and last-mile access.

Implementation is evident in specific corridors and intersection capital projects that reflect Complete Streets principles. For example, recent upgrades along the 3rd Avenue and Norfolk Street corridor include protected bikeways, dedicated bicycle signals, and improved pedestrian crossings that strengthen east-west connectivity across U.S. 101 and link neighborhoods to the regional San Mateo Creek Trail.

At a broader scale, proposed Class IV protected bike lanes and pedestrian improvements along corridors such as 19th Avenue/Fashion Island Boulevard reflect a shift toward separated infrastructure designed to increase safety and support mode shift for short trips. These investments align with county-wide efforts under the San Mateo County Comprehensive Bicycle and Pedestrian Plan, which emphasizes seamless, jurisdiction-spanning networks and equitable access for users of all ages and abilities.

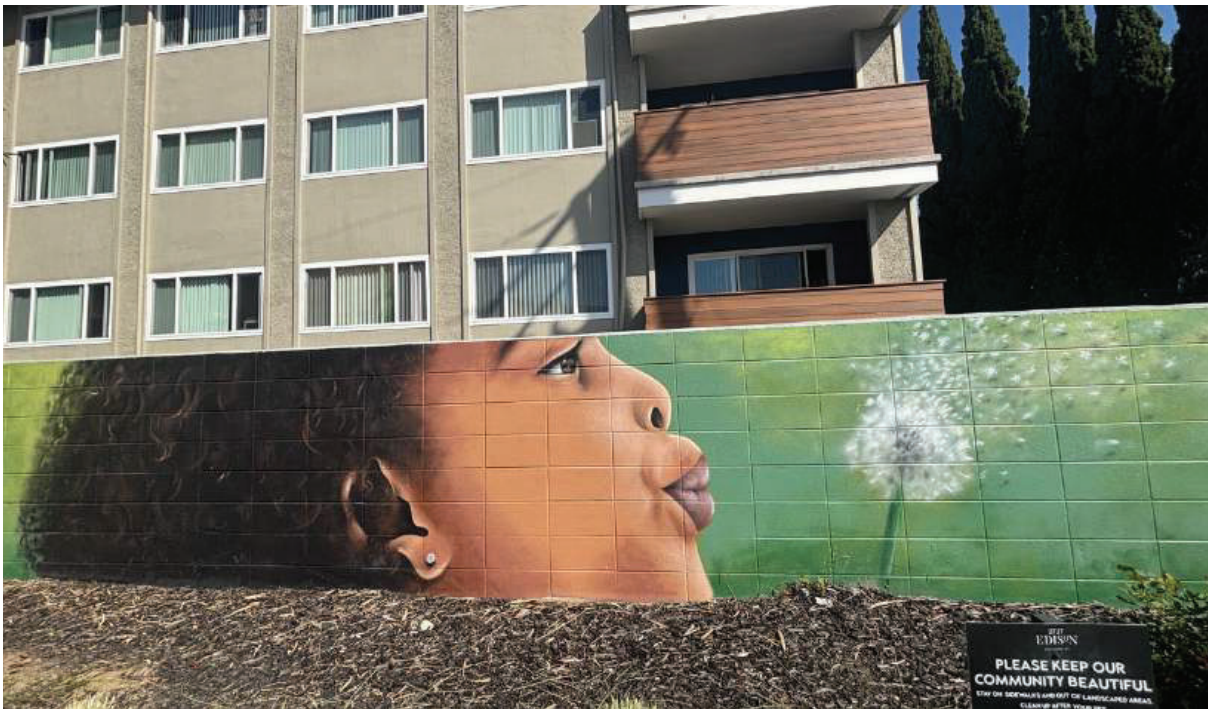
Programmatically, San Mateo augments infrastructure with shared mobility initiatives (e.g., bike share and e-scooters) and transportation demand management strategies that expand non-auto travel options and reduce reliance on single-occupancy vehicles.

Housing Growth From Various Initiatives: The City of San Mateo has experienced substantial acceleration in its housing pipeline following adoption of the 2023–2031

Housing Element and associated zoning code reforms. The Housing Element establishes benchmarks for at least 7,015 units and is paired with extensive implementation measures and zoning amendments to facilitate higher-density and mixed-use residential development. These changes include the creation of the Housing Opportunities Overlay District, which enables by-right housing on key opportunity sites, as well as updates to inclusionary zoning and minimum density standards that reduce barriers and incentivize affordable units.

Early outcomes indicate substantial market responsiveness. As of early 2026, the city has seen proposals totaling more than 6,000 residential units seeking entitlement, approaching the full eight-year Regional Housing Needs Allocation (RHNA) target within roughly two years of adoption. Recent project activity underscores this surge: at least six major developments proposed in a short period account for more than 1,100 units, including large-scale redevelopment efforts such as the Hillsdale Shopping Center transformation, which would add approximately 1,670 units. Additional infill examples, such as mixed-use proposals along El Camino Real and density bonus projects, demonstrate how state density laws and local zoning updates are being leveraged to exceed baseline densities while incorporating below-market-rate units.

These trends suggest that San Mateo's policy framework linking Housing Element goals, rezoning, and streamlined approval mechanisms has materially increased development feasibility and investor confidence. The rapid expansion of entitlements, particularly on commercial redevelopment sites and transit corridors, reflects a shift toward a more production-oriented regulatory environment aligned with state housing mandates and best practices.



> **No more than five stories [building height limit] was policy, but now we have a functional repeal of growth limits.**
>
> **- Focus Group Participant**

Transit-Oriented Development Implementation: San Mateo's recent growth reflects a clear, coordinated effort to focus development in the right places. Through updates to the General Plan, zoning code, and sustainability policies, the city has directed new housing and mixed-use projects toward transit corridors, especially along El Camino Real and near Caltrain stations.

From a community development perspective, this approach helps create more walkable, connected neighborhoods while supporting local businesses and reducing reliance on cars. The city's transit-oriented development (TOD) strategy encourages compact, mixed-use infill within about a half-mile of key stations, including Downtown, Hillsdale, and Hayward Park. Improvements to walking and biking routes further support this growth without significantly increasing traffic.

Larger developments are adding hundreds of housing units near transit, often with ground-floor retail and affordable housing included. At the same time, smaller infill projects are gradually adding density along key corridors. Adaptive reuse, such as converting older office buildings into housing, is also helping meet housing needs while making use of existing structures.

Efforts such as the Grand Boulevard Initiative are reinforcing this work by improving El Camino Real as a multimodal corridor. Altogether, these strategies show how thoughtful planning and investment can support housing production, sustainability, and a stronger sense of community.

Climate Adaptation Underway: San Mateo is taking a practical, community-focused approach to preparing for climate change, especially along its Bayfront. The city is planning ahead for sea-level rise by studying where flooding could occur and identifying ways to protect homes, infrastructure, and local businesses over time. This work is coordinated with regional agencies, helping ensure that solutions connect across city boundaries rather than stopping at them.

The city is also working closely with county partners through collaborative efforts that bring cities together to plan and fund larger shoreline protection projects. These include improvements such as flood barriers, early warning systems, and long-term financing strategies. These types of improvements are designed to reduce risk while also creating better public spaces and access to the waterfront.

A key part of San Mateo's strategy is using nature to help solve problems. Projects such as wetland restoration, living shorelines, and green infrastructure, including rain gardens, can help absorb water, reduce flooding, and improve habitat and water quality.

Just as important, the city is involving residents and local stakeholders in the process. By focusing on equity and community input, San Mateo is working to ensure that investments reflect real needs and build local resilience.



Beloved Park System: San Mateo's parks are deeply valued by community members, and the data reaffirm this. In the City's 2025 Parks Survey of approximately 660 respondents, 95 percent of residents said parks play an important role in their lives, and 81 percent reported visiting a park at least once a week.

Access is another strong point. According to the same 2025 survey, approximately 81 percent of residents live within a 10-minute walk of a park, helping ensure that families across neighborhoods can easily enjoy these spaces. Satisfaction is also high: roughly 85 percent of respondents said parks meet their access needs, and 87 percent reported feeling safe while using them.

Earlier community surveys and visitor studies show similar trends, with more than 90 percent of park users saying they feel safe and have positive experiences. Residents commonly use parks for simple, meaningful activities such as walking, reconnecting with nature, and spending time with family.

Throughout interviews, focus groups, and observations, parks were elevated as a valued community asset. Across surveys and conversations, parks come up repeatedly as essential gathering places that support health, connection, and quality of life.

The San Mateo Public Library: The San Mateo Public Library is one of the city's strongest social and public health assets. At a time when libraries are increasingly recognized as "community living rooms" that reduce social isolation, support lifelong learning, and improve access to essential services, the Main Library provides welcoming gathering spaces, study rooms, meeting areas, children's spaces, and year-round cultural and educational programming that bring residents of all ages together.

The library also advances health equity by helping ensure residents can access resources regardless of income, language, or technology barriers. The San Mateo



Public Library offers multilingual collections and bilingual outreach, including services for Spanish-, Chinese-, Japanese-, and Farsi-speaking residents. It also provides free Wi-Fi, public computers, technology lending, literacy programs, and one-on-one technology help for older adults and job seekers.

San Mateo's community surveys also emphasize the importance of responsive public services and civic engagement. The library helps meet those goals by creating safe, inclusive spaces where residents can connect, learn, and participate in community life.

Age-Friendly Action Plan: The Age-Friendly San Mateo Action Plan has generated a range of positive, early-stage outcomes by translating community-identified needs into tangible programs, policy adjustments, and partnerships. For example, the city has implemented a "safe walking routes" analysis, which has informed prioritization of sidewalk repairs, hazard mitigation, and targeted enforcement to reduce obstructions. Collectively, these approaches improve mobility, safety, and confidence for older adults navigating the public realm.

Complementing these infrastructure improvements, the city launched an Age-Friendly Business Certification Program that incentivizes local businesses to adopt inclusive design and customer service practices. This effort fosters a more accessible commercial environment while recognizing older adults as an important economic demographic. The plan has also strengthened civic and volunteer engagement through the Age-Friendly Coalition and embedded an "age-friendly lens" into municipal decision-making, while advancing accessibility and health across multiple aspects of community life.

Together, these efforts demonstrate progress toward safer infrastructure, more inclusive participation, and stronger community networks.

We love the Age-Friendly project!

- San Mateo Council Member

CHALLENGES

Park Distribution and Aging Infrastructure: One key challenge is that park and recreation amenities are not evenly distributed across neighborhoods. Central Park is a well-maintained signature amenity and important gathering space, but it serves the broader community rather than fully addressing local neighborhood access needs. As a result, some residents still need to travel 15 to 20 minutes or more to reach parks with higher-quality or more updated facilities.

City planning and community outreach efforts, including work on the Central Park Master Plan and playground upgrades, also show strong and growing demand for more inclusive and modern amenities. Residents have expressed interest in safer play areas, more diverse recreational features, and spaces that support intergenerational activities. At the same time, there are real constraints, including limited available space and the need to balance multiple community priorities.

Another ongoing challenge is the condition of existing infrastructure. City improvement plans point to deferred maintenance and aging facilities as continuing issues. While improvements are being made, they often occur gradually due to funding limits and maintenance challenges from constant use. As a result, some residents feel a gap between planning goals and what is experienced on the ground, particularly when it comes to older playgrounds and slower timelines for comprehensive upgrades.



Potential Transit Funding Shortfall: Across major systems such as BART, Caltrain, and SamTrans, ridership has not fully recovered since the COVID-19 pandemic, leaving agencies with less fare revenue than they depend on. BART alone is facing an estimated $350–$400 million annual deficit, with emergency funds projected to run out by 2026 and a large gap continuing into FY2027. Caltrain is also facing an ongoing annual shortfall of roughly $75 million, which could force significant service reductions if new funding is not secured. SamTrans is similarly expected to see structural deficits after FY2027 as reserve funds are used up.

For San Mateo County, the challenge is especially complex because these systems are interconnected. Local transportation planning depends on a stable regional network. If Caltrain service is reduced, more pressure would shift to already congested highways and bus routes. If BART cuts service, it would weaken critical transbay connections that many residents rely on for work and daily travel.

A proposed regional funding measure (Senate Bill 63) is intended to address part of this gap by generating new ongoing revenue for SamTrans and helping stabilize Caltrain. Early polling suggests moderate voter support, but approval is still uncertain, and many describe the situation as a critical moment for the future of transit service in the region.

For riders, the impacts could be immediate, resulting in fewer trips, longer waits, and reduced coverage. Over time, these changes could create a cycle in which service cuts lead to lower ridership, which then deepens funding challenges. The central planning challenge is finding a more stable, long-term funding approach while maintaining public trust and service quality during this transition.

> **An opportunity for Blue Zones is making connections. Kids don’t know each other, they stay in their room at home unless they’re on a sports team. The only time they hang out is here, at school.**
>
> **- Middle School Principal**

Availability of Recreation Outlets: A major challenge related to access across the city’s 200 acres of parkland is the growth of permitted, organized leagues that reserve fields for entire seasons. City and school district policies allow outside groups to rent facilities through permits and insurance requirements, which can prioritize organized

users over casual use. As a result, athletic fields are frequently occupied by leagues with standing reservations, limiting spontaneous access for residents.

Support for projects like Flood Park highlights strong demand for more sports fields, with youth leagues and sports groups actively advocating for expanded access. However, this demand also underscores the imbalance: there are not enough fields to meet both organized league needs and general public use.

From a resident perspective, this creates several issues, including difficulty finding unprogrammed space, reduced flexibility for informal recreation, and a perception that public amenities are effectively privatized during peak hours. The result is a system in which those able to pay, organize, and navigate permitting processes gain priority, while casual users are left to search for limited, fragmented openings in what are intended to be shared community spaces.

Popularity of Downtown: Downtown San Mateo has experienced a notable resurgence driven by sustained public and private investment in placemaking, infrastructure, and mixed-use redevelopment. Key improvements along B Street, including its transformation into a permanent pedestrian mall between 1st and 3rd Avenues, have significantly enhanced walkability, outdoor dining capacity, and public gathering space. Complementary streetscape investments, such as ADA upgrades, landscaping, seating, and pedestrian scramble crossings, have improved accessibility and safety while reinforcing a more human-scaled downtown environment.

These physical improvements have coincided with a wave of new mixed-use development and retail reinvestment, including projects that bring new office space, residential units, and ground-floor commercial uses designed to activate the street level.

Collectively, these investments have strengthened the downtown's economic ecosystem by supporting business generation, attracting new dining and service tenants, and reducing commercial vacancy pressures.

As a result, downtown San Mateo has seen measurable gains in vibrancy and foot traffic, with reports indicating substantial increases in pedestrian activity following the pedestrianization of B Street and associated programming. Community feedback and business improvement district reporting consistently highlight stronger event turnout, increased dwell time, and a more active street life, reinforcing downtown's identity as a regional destination for dining, shopping, and social engagement.

The challenge comes from the pressures of success and the need to expand downtown-type offerings beyond the core area. This includes planning and zoning changes that allow similar growth in other areas while maintaining the historic and architectural features that contribute to San Mateo's sense of place.

Corridor Bifurcation: East-west mobility is fundamentally constrained by a set of parallel, high-capacity barriers, including the Caltrain rail corridor, U.S. 101, and wide arterials such as El Dorado Street and 3rd and 4th Avenues. Together, these create a "layered bifurcation" of the community.

City and county planning efforts consistently identify U.S. 101 as both a regional asset and a local barrier. The San Mateo County Transportation Authority Active 101 planning process explicitly states that the freeway “can act as a barrier for people walking, biking, or rolling,” limiting safe crossings and neighborhood connectivity. Similarly, corridor strategies emphasize that while U.S. 101 moves goods and commuters efficiently, it fragments adjacent communities and requires targeted crossing investments to restore access.

Rail infrastructure compounds this condition. The Caltrain corridor, while essential for regional transit, restricts east-west permeability to a limited number of grade separations, concentrating traffic and creating pinch points. Local plans and mobility hub studies highlight the need for Complete Streets and multimodal access improvements because these crossings are overburdened and often unsafe or uncomfortable for non-drivers.

Community feedback reinforces these structural issues. Outreach conducted for corridor and mobility hub projects highlights safety, equity, and connectivity as top concerns, particularly for residents trying to access jobs, schools, and the Bayfront.

Despite ongoing investments, plans consistently conclude that closing these gaps requires not just capacity, but new and safer east-west connections that prioritize active transportation and local access rather than regional throughput alone.



OPPORTUNITIES

Modernize Joint Use Policy Between Parks and School District: The joint use agreement between the City of San Mateo and the school district is a strong foundation, but it also reflects challenges that many communities now face, including limited access, uneven maintenance, liability concerns, and underused public space.

One key opportunity is improving access and reach. School fields, gyms, and playgrounds are often among the most available recreation spaces in dense neighborhoods, but schedules, security rules, and unclear public information can limit use. Blue Zones could help design more flexible, clearly communicated access schedules that prioritize walking, youth activity, and older adult programming outside of school hours.

Another opportunity is creating healthier, more consistent use of space. Joint use sites are often treated as “extra” facilities rather than health assets. Blue Zones’ experience in shaping environments that support movement and social connection could help program these spaces for walking groups, low-cost fitness, and intergenerational activities that reduce isolation and improve community health outcomes.

Maintenance and upkeep are also major barriers. Shared responsibility between the city and school district can create gaps in accountability. Blue Zones could help structure clearer operational agreements and community stewardship models, including volunteer programs or partner-supported maintenance schedules, to help keep spaces safe and welcoming.

On liability and governance, many joint use agreements become overly restrictive due to risk concerns. Blue Zones could support balanced risk management approaches that protect both agencies while still allowing meaningful public access, based on proven national models.

Finally, there is an opportunity to improve equity of reach. Not all neighborhoods benefit equally from shared facilities. A health-focused partner could help identify underserved areas and ensure programming and access are intentionally designed to reach those populations.



Reimagine Park System to Include Micro-Placemaking Spaces: Expanding San Mateo's park system through micro parks and parklets offers a practical, equity-focused way to improve social connection, health outcomes, and neighborhood livability while limiting land acquisition and long-term maintenance demands.

Micro parks and other small, distributed public spaces can bring recreational access closer to where people live, particularly in denser or park-limited neighborhoods. This supports daily physical activity, stress reduction, and safer informal gathering spaces for residents of all ages. When designed well, these spaces also strengthen intergenerational engagement by offering flexible seating, shade, and play or rest features that invite use by children, older adults, and families.

San Mateo already demonstrates this concept through its Parklet Program, which converts curbside parking spaces into small public or semi-public gathering areas in partnership with businesses and the city. These parklets function as sidewalk extensions that provide seating, greenery, and passive recreation opportunities while supporting local vitality and social interaction in compact spaces. They are guided by city design and safety standards and implemented through permits and partnerships, reflecting an established framework for small-scale public space activation.

Similar to broader mini-park approaches used in the region, micro parks can be integrated into existing rights-of-way, underused parcels, or repurposed public space, allowing cities to expand park access without large capital land purchases. This approach aligns with San Mateo's broader parks and recreation goals to enhance quality of life through accessible outdoor spaces and community programming.

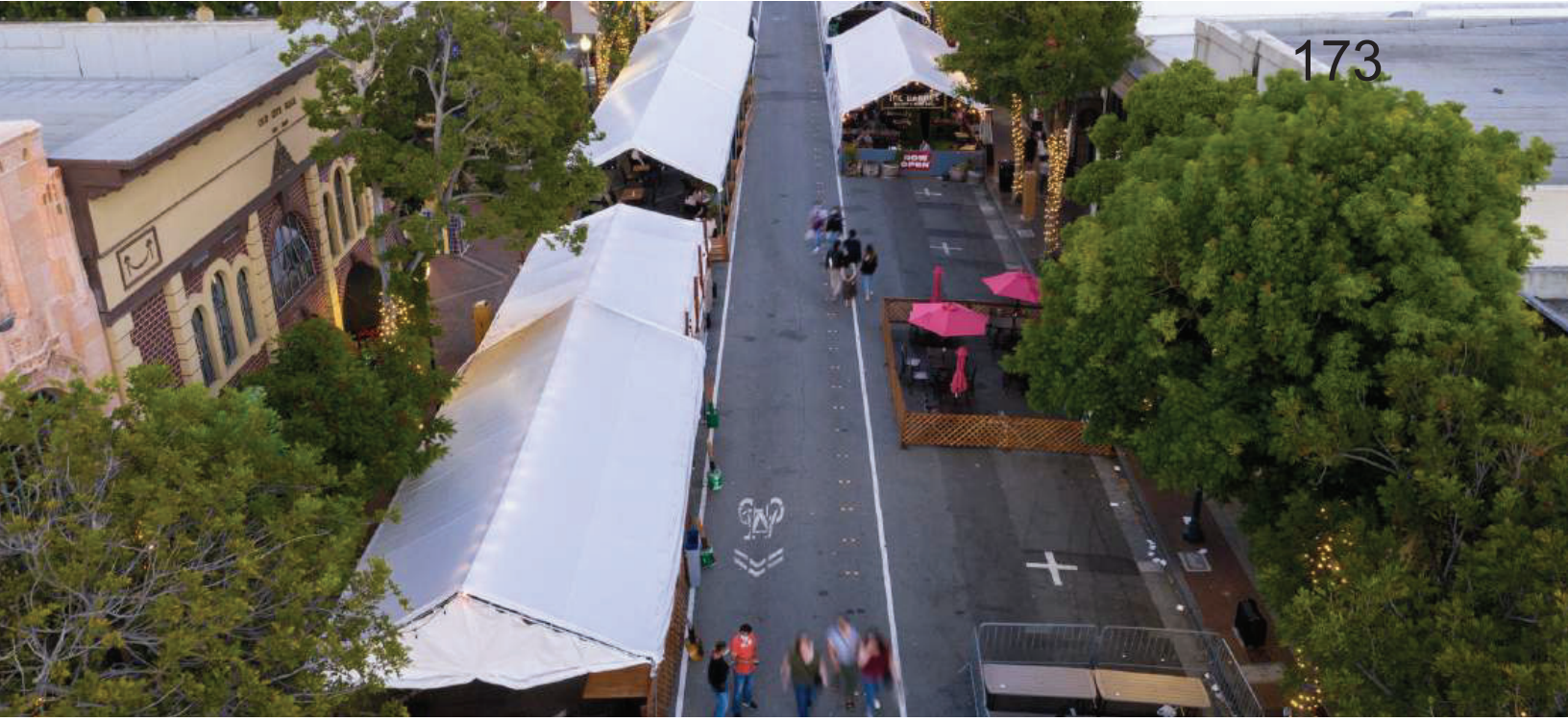
Support Complete Streets Project Implementation: The San Mateo Complete Streets Project was described as an earnest endeavor, though implementation has been inconsistent. A meaningful opportunity exists to support the City of San Mateo in advancing Complete Streets implementation, particularly along Monte Diablo Street and within the Martin Luther King Jr. Community Center and Park planning effort.

Monte Diablo Street was identified as a key corridor for multimodal improvement within the San Mateo Complete Streets Project and presents an opportunity to rebalance the right-of-way in favor of pedestrians, bicyclists, and transit users. With targeted quick-build Complete Streets strategies, such as enhanced or raised crosswalks, traffic calming, street murals, neighborhood bicycle facilities, and improved transit stop access, the corridor can better connect an important civic and recreational destination with the adjacent neighborhood and provide greater safety and comfort for all users.

At the Martin Luther King Jr. Community Center and Park, the planning process can integrate Complete Streets principles into adjacent street networks and public realm design. This includes strengthening active transportation links to surrounding residential areas, improving wayfinding, and creating seamless transitions between indoor community programming and outdoor open space. These enhancements can support increased social interaction, intergenerational engagement, and equitable access to recreation and services.

The Martin Luther King Jr. Community Center and Park can serve as a central hub for health-oriented community design, where programming and physical infrastructure reinforce one another. By emphasizing walkability, safe routes, and inviting public spaces, the area can become a catalyst for healthier daily habits and stronger neighborhood cohesion.





Collaborate on Fairground/25th Street Continuity Plan: The ongoing feasibility analysis for the San Mateo County Event Center presents a timely opportunity for a coordinated companion planning effort led jointly by San Mateo and Foster City. This parallel effort could translate site-specific findings into broader community outcomes, aligning Event Center land use visions with nearby mobility and health goals across jurisdictional boundaries.

The Event Center is framed by key corridors, including Delaware Street/Saratoga Drive, 28th Avenue, and State Route 92, that function as both barriers and connectors. Existing land uses include low-density commercial, public/quasi-public facilities, and auto-oriented retail. A companion plan could evaluate transitioning these edges toward mixed-use, pedestrian-supportive environments that better integrate with adjacent neighborhoods and regional access points. This aligns with the City of San Mateo Planning Division's mandate to guide physical, social, and economic development through long-range planning and California Environmental Quality Act (CEQA)-informed project review.

A companion planning process would ensure the Event Center evolves not as an isolated destination, but as a catalyst for corridor-wide revitalization. This approach could leverage public investment to achieve shared land use optimization, economic vitality, climate resilience, and public health objectives across San Mateo and Foster City.



San Mateo County operates the Event Center but also has broader planning goals. The General Plan emphasizes coordinated development, conflict resolution among policies, and periodic updates to reflect evolving community needs. A companion planning effort could operationalize these principles by synchronizing county-led Event Center investments with city-level General Plan implementation, zoning updates, and capital improvement programming. Area plans are specifically intended to localize broader policies and support consistency across jurisdictions.

Re-envisioning these corridors offers an opportunity to advance active transportation, reduce vehicle dependence, and improve access to open space and community-serving uses. Foster City's General Plan framework highlights the importance of balancing land use, transportation, and open space to promote community well-being and sustainability. Enhancing multimodal connections between the Event Center, nearby residential areas, and regional assets could increase physical activity, social interaction, and equitable access to amenities.

Update the Downtown Master Plan: Blue Zones' methodology aligns closely with San Mateo's goals related to livability, sustainability, and economic vitality. Built environment strategies can help refine active transportation networks by prioritizing walkability, bicycle connectivity, and safe, human-scaled streets. This could include enhancing connections between Caltrain, commercial corridors, and surrounding neighborhoods while reducing reliance on single-occupancy vehicles.

Equally important is the opportunity to design for social interaction. Blue Zones emphasizes "third places" and community gathering spaces, which could inform placemaking strategies such as expanded parklets, activated plazas, and flexible public spaces that support events and daily social engagement. Another important component of a vibrant downtown is a strong public art element. San Mateo can embrace public art in many forms to further strengthen downtown's sense of place and community pride. Sculptures, murals, lighting features, rotating exhibits, and other creative elements could all be incorporated into an updated plan. Combined, these elements are critical to fostering a vibrant downtown economy and improving mental well-being.

From a healthy community design standpoint, Blue Zones can support policies and design standards that integrate access to healthy food, encourage daily physical activity, and promote inclusive, intergenerational spaces. Blue Zones data tools and certification programs also provide measurable benchmarks, helping the city track outcomes and communicate progress.

Develop Wayfinding Plan: Directionality, distance, travel time, sign location, and sign orientation are critical to helping a community optimize its investments in community destinations and transportation improvements. Developing a robust and comprehensive Wayfinding Plan can strengthen broader health and mobility objectives. Blue Zones' evidence-based approach can help ensure that wayfinding is not only navigational but also motivational, encouraging residents and visitors to choose walking and bicycling as convenient, safe, and enjoyable options.

A coordinated wayfinding system can improve active transportation by clearly identifying pedestrian- and bicycle-friendly routes, travel times, and connections to key destinations such as downtown, transit hubs, parks, and schools. Incorporating behavioral design elements, such as prompts, distance markers, and health messaging, can increase participation in walking and bicycling by making these activities feel more accessible and achievable for a wide range of users.



There are few entertainment spaces, so that's another area of opportunity. There's a civic arts committee that we made into a commission. Art draws people in. We could paint all the utility boxes!

- San Mateo Council Member

Safety outcomes could also be enhanced through legible signage that directs users to well-lit, high-visibility routes and reinforces traffic awareness. When paired with traffic calming and Complete Streets strategies, wayfinding can support a more intuitive and comfortable experience for users of all ages and abilities.

Importantly, Blue Zones can also help integrate social interaction into the system by highlighting community gathering spaces, public art, and local businesses, fostering a stronger sense of place and encouraging people to linger and connect. This aligns with healthy community design principles that prioritize not just movement, but meaningful engagement.

Reimagine Safer Routes to School Plan, Emphasis on Quick-Build Strategies: An opportunity exists to create a reimagined Safe Routes to School Plan centered on quick-build strategies and implementation-ready actions. This approach aligns well with city, school district, and county goals to advance safety, sustainability, and community well-being while delivering visible near-term results.

Quick-build projects, including temporary curb extensions, protected bike lanes, enhanced crosswalks, and traffic-calming treatments, offer a cost-effective path to improving student safety around schools. These interventions can be deployed rapidly using paint, signage, and modular materials, allowing the cities to pilot improvements, gather community feedback, and refine designs before making more capital-intensive investments. This reduces financial risk while accelerating safety benefits.



A renewed plan would also support increased participation in walking and bicycling by creating more comfortable and connected routes. Safe, intuitive infrastructure encourages families to choose active transportation, which can reduce congestion around schools and improve air quality.

Blue Zones can further integrate healthy community design principles by emphasizing social interaction, accessibility, and equitable access to San Mateo schools. By combining data-driven analysis with community engagement, this effort can help prioritize high-need corridors and intersections while ensuring solutions reflect local context.



READINESS

BURLINGAME

Moderate to High Readiness: Burlingame is an asset-rich community with demonstrated success in placemaking, community investment, and civic engagement. The recently redeveloped Community Center, the new Town Square, and ongoing investments along both Burlingame Avenue and the Broadway corridor reflect a city that can envision and deliver high-quality public space. Leadership is engaged, and there is a genuine civic culture, "The Burlingame Way," that values participation and community ownership.

Where Partnership Adds the Most Value: Burlingame is best positioned for longer-range planning initiatives where a structured, health-centered framework can help focus staff capacity and build a credible case for external funding. A Bayfront subarea plan is the highest-profile opportunity due to the area's strong long-term potential and structural barriers that require a coherent, multi-year vision to overcome. Grant writing support for Safe Routes to School, Complete Streets, and Vision Zero initiatives would address the city's grant competitiveness gap directly. Vision Zero implementation near the Community Center and Washington Park offers a near-term, high-visibility project that aligns safety, health, and community access. Expanding the micro-park network beyond downtown into residential neighborhoods would extend the city's demonstrated placemaking success to more residents.



SAN BRUNO

Moderate Readiness and Highest Opportunity for Impact: San Bruno faces significant structural challenges, but offers a great opportunity for transformational, equitable impact. The city has made genuine progress in recent years: a new Recreation and Aquatic Center opened in 2024, the housing pipeline is accelerating, certain Safe Routes to School improvements are underway, and downtown streetscape improvements are producing measurable results. These gains, however, are occurring against a backdrop of aging infrastructure, a reported $1 billion capital and maintenance backlog, limited land supply, and neighborhoods that carry concentrated socioeconomic and environmental burdens.

Where Partnership Adds the Most Value: San Bruno is where investment in the built environment has the most potential to change daily life for residents who currently face the greatest barriers. The Belle Air neighborhood should be a central focus. A subarea plan that integrates equity-focused parks investment, active transportation, green infrastructure, and connections to downtown could deliver visible, life-improving outcomes for a population that has historically been underserved. A Safe Routes to Healthy Food strategy would address one of the city's most concrete access gaps. The Healthy Activity Campus concept, linking the Community Center, City Park, Senior Center, and Junipero Serra County Park through wayfinding and infrastructure, is an achievable near-term initiative that reinforces the city's most valued civic assets. Neighborhood commercial zoning modernization would protect the retail and service uses that anchor daily life in walkable neighborhoods against conversion pressure.

SAN MATEO

High Readiness: San Mateo is highly operationally active and offers a strong near-term implementation environment. Its downtown is thriving, its parks system is heavily used, and a housing pipeline approaching 6,000 units signals a regulatory environment that has shifted meaningfully toward production. The city's active transportation network is among the most developed in the county, backed by adopted corridor plans, protected bikeway investments, and integration with regional transit systems.

Where Partnership Adds the Most Value: San Mateo has the opportunity to turn existing plans into visible, near-term results. The highest-value opportunities are shovel-ready and implementation-focused: quick-build Complete Streets projects along Monte Diablo Street, modernization of the joint use agreement with the school district to expand recreational access, expansion of the parklet and micro-park framework into underserved neighborhoods, and a coordinated Wayfinding Plan that connects residents to the city's transportation and civic investments. A Downtown Master Plan update framed around health outcomes could also help the city manage the pressures that come with its own success.

PEOPLE AND ORGANIZATIONS ENGAGED

Blue Zones acknowledges and thanks the following participants for lending their time, expertise, and insight in contributing to this report.

NAME	TITLE	ORGANIZATION
Susan Baker	President and CEO	Burlingame/SFO Chamber of Commerce
Colleen Chawla	Chief of Health	San Mateo County Health
Donna Colson	Council Member	City of Burlingame
Zachary Dahl	Community Development Director	City of San Mateo
Lisa Diaz Nash	Council Member	City of San Mateo
Matt Duffy	Superintendent of Schools	San Bruno Park School District
Jessica Epstein	Director, Government and Community Affairs	San Mateo County Transit District (SamTrans)
Matt Fabry	Public Works Director	City of San Mateo
Erin Felix	Principal	Baywood Elementary School
Margaret Glomstad	Director, Parks and Recreation	City of Burlingame
Lisa Goldman	City Manager	City of Burlingame
Tom Hamilton	Council Member	San Bruno City Council
Leslie Hatamiya	Executive Director	San Bruno Community Foundation
Alex Khojikian	City Manager	City of San Mateo
Adam Loraine	Mayor	City of San Mateo
Joanne Magrini	Director, Parks and Recreation	City of San Mateo
Rico Medina	Mayor	City of San Bruno
Marc Meulman	Deputy Chief of Health	San Mateo County Health
Jessica Notte	Principal	Borel Middle School

Andrea Pappajohn	Council Member	City of Burlingame

POLICY

Food Systems

The food system includes all of the components and activities associated with growing, handling, packaging, distributing, accessing, preparing, and eating food. These elements are supported and shaped by policies and systems that ultimately result in the design of a community's food environment, which encompasses the availability of healthy and unhealthy food and beverages in the places we work, live, learn, and play.

> According to research highlighted by the National Institutes of Health and the Office of Disease Prevention and Health Promotion, the extent to which a community's food system enables people to have easy, reliable access to affordable, healthy food is a key predictor of people's dietary choices and risk for diet-related chronic diseases.

The local food system is an important determinant of whether a resident will be overweight or face diet-related chronic diseases. By designing community environments that facilitate healthy eating, we can measurably improve the health of residents.

This Food Systems Policy Readiness and Feasibility assessment is based on a multi-method research approach, which included:

Hearing from People

Stakeholder interviews and focus groups with leaders collaboratively identified by the Blue Zones National Food Policy Expert and Food Policy Research team

Exploring the Community

Virtual meetings and site visits with local leadership, as well as discussions with relevant organizations and groups across multiple sectors (such as public health, hunger relief, institutional food service, restaurants and food retail, elected and appointed local officials, university extension programs, agriculture, and more)

Reviewing What's Known

Background research, including review of federal, state, and local datasets and relevant reports (such as Community HealthNeeds Assessments and local food systems publications)

20% of our health is related to genetics

10% of our health is determined by our access to healthcare

70% of our health can be managed through behaviors and the design of our community's



BLUE ZONES GUIDING PRINCIPLES FOR FOOD SYSTEMS

The Blue Zones Food Policy Menu identifies main goals and best practice strategies that improve the food system and move the needle on community health and well-being. These include:

MAKING HEALTHY FOOD ACCESSIBLE AND AFFORDABLE FOR EVERYONE

- Increase participation in healthy food programs
- Ensure children have enough healthy food to eat
- Foster healthy hunger relief programs

BUILDING FOOD SKILLS

- Prioritize education on how to grow and cook healthy food
- Foster opportunities for families to eat together

INCREASING HEALTHY FOOD ENVIRONMENTS

- Ensure healthy options and habits for children and students in the places where they spend time
- Increase healthy eating behaviors in hospitals and public institutions
- Promote healthy options and habits for everyone

GROWING LONG-TERM COMMUNITY HEALTH

- Establish lasting leadership on food issues for the community
- Build a base of resources to keep children healthy
- Make healthy grocery access easy for everyone

GROWING THE LOCAL FOOD SUPPLY

- Use public land and planning to enable food production by local residents
- Care for natural resources needed to grow food
- Support area farmers and food enterprises to raise and sell food for local markets

OVERVIEW

The Peninsula Health Care District, including Burlingame, San Bruno, and San Mateo, is situated within Silicon Valley, widely known as a global hub of innovation, with opportunities to leverage resources and networks that can support the development of innovative food system mechanisms, knowledge bases, and policies for adaptation.

Key regional strengths include a coordinated food recovery and food access network led by organizations such as Second Harvest of Silicon Valley, Samaritan House, Fresh Approach, The HEAL Project, and San Mateo Food System Alliance. These organizations are expanding access to healthy and culturally relevant foods through dignity-centered food distribution, mobile markets, food recovery systems, school partnerships, and hands-on food and environmental education. School districts across the region are also advancing healthier school meals, scratch cooking, and experiential food literacy programming.

At the same time, rising living costs, grocery store closures, funding instability following reductions to CalFresh Healthy Living, California's SNAP-Ed program, and inequities in affordable healthy food access continue to strain households and community organizations in the region. Many food access systems remain heavily dependent on nonprofit and emergency food infrastructure. In fact, San Mateo County saw one of the greatest increases in food insecurity in California among adults earning less than 200 percent of the federal poverty level between 2019 and 2024.

Opportunities include expanding food-is-medicine partnerships, strengthening school wellness policies, increasing nutrition incentives at neighborhood retailers and farmers markets, protecting food access during redevelopment, and deepening connections between healthcare, local agriculture, schools, and community food systems initiatives.



Over the last, probably, 5 to 10 years, there's been a growth of small farmers that recognize the importance of a local food system, supporting local residents.

- Focus Group Participant

TOP OPPORTUNITIES

Advance Food is Medicine Initiatives and Strengthen Data Collection: The high cost of living in the Peninsula corridor means many residents are food insecure without qualifying for traditional safety net programs, so solutions need to combine direct service expansion, policy advocacy, local production, and waste reduction to build a more resilient and accessible food system for everyone. Strengthening data collection and impact measurement within the Samaritan House clinic-based food-is-medicine model could also help demonstrate impact, improve program design, and support long-term sustainability. Expanding health outcome tracking, including A1C monitoring and longitudinal patient data, is particularly important given that these programs currently operate outside of CalAIM to serve uninsured patients.



Advance Reimbursement Pathways for Medically Supportive Food: There is also a substantial opportunity to advocate for Health Plan of San Mateo to recognize medically supportive food and nutrition services as reimbursable Enhanced Care Management or Community Supports expenses. This could help expand partnerships with local organizations such as Fresh Approach, independently owned grocery stores, mobile food pharmacy providers, and community-based nutrition education programs serving underserved communities.

Leverage Institutional Purchasing to Support Local Producers and Community Health: Advancing frameworks such as the *Good Food Purchasing Program*, while leveraging local procurement initiatives like *As Fresh As It Gets*, could help schools, hospitals, campuses, and restaurants increase access to locally produced food while supporting local producers, economic development, environmental sustainability, and equity.

Advance Policy Reforms to Position Farmers Markets as Community Well-Being Hubs: Supportive city and county policy reforms could strengthen nutrition education and community engagement at farmers markets by simplifying permitting requirements for cooking demonstrations and reducing administrative barriers for market-based programming. These changes could help transform farmers markets into more active community hubs for healthy eating education, cultural connection, and food literacy.

Build Neighborhood Food Sharing and Recovery Infrastructure: Expand neighborhood-based food recovery and community food-sharing models through strategies such as community fridges in affordable housing complexes and digital platforms that connect residents, businesses, and institutions to surplus food locally. These approaches could reduce transportation barriers, improve access to prepared and culturally relevant foods within underserved neighborhoods, decrease food waste, and strengthen community resilience and social connection.



We live in Silicon Valley. We should be leading the push. We should be breaking down barriers and showing people what is possible.

- Focus Group Participant



Advance Whole Child Wellness Through School Food Policies: In some schools, long cafeteria lines leave students with less than 10 minutes of seated time to eat, with some children eating while standing. Extending lunch periods, improving meal service flow, and establishing minimum seated meal times could support healthier eating habits, student well-being, and a more positive school food environment. This aligns with ongoing advocacy efforts by Second Harvest of Silicon Valley and other regional partners to improve equitable access to healthy school meals. There is also an opportunity to explore community-based or hybrid summer meal models for districts that no longer qualify for federal summer meal programs.

Districts can also advance integrated school wellness strategies that connect nutrition, mental health, gardening, movement, and food literacy through stronger cross-sector partnerships and long-term policy integration. Given ongoing funding challenges, embedding successful programs into policy and institutional practices may provide a more sustainable pathway for lasting systems change. Existing efforts, including partnerships with The HEAL Project, provide a strong foundation to expand experiential food education, student wellness programming, and school garden initiatives across the region.



REGIONAL

STRENGTHS

Regional Leadership in Food Recovery: San Mateo County has a strong and well-coordinated food recovery ecosystem supported by major nonprofit and institutional partners, including Second Harvest of Silicon Valley, Samaritan House, Peninsula Food Runners, and the San Mateo Resource Conservation District. Senate Bill 1383 implementation has strengthened coordination between large-scale grocery recovery, volunteer-driven redistribution, and composting initiatives that support both food access and regenerative agriculture.

Local Food System Partnerships: Regional leadership in equitable food access is also evident through organizations such as Pacific Coast Farmers' Market Association, Fresh Approach, the San Mateo Food System Alliance, and the Coastside Food Hub. Together, these organizations expand access to fresh, locally grown food through nutrition incentives, mobile markets, farmer aggregation, robust farm-to-institution programs, and innovative collaborations with healthcare and community organizations. These efforts simultaneously strengthen farmer viability, support local economic development, and improve healthy food access across the county.

Dignity-Centered Food Assistance and Community Support Networks: The county also benefits from a strong network of dignity-centered food assistance providers led by organizations such as Second Harvest of Silicon Valley, Samaritan House, and community-based pantries, including CALL Primrose. Increasingly, food distribution models emphasize client choice, cultural relevance, autonomy, and reduced food waste, helping better align food offerings with household needs and preferences.

Experiential Food Education and Youth Wellness Through the HEAL Project: There is a strong partnership with The HEAL Project, a recipient of Peninsula Health Care District (PHCD) funding whose mission is to teach children where their food comes from and why it matters. This year, more than 1,630 students from the PHCD service area participated in hands-on farm-based experiences in Half Moon Bay, as well as gardening, harvesting, and culinary education programs delivered both at The HEAL Farm and through school garden partnerships across multiple schools. These experiences connect nutrition, agriculture, environmental stewardship, and healthy

eating while supporting long-term food literacy, youth well-being, and healthy habit formation. The HEAL Project is a strong regional asset that integrates nutrition education, social-emotional wellness, cultural inclusion, free play, and connection to nature and local food systems through experiential learning.

Samaritan House and the Growth of Food-Is-Medicine Infrastructure: Samaritan House is a major regional safety net provider, supporting approximately 32,000 people annually, including more than 22,000 individuals receiving food assistance. The organization operates a large-scale community kitchen producing 1,200 to 1,600 hot meals daily, largely using recovered food, and recovered approximately 1.2 million pounds of food last year. Through strong partnerships with organizations including Second Harvest of Silicon Valley, Replate, schools, faith-based organizations, and county systems, Samaritan House also supports emerging food-is-medicine efforts through a clinic-based nutrition program serving uninsured patients not covered by Medi-Cal. Currently supporting approximately 70 patients across two clinics, the program provides longer-term nutrition support aimed at improving sustained health outcomes. In partnership with the San Mateo County Health Foundation, Samaritan House also helps operate the rapidly expanding Food Farmacy program, which now distributes nearly 1,100 weekly food packages containing fresh produce, protein, and pantry staples to patients and families experiencing food insecurity.

We converted all of our free grocery sites into farmers market style… that gives people dignity of choice, and that also helps us reduce waste.

- Focus Group Participant



CHALLENGES

Persistent Reliance on Emergency Food Assistance Systems: Persistent reliance on emergency food distribution and nonprofit-driven food access systems highlights ongoing nutrition insecurity across the community. While the region benefits from a strong network of charitable organizations, food recovery partnerships, and volunteer-supported programs, much of the current infrastructure remains highly dependent on unstable grant funding, staffing capacity, and philanthropic support rather than long-term systemic solutions.

Coordination Gaps and Geographic Inequities in Food Recovery Infrastructure: Differences in operating models, food safety requirements, and competition for donors can complicate collaboration among organizations, while geographic disparities in infrastructure, particularly in the northern part of the county, limit local food recovery and distribution capacity. As a result, surplus food is often transported outside the communities where it is generated, revealing gaps in neighborhood-level access and coordination.

Funding Instability Threatening Long-Term Food Systems Collaboration: Although the strong collaboration among leaders participating in the San Mateo Food System Alliance is a major regional strength, uncertain funding for alliance coordination, combined with the reductions to CalFresh Healthy Living, California's SNAP-Ed program, threatens the long-term vitality and cross-sector collaboration of food system partners across the county. These funding losses have already reduced staffing within the San Mateo County Health Department and weakened prevention-focused nutrition programs. Anticipated reductions in county support may further threaten both direct services and longer-term systems-level work, risking the loss of momentum in initiatives that have taken years to build. At the same time, extremely high housing and living costs continue to strain household food budgets and deepen inequities in access to healthy food.

BURLINGAME

STRENGTHS

Community Gardens and Urban Agriculture: Burlingame demonstrates strong policy support for urban agriculture and local food production through General Plan policies that encourage community gardens, school garden programs, and small-scale food growing in residential neighborhoods. The plan emphasizes partnerships between the city, schools, nonprofits, and community organizations to expand gardening, food literacy, and healthy food access opportunities, including within multifamily housing developments. This vision is already being put into practice through initiatives such as the Bayside Fields Community Garden, where residents can rent a 4-by-8-foot planter box for $65 annually, helping increase access to community-based food growing opportunities.

Dignity-Centered Food Access: CALL Primrose is a trusted, dignity-centered food access organization that provides reliable weekly access to healthy and culturally relevant foods through a highly personalized client-choice model. Clients can visit the pantry once per week to receive a large bag of fresh produce and a customized bag of dry goods tailored to their household needs and preferences. The organization serves approximately 1,800 to 2,000 visits per month and supports roughly 700 to 720 unduplicated households monthly. More than 60 to 75 percent of clients return regularly, with many accessing services weekly, reflecting the strong trust and consistency the pantry has built within the community. Strong food recovery partnerships, reliable operations, and trusted community relationships help support long-term nutrition security and household stability.



Healthy School Food Leadership: Another major strength is the Burlingame School District's leadership in advancing healthier school food environments. The district has transitioned toward approximately 80 percent scratch cooking, expanded the use of fresh and locally sourced ingredients, implemented salad bars with free access to fruits and vegetables at all schools, and integrated plant-based meal options districtwide. Combined with growing interest in school gardens, experiential food education, and broader nutrition security efforts, these initiatives reflect a strong commitment to making nutritious choices more accessible and appealing for students and families.

Experiential Food Education: Burlingame schools also benefit from collaboration with The HEAL Project, whose mission is to help children understand where food comes from and why it matters. This year, four Burlingame school groups participated in immersive farm visits that strengthened food literacy, environmental awareness, and connections to local agriculture through hands-on learning experiences.

Walkability and Community Infrastructure: Burlingame's relatively walkable and compact urban form further supports healthy food access. Neighborhood commercial corridors provide convenient access to grocery stores, restaurants, parks, schools, and community services within a relatively small geographic area. Community gathering spaces, such as the city's new community center with its modern architecture and net-zero features, include kitchen facilities, as well as partnerships with local schools for culinary arts programs and occasional adult cooking classes. This built environment creates favorable conditions for place-based strategies that encourage healthier eating, active transportation, and stronger community connection.



CHALLENGES



Nutrition Incentive Gaps: The Burlingame Chamber of Commerce operates a vibrant and well attended year-round Sunday farmers market that contributes positively to the local food environment and community vitality. However, the market does not currently accept CalFresh (SNAP), WIC Farmers' Market Nutrition Program (FMNP) benefits, or Senior Farmers' Market Nutrition Program (SFMNP) vouchers, nor does it offer Market Match incentives. This creates a significant affordability barrier for lower-income residents and limits equitable access to fresh, locally grown food. Given the high cost of living in the region, the absence of nutrition assistance and incentive programs reduces the ability of many households to participate in and benefit from the local food economy and also reduces potential sales for participating farmers.

School Food Culture Challenges: Despite major improvements in school meal quality, student preferences and broader food culture continue to affect participation in healthier school meals and plant-forward options. School leaders noted ongoing challenges related to highly processed foods and sugary beverages brought from home, as well as inconsistent engagement with healthier offerings provided by the district. While the district has made important progress through scratch cooking, salad bars, and healthier ingredients, additional efforts are needed to strengthen nutrition education, family engagement, and behavior change strategies that reinforce healthy eating habits both at school and at home.

School Garden Sustainability: School garden programs also face sustainability challenges. While interest in experiential food education is growing, gardens are not consistently integrated across campuses and often rely heavily on parent volunteers or individual champions. This can create uneven implementation and difficulty sustaining programs over time.

Affordability and Food System Fragmentation: Burlingame's high housing and living costs also place significant pressure on household food budgets, including for families who may not traditionally qualify for assistance programs but still struggle to consistently access healthy food. Fee-for-service community and school-based food skills programs may also exclude those who can benefit the most from nutrition education. As a result, demand for charitable food assistance and community-based food access programs remains important even within an affluent community. Finally, although Burlingame benefits from strong individual organizations and initiatives across schools, nonprofits, healthcare, parks and recreation, and community groups, many efforts remain relatively fragmented. Opportunities exist to strengthen coordination, shared planning, and long-term alignment across sectors to build a more connected, resilient, and equitable local food system.

With the high cost of living in San Mateo County… households [are] spending 30 to 50% of their income on rent, and so that really does leave… residents… struggling to get food.

– Focus Group Participant

OPPORTUNITIES

Expand Farmers Market Access and Nutrition Incentives: Adopt a city policy requiring all farmers market operators to accept CalFresh (SNAP) and encouraging participation in additional nutrition assistance programs such as FMNP and SFMNP benefits, and nutrition incentives such as Market Match. Expanding these programs would improve food affordability and equitable access to fresh, locally grown produce for lower-income residents. The city could provide existing market operators with a reasonable implementation timeline, such as one year, while establishing CalFresh acceptance as a requirement for any new farmers markets operating within the city. Technical assistance, implementation tools, and operator resources are available through the Ecology Center Farmers' Market EBT Program Toolkit and related Ecology Center EBT Resources to support successful adoption and long-term program sustainability. To help reduce staffing costs associated with operating EBT and incentive booths, the city and market operators could also explore partnerships with local high schools, colleges, or community service programs to support booth operations and customer assistance.





Grow Comprehensive School Food Systems Strategy: Expand Burlingame School District's strong nutrition foundation into a more comprehensive district-wide food systems strategy by pairing healthier meals with hands-on nutrition education, behavioral design in cafeterias, stronger family engagement, and a coordinated school garden initiative. The planned community hub also presents an important opportunity to address nutrition security through partnerships with local food organizations, local procurement efforts, and integrated student and family wellness programming.

Amplify Urban Agriculture and Community Gardening: Build on Burlingame's strong General Plan support for urban agriculture by expanding community gardening, strengthening long-term support for school gardens, and developing partnerships with nonprofits, schools, and community organizations to provide ongoing garden coordination, volunteer management, and food education programming. The HEAL Project represents a particularly strong partner to help expand experiential food education, garden-based learning, and connections to local agriculture. Opportunities may also exist to integrate gardening and food literacy into parks, multifamily housing, and broader community wellness initiatives.

Develop Food Policies That Support Plant-Forward Defaults: Given the city's strong commitment to sustainability and green practices, Burlingame could consider incorporating food systems policies that support plant-forward defaults at municipal events as part of advancing the goals of the Burlingame Climate Action Plan. Plant-forward procurement and catering practices can help reduce greenhouse gas emissions, model healthy eating behaviors, and demonstrate municipal leadership. As one example, West Hollywood has adopted a policy prioritizing plant-based foods at city events, reporting both cost savings and reduced environmental impacts.

SAN BRUNO

STRENGTHS

School District Leadership in Nutrition and Wellness: The San Bruno Park School District is a major food systems anchor within the community. Through scratch-cooked school meals and student wellness initiatives, the district reaches a large number of children and families directly and plays an important role in supporting nutrition security and shaping healthy eating habits. As one of the city's largest institutional food providers, the district has significant influence on the local food environment.

Strong Experiential Food Education Partnerships: San Bruno also benefits from strong partnerships that expand experiential food and environmental education opportunities for students. A particularly valuable regional partner is The HEAL Project, whose mission is to teach children where food comes from and why it matters. During the current school year, HEAL supported educators in two elementary schools through a collaborative partnership and provided farm-based educational experiences for four additional schools, helping strengthen food literacy, environmental stewardship, and hands-on learning opportunities for San Bruno students.

Regional Nutrition Support for Vulnerable Families: CALL Primrose Pantry, although located in Burlingame, serves an important regional role for San Bruno families by intentionally supporting households within the San Bruno Park School District. The organization helps address critical summer nutrition gaps through child-focused food distribution efforts that help compensate for the temporary loss of school meal access during summer months, strengthening nutrition security for children and families experiencing food insecurity.



Culturally Responsive Neighborhood Food Access: San Bruno also benefits from a strong network of immigrant-owned neighborhood grocers and culturally specific food retailers that play a vital role in community food access. These small businesses provide culturally relevant ingredients and familiar foods that reflect the city's diverse Filipino, Pacific Islander, Latino, and Asian communities. In addition to improving access to culturally preferred foods, these retailers serve as trusted neighborhood anchors that contribute to a more equitable and community-responsive food environment.

Community Gardening and Urban Agriculture Stewardship: The City of San Bruno supports community gardening and is home to the established San Bruno Community Garden, located adjacent to Lions Park and near the San Francisco International Airport. The garden operates through community-based stewardship that helps support local food access, community connection, and urban agriculture.

CHALLENGES

Farmers Market Sustainability: Over a decade ago, the city partnered with the Pacific Coast Farmers' Market Association to operate a seasonal farmers market at the Tanforan Mall parking lot. However, the market operated for only a limited period before closing due to insufficient customer traffic. Although the mall generated significant activity overall, traffic congestion and limited site accessibility may have created barriers for shoppers. Although San Bruno residents benefit from access to a strong regional network of farmers markets across San Mateo County and neighboring communities, the city currently lacks its own local farmers market. This represents a missed opportunity to create a more consistent neighborhood-based access point for fresh, locally grown produce, community gathering, and nutrition incentive programs such as CalFresh and Market Match directly within the city.



School Wellness Program Uncertainty: While The HEAL Project currently supports educators in two elementary schools through a partnership with another organization, this partnership and staffing support will not continue next year, creating uncertainty around the continuation of these valuable food literacy and wellness programs.

Summer Meal Access Barriers: Eligibility restrictions for summer meal programs continue to limit participation and reduce the effectiveness of otherwise strong food access efforts in San Bruno. These barriers are largely systemic and require longer-term policy and regulatory changes to ensure more children and families can consistently access nutritious meals during the summer months.

Uneven Healthy Food Access: Improving access to healthy food in San Bruno is a community challenge shaped by land use patterns, transportation systems, and equity considerations. While city plans support balanced development and vibrant commercial corridors, food retail remains unevenly distributed. Residents in lower-density and hillside neighborhoods often experience greater distances to grocery stores and fresh food outlets, making consistent access difficult to evaluate and address.

OPPORTUNITIES

Advance Place-Based Food System Strategies: There is a strong opportunity to advance place-based and data-informed interventions within San Bruno by identifying and prioritizing neighborhoods with higher rates of food insecurity, chronic disease, and limited healthy food access. A more targeted approach could help concentrate resources, partnerships, and programming in areas where interventions are likely to generate the greatest measurable health impact.

Expand Neighborhood Grocery and Nutrition Incentives: San Bruno's network of small, independently owned grocery stores and neighborhood markets presents a meaningful opportunity to expand healthy food access through nutrition incentive programs such as *Double Up Food Bucks* and produce prescription models. These strategies could strengthen local businesses while increasing purchasing power and improving access to fresh, healthy foods for lower-income residents. Given the absence of a local farmers market, neighborhood retailers may represent one of the most practical, scalable, and community-rooted food access strategies within the city. When paired with safe routes to healthy food, this approach could become a transformative initiative that advances both nutrition security and community well-being.



Secure Long-Term Funding for Food Systems and Public Health Initiatives: There is also an opportunity to explore more sustainable long-term funding mechanisms for food systems and public health initiatives. Local policy measures, including potential city-level revenue strategies such as sugar-sweetened beverage taxes, could help generate dedicated funding to support nutrition education, chronic disease prevention, healthy food access, and community wellness efforts over time.

Advance Urban Agriculture and Edible Landscape Policies: Advance urban agriculture and edible landscape policies to strengthen local food production, neighborhood beautification, environmental resilience, and community well-being. Compared to nearby cities such as Redwood City and Menlo Park, both Burlingame and San Bruno have opportunities to further expand formal urban agriculture and edible landscape strategies. Implementing the Urban Agriculture Incentive Zones Act (Assembly Bill 551) could help unlock underutilized land for community gardens, small-scale food production, educational spaces, and neighborhood-based agriculture initiatives while increasing access to fresh produce and strengthening community connection.



SAN MATEO

STRENGTHS

Farmers Markets Expanding Healthy Food Access and Community Connection: The City of San Mateo benefits from a strong farmers market ecosystem, including the Downtown San Mateo Farmers Market, the seasonal 25th Avenue Farmers Market, and the year-round College of San Mateo Farmers Market. Together, these markets expand access to fresh produce, support regional farmers, and create important community gathering spaces. Both the 25th Avenue Farmers Market and the College of San Mateo Farmers Market accept CalFresh, WIC FMNP benefits, and SFMNP vouchers, helping improve affordability and equitable access to healthy foods for lower-income residents and older adults. The 25th Avenue Farmers Market also contributes to neighborhood vitality by providing an accessible evening market during the summer and early fall months.

School-Based Food Education and Agricultural Learning Partnerships: San Mateo benefits from a strong partnership with The HEAL Project, which maintains a dedicated garden educator at Baywood Elementary School and collaborates extensively with the San Mateo-Foster City School District. This year alone, the organization facilitated 28 school farm visits, connecting students directly with agriculture, nutrition, environmental stewardship, and hands-on food literacy experiences.

Library Leadership in Gardening, Sustainability, and Community Food Education: The San Mateo Public Library demonstrates strong leadership in food, gardening, and sustainability education through initiatives such as a free multilingual seed library, gardening workshops in partnership with Master Gardeners, and participation in compost distribution programs. The library also benefits from strong community partnerships and an active volunteer network that helps expand culturally relevant nutrition education, gardening opportunities, and community engagement across diverse populations.



Senior Nutrition and Healthy Aging Infrastructure: San Mateo has a strong senior nutrition infrastructure through the Bay Tree Bistro Program, which provides affordable, culturally diverse, and nutritionally balanced weekday meals for older adults at both the San Mateo Senior Center and the Martin Luther King Jr. Community Center. Beyond improving access to healthy meals, the program fosters social connection, community participation, and healthy aging.

Community Wellness and Food Programming Through Parks and Recreation: San Mateo Parks and Recreation provides strong community-based food and wellness infrastructure through well-utilized community gardens, popular cooking classes with consistent waitlists, and food programming integrated into youth and senior services. The department also demonstrates openness to partnerships and cross-sector collaboration, creating a solid foundation for expanding food access, nutrition education, and community-centered wellness initiatives throughout the city.

CHALLENGES

Grocery Store Displacement and Emerging Food Access Gaps: Rapid redevelopment and increased building density enabled through Measure T are contributing to the loss and temporary displacement of grocery stores in San Mateo, particularly in the downtown core. Recent closures of long-standing grocers such as Mollie Stone's and Draeger's, combined with planned multiyear redevelopment projects affecting stores such as the Safeway at Highway 92 and El Camino Real, are reducing neighborhood access to fresh food and creating temporary food access gaps for residents, particularly older adults and households with limited mobility. Local governments also have limited authority to require replacement grocery stores due to state housing legislation and broader development regulations, making it more difficult to preserve neighborhood-serving food retail during redevelopment.



Limited Capacity for Community Food Infrastructure and Programming: San Mateo Parks and Recreation Department faces significant infrastructure, staffing, and land constraints that limit opportunities to expand cooking programs, community gardens, and other community food spaces. Affordability, maintenance demands, and operational complexity also create barriers to ensuring equitable access and long-term sustainability of food-related recreation programming.

Fragile Funding and Staffing for School Food Education: Despite strong school wellness and garden partnerships, long-term staffing and funding for school-based food and garden education remain vulnerable. Programs often rely on nonprofit partnerships, grants, and limited external staffing support, creating uncertainty around continuity, consistency, and scalability across schools.

Growing Food Affordability Pressures Amid Rising Living Costs: San Mateo's high cost of living continues to create food affordability challenges for many households, including residents who may not qualify for traditional food assistance programs but still struggle to consistently afford healthy foods. These pressures are particularly notable for older adults, working families, and residents living in rapidly changing neighborhoods with rising housing costs.

> **The elephant in the room is the issue of wealth inequality and poverty… families' abilities to meet their basic needs. Like, that is a food systems problem, in my perspective.**
>
> **- Focus Group Participant**

OPPORTUNITIES

Expand Food Access Infrastructure During Redevelopment: Strengthen food access resilience during redevelopment by expanding alternative food access infrastructure in neighborhoods experiencing grocery store closures or long-term construction disruptions. Opportunities include strategically locating farmers markets, mobile markets, and other community-based food distribution models in areas with reduced grocery access. The city could also explore policy and economic development strategies to help retain and attract grocery retailers during redevelopment periods, including incentive models similar to New York City's Food Retail Expansion to Support Health (FRESH) Program, which uses zoning and financial incentives to support grocery stores in underserved communities.



Amplify Healthy Food Truck and Mobile Meal Innovation: Build on San Mateo's Business Development Center resources to develop a healthy food truck or mobile meal program that increases access to nutritious, affordable, and culturally relevant meals in underserved areas. The program could support vendors that prioritize fresh produce, whole grains, plant-forward meals, and healthier grab-and-go options. Similar models can strengthen community engagement, activate parks and public spaces, support small food entrepreneurs, and expand flexible neighborhood-based food access strategies.

Expand Equitable Access at Farmers Markets: Establish a city policy requiring all farmers market operators serving San Mateo to accept CalFresh (SNAP) benefits, with strong encouragement to also participate in nutrition incentive programs such as Market Match. Existing market operators could be provided with a reasonable transition period, such as one year, to implement EBT infrastructure and program participation, while making these requirements standard for any future farmers market operators seeking permits within the city.

Activate the Library into a Food and Well-Being Hub: Expand the role of the San Mateo Public Library as a community food, gardening, and well-being hub through enhanced nutrition education and hands-on learning opportunities. Potential strategies include introducing a mobile kitchen or demonstration cart, such as a Charlie Cart, to support healthy cooking classes, expanding the multilingual seed library into a broader home gardening initiative with portable grow kits, and activating the existing third floor café space for simple cooking demonstrations, healthy food tastings, and culturally relevant nutrition programming.



Transform Community Spaces into Hubs for Healthy Aging and Food Education: Expand the role of the San Mateo Senior Center as a healthy aging and nutrition hub by creating additional opportunities for nutrition education, healthy cooking demonstrations, and intergenerational food programming. The city could also explore increasing vegetarian and Blue Zones-inspired meal offerings within the Bay Tree Bistro Program to further support healthy aging, chronic disease prevention, and social connection among older adults.

Cultivate Community Food Education and Edible Landscapes: San Mateo Parks and Recreation has a strong opportunity to expand community-based cooking, gardening, and nutrition education through partnerships with schools, libraries, local chefs, nonprofits, and food system organizations. Additional opportunities include integrating small-scale growing spaces, demonstration gardens, edible landscaping, and food-centered gathering spaces into future parks, redevelopment projects, and placemaking initiatives to further strengthen community wellness and social connection.



READINESS

REGIONAL

The region demonstrates moderate to strong food systems readiness, supported by an experienced network of nonprofit, healthcare, farmers market, and food access organizations working to advance healthy food access and community well-being. Leaders from regional farmers market organizations, Second Harvest of Silicon Valley, Samaritan House, public agencies, and community-based nonprofits consistently demonstrated deep community knowledge, strong regional partnerships, and a clear commitment to equitable and dignity-centered food systems approaches. One-on-one stakeholder interviews revealed substantial expertise and long-standing engagement in food systems work across the county, including school nutrition advocacy, nutrition incentive programs, local food procurement, and medically supportive food initiatives.

At the same time, readiness appears uneven across the Peninsula Health Care District service area. While several influential regional organizations are advancing aligned goals, many efforts are concentrated outside the specific assessment communities, and localized food systems coordination and advocacy infrastructure appear more limited within the Peninsula Health Care District cities. Participation from food system organizations and municipal stakeholders in the community focus group was limited, potentially reflecting both constrained organizational capacity and limited awareness of the initiative. Community participants were collaborative and engaged, though discussions suggested limited familiarity with food systems policies and broader systems-level interventions.

Policy readiness around healthy food systems appears to be emerging but still developing. Stakeholders identified interest in advancing EBT and nutrition incentive expansion, medically supportive food services, and reducing operational barriers to healthy food promotion activities. However, broader political alignment, sustained funding, and long-term implementation pathways remain uncertain. Recent reductions in federal nutrition-related funding, including cuts to CalFresh Healthy Living, have further strained staffing capacity and weakened portions of the prevention-focused infrastructure supporting food systems work across the county.

Overall, the region most closely aligns with a moderate to moderately high readiness condition. Strong organizational leadership, regional partnerships, and growing interest in healthy food systems provide a solid foundation for future work, though broader community engagement, sustained funding, stronger local coordination, and clearer policy alignment will likely be needed to support long-term systems-level transformation.





BURLINGAME

High Readiness: One of the key opportunities identified for Burlingame is expanding food access at the farmers market through the acceptance of EBT and, ideally, the implementation of nutrition incentives such as Market Match. The Burlingame Chamber of Commerce, which manages the farmers market, expressed strong openness to advancing these efforts. School nutrition leaders also demonstrated a high level of interest in continuing to strengthen the school food environment and exploring additional strategies to support healthier eating habits among students.

SAN BRUNO

Moderate to High Readiness: The city benefits from strong school wellness leadership, culturally responsive neighborhood food access, community gardening efforts, and regional partnerships that support nutrition security and food education. Key assets, including the San Bruno Park School District, The HEAL Project, and trusted community-based organizations, provide a strong foundation for future healthy community strategies. However, several structural and sustainability challenges remain, including limited summer meal access and uncertainty around long-term school food education programming.

SAN MATEO

Moderate to High Readiness: San Mateo benefits from a collaborative network of farmers markets, schools, libraries, senior services, and Parks and Recreation programs that already support healthy eating, food literacy, and social connection. However, readiness is moderated by rising affordability pressures and grocery store displacement linked to redevelopment. Overall, San Mateo is well positioned for targeted Blue Zones food systems initiatives focused on healthy food access, community wellness, and nutrition equity.

PEOPLE AND ORGANIZATIONS ENGAGED

Blue Zones acknowledges and thanks the following participants for lending their time, expertise, and insight in contributing to this report.

NAME	TITLE	ORGANIZATION
Susan Baker	President and CEO	Burlingame/SFO Chamber of Commerce
Josué Barajas	Director of Programs	Second Harvest of Silicon Valley
Fiona Benjamin	Associate Director	The HEAL Project
Kerry Bither	Board Member	The HEAL Project
Terri Boesch	Executive Director	CALL Primrose
Colleen Chawla	Chief of Health	San Mateo County Health
Emily Cheng	Programs Director	The HEAL Project
Kyle Ciullo	Founder/CEO	Bioticship
Mike Colgan	Community Member	
Theresa Condon	Senior Partnership and Community Engagement Manager	The San Francisco Peninsula
Laura deTar	Executive Director	Fresh Approach
Lisa Diaz Nash	Council Member	City of San Mateo
Dana Floro	Director of Operations	San Mateo County Health Foundation
Kathleen Gamba	Community Member	
Jessica Harders	Vice President of Advancement	Samaritan House
Natasha Janowski	Farm Manager	The HEAL Project

NAME	TITLE	ORGANIZATION
John Jurow	CEO	San Mateo County Health Foundation
Alex Khojikian	City Manager	City of San Mateo
Michelle Langkafel	Librarian	San Mateo Public Library
Joanne Magrini	Director, Parks and Recreation	City of San Mateo
Nova Maldonado	Chief Advocacy Officer	The San Francisco Peninsula
Marc Meulman	Deputy Chief of Health	San Mateo County Health
Ingrid Miller	San Mateo Resident	
Rachel Monaco	Senior Manager, Policy and Advocacy	Second Harvest of Silicon Valley
Rita Morin	Supervising Librarian	San Mateo Public Library
Allen Moy	Executive Director	Pacific Coast Farmers' Market Association
Pat Obuchowski	Community Member	
Diego Ochoa	Superintendent	San Mateo-Foster City School District
Lee Pullen	Director, Aging and Disability Services	San Mateo County Health
Aaron Salguero	Community Member	
Reyna Sandoval	Director, Food and Community Programs	Samaritan House
Brett Schilke	Executive Director	The HEAL Project
Jackie Siminitus	PEER Counselor Volunteer; Retired PTA Member	Peninsula Family Service
Vince Siminitus	Volunteer	San Mateo Age Friendly Coalition

NAME	ORGANIZATION	ROLE
Jack Steinmann	Resource Conservation Specialist	San Mateo County Sustainability Department
Hugo Torres	Vice President of Programs and Services	Samaritan House
Maggie Trinh	Board President	San Mateo-Foster City School District
Laura Vollmer	Community Nutrition and Health Advisor	University of California Cooperative Extension
Justin Watkins	Senior Community Health Planner	County of San Mateo

References and Sources

The findings and recommendations in this assessment are informed by a combination of existing plans, policy documents, data sources, and conversations with city and county officials and local leadership. These resources served as a foundation for understanding current conditions and identifying strategic opportunities for improvement.

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RESOLUTION NO. 2026-02

RESOLUTION OF THE BOARD OF DIRECTORS OF PENINSULA HEALTH CARE DISTRICT FINDING A PORTION OF THE REAL PROPERTY LOCATED AT 1783 EL CAMINO REAL IN THE CITY OF BURLINGAME TO BE EXEMPT SURPLUS LAND PURSUANT TO GOVERNMENT CODE SECTION 54221(f)(1)(N).

RESOLVED, by the Board of Directors of Peninsula Health Care District, that

WHEREAS, in 1945, the California Legislature enacted the Local Hospital District Law to facilitate the construction and operation of local hospitals and other health-related facilities and services; and

WHEREAS, in 1947, the Peninsula Health Care District ("District") was formed and approved by voters; and

WHEREAS, the District is an independent special district that serves the cities of San Bruno, Millbrae, Burlingame, Hillsborough, and San Mateo, and portions of Foster City and South San Francisco; and

WHEREAS, the District owns land located in the City of Burlingame ("City") on a portion of Assessor's Parcel Number 025-123-200 ("Property"), as further depicted by **Exhibit A**; and

WHEREAS, the Property is adjacent to the Sutter Mills Peninsula Medical Center, Burlingame Campus ("Hospital"), which is located on property owned by the District and is leased to and operated by Sutter Bay Hospitals ("Sutter Health"); and

WHEREAS, the District intends to lease the Property for the development of a medical office building ("MOB") to provide additional support and health facilities to better serve District constituents and to complement the existing Hospital; and

WHEREAS, the leases for the Hospital and the MOB will run concurrently and, when they expire or terminate, the Hospital and MOB will revert to the District; and

WHEREAS, the Property is "exempt surplus land" under the Surplus Land Act pursuant to Government Code section 54221, subdivision (f)(1)(N) which exempts property that is being used for an "agency's use"; and

WHEREAS, "agency's use" of land occurs when the land is being used for commercial or industrial uses or activities, including nongovernmental retail, entertainment, or office development. This can include use for the sole purpose of investment or generation of revenue if the agency's governing body takes action in a public meeting declaring that the use of the site will directly further the express purpose of the agency's work or operations, pursuant to Government Code section 54221, subdivision (c)(2)(A); and

WHEREAS, the District's mandate is to "establish, maintain, and operate, or provide assistance in the operation of, one or more health facilities or health services . . . for the benefit of the

district and the people served by the district[,]" pursuant to Health and Safety Code section 32121, subdivision (j); and

WHEREAS, the development of a MOB on the Property is consistent with the District's statutory mandate; and

WHEREAS, the Board of Directors of Peninsula Health Care District ("Board") determined, consistent with its statutory powers, that the development of a MOB on the Property is necessary for the health and wellbeing of the District's constituents.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE PENINSULA HEALTH CARE DISTRICT DOES HEREBY FIND AND RESOLVE:

Section 1. Recitals. The above recitals are true and correct.

Section 2. Finding of Exemption. The Board does hereby find and declare the real property located at 1783 El Camino Real in the City of Burlingame, State of California, to be exempt surplus land pursuant to Government Code section 54221, subdivision (f)(1)(N).

Section 3. Effective Date. This Resolution shall take effect immediately upon passage by the Board.

PASSED AND ADOPTED by the Board of Directors of the Peninsula Health Care District this _____ day of _____, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

_____

Secretary, Board of Directors

ATTEST:

_____

Chair, Board of Directors

EXHIBIT A
Property

The image below shows the existing parcel identified by Assessor's Parcel Number 025-123-200 (orange boundary) and the approximate boundary of the proposed MOB development area (blue boundary), which is a portion of existing APN 025-123-200. The proposed MOB development area is subject to change as design of the proposed development progresses.

