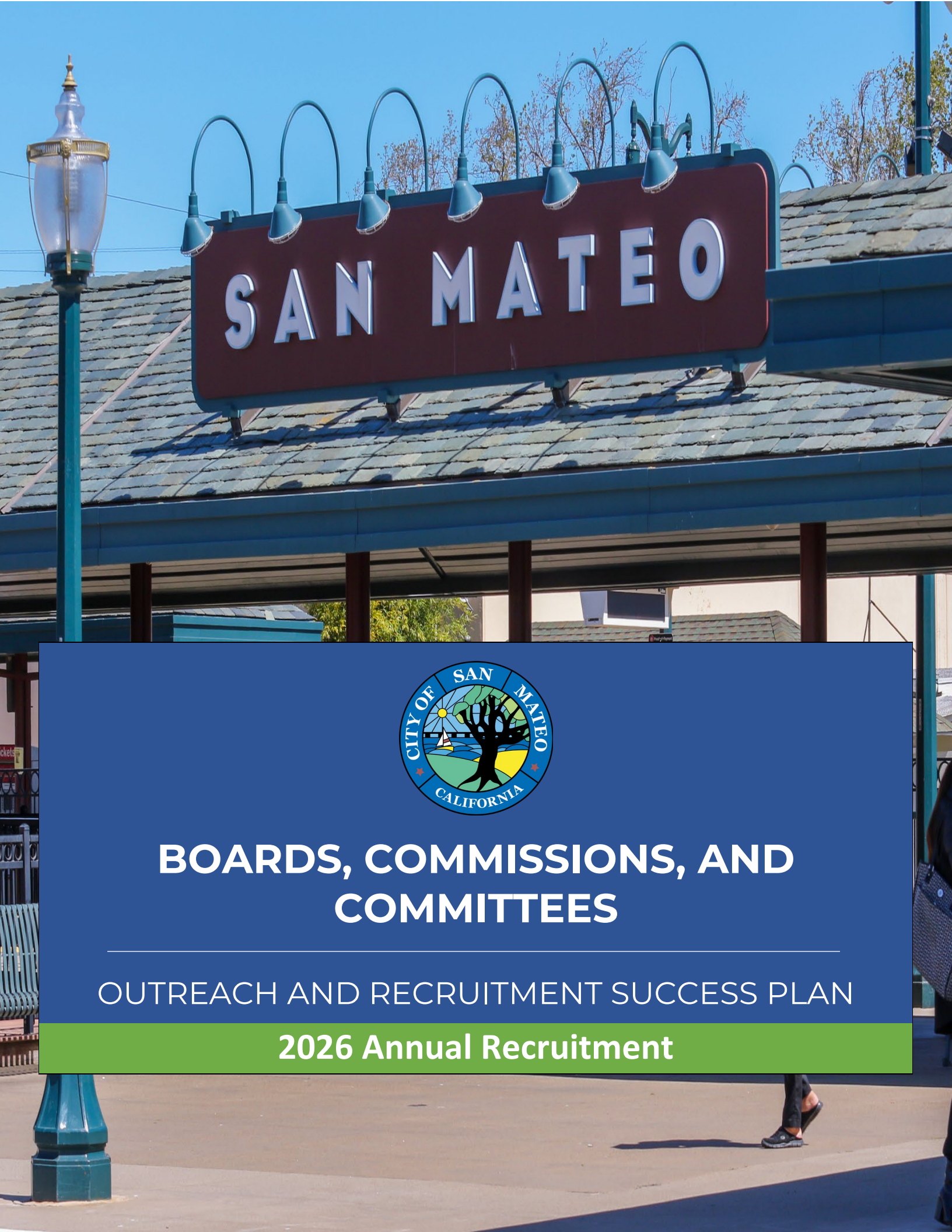


BOARDS, COMMISSIONS, AND COMMITTEES

OUTREACH AND RECRUITMENT SUCCESS PLAN

2026 Annual Recruitment

Contents

Overview....2

City Clerk's Office Diversity, Equity, and Inclusion Strategic Framework Initiative....2

Outreach Plan and Purpose....2

Objectives....2

Metrics for Success....2

Population....3

Outreach Objectives....3

Outreach Plan....4

Outreach Priorities....4

Recruitment Timeline....4

Survey Findings and Recommendations for the 2026 Boards & Commissions Recruitment Cycle....5

Metrics....10

Community Organizations & Resources....11

Social Media Outreach....12

Resignations & Expiring Terms....14



Overview

City Clerk's Office Diversity, Equity, and Inclusion Strategic Framework Initiative

Broaden the outreach and recruitment strategies for Boards, Commissions, and Committees to bolster inclusive participation reflecting the diversity of the City of San Mateo's community.

Outreach Plan and Purpose

This plan aims to establish priorities, strategies, and messaging for Boards, Commissions, and Committee's recruitment outreach in 2026 and beyond within the City Clerk's Office. Aligned with the Clerk's Office Diversity, Equity, and Inclusion Strategic Framework Initiative, its objective is to enhance communication and engagement during the recruitment process effectively, thereby improving overall effectiveness and wider community participation.

Objectives

- Increase the number of applicants per vacancy.
- Broaden the range of applicants by engaging with individuals from underrepresented groups.
- Utilize established partnerships and explore new collaborations to advertise and highlight vacancies.
- Inform the community about the City's advisory committees and ways for individuals to engage and take part in these opportunities.

Metrics for Success

- Conduct and analyze results from regularly scheduled demographic studies of Boards, Commissions, and Committees, including applicant data.
- Track levels of engagement on recruitment efforts through social media and associated webpages.

Population

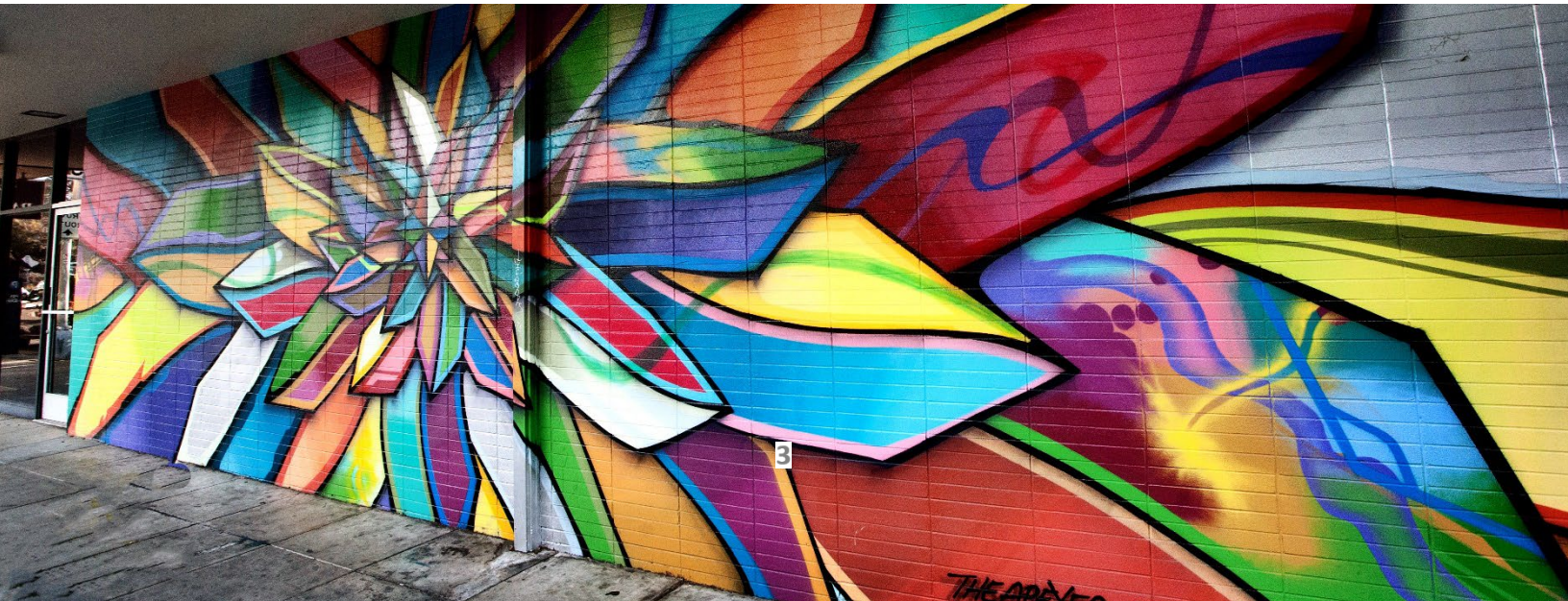
(See March 3, 2025 Boards and Commissions – 2025 Demography Study Agenda Report for a full comparative analysis).

While the 2025 Boards and Commissions Demographic Survey revealed progress and positive trends, representation disparities were identified. Several populations are underrepresented. Compared to the city's general population, people of color, multilingual individuals, renters, and young adults are underrepresented on our Boards & Commissions. The study also revealed geographic disparities in representation between Council districts.

During this year's recruitment cycle, a concentrated effort will be made to reach these underrepresented populations.

Outreach Objectives

- Identify opportunities to leverage existing relationships with community organizations and faith-based institutions.
- Partner directly with organization leadership to promote vacancies at regularly scheduled meetings and special events.
- Expand existing contact list and further develop connections that have been established but are potentially underutilized.
- Consider smaller groups comprised of volunteers, event organizers, and neighborhood leaders.



Outreach Plan

Outreach Priorities

Overarching priorities to bolster recruitment and outreach to members of underrepresented communities within the City of San Mateo:

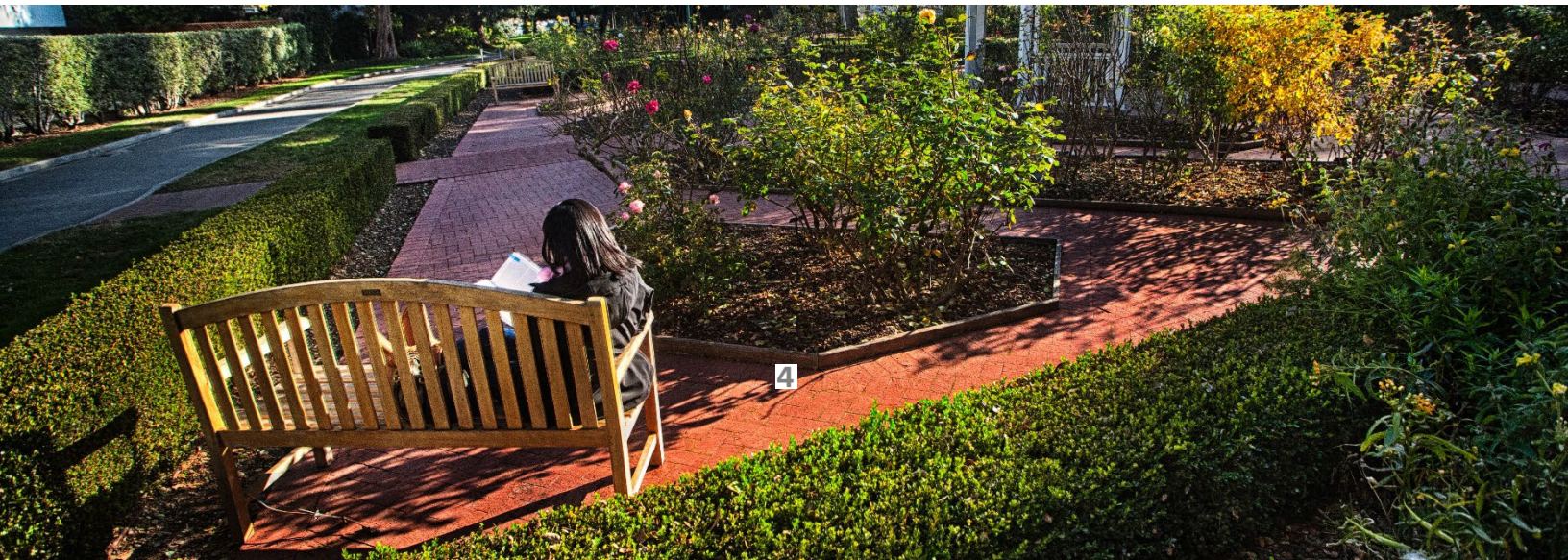
Priority #1: Engage with Community Members & Partner to Bolster Outreach Efforts
Work directly with partners to engage, collaborate, and communicate throughout the outreach & recruitment process.

Priority #2: Accurate, Open, and Strategic Communication Efforts
Promptly distribute accurate information related to B&C recruitment through a variety of City communication channels. Strategize key messages and create high-quality content to effectively reach and educate potential applicants.

Priority #3: Data Collection
Monitor progress and collect data throughout this year's outreach and recruitment cycle.

Recruitment Timeline

Date	Event
3/2/2026	Confirm Reappointments and Establish Annual Appointment Subcommittees
3/22/2026	Recruitments Begin
4/24/2026	Recruitments Close
5/5/2026	Appointment Subcommittee Interviews Begin
6/1/2026	Council Action on New Appointees



Survey Findings and Recommendations for the 2025 Boards & Commissions Recruitment Cycle

Outreach to New Residents
According to the 2025 survey, the average number of years lived in San Mateo was 24.5 years, with over 77% residing in San Mateo for over a decade.

A longstanding connection to the city continues to be a desirable attribute for applicants, however, outreach to new community members provides opportunities to bolster participation in future recruitments and attract applicants with different lived perspectives and experiences.

Outreach Objectives:

- Share Boards & Commissions informational material with organizations that provide realty and rental services to new residents.
- Include Boards & Commissions informational material in new resident resources.

Expand existing contact list and build relationships with community organizations whose member-base consists of individuals who identify as Hispanic and Latino, as well as those who identify as Asian.
According to the 2025 B&C Demography Survey, none of the survey respondents identified as Hispanic, Latino, or of Spanish origin. 24% of the San Mateo population shares this identification. Representation of respondents who identify as Asian was 14% in 2025. 26% of the San Mateo population identifies as Asian.

Outreach Objectives:

- Identify opportunities to leverage existing relationships with community organizations and faith-based institutions.
    - Partner directly with organization leadership to promote vacancies at regularly scheduled meetings and special events.
- Expand existing contact list and further develop connections that have been established but are potentially underutilized.
    - Consider smaller groups comprised of volunteers, event organizers, and neighborhood leaders.

Expand Messaging to Multilingual Applicants
A smaller proportion of commissioners speak a language other than English at home compared to the general population. B&C members are largely monolingual English speakers. Roughly half of San Mateo's population speaks a language other than English.

At present, representation on B&Cs for Asian and Pacific Islander and Spanish speaking communities is minimal compared to the San Mateo population. Note, that while the city is not exploring recruitment specific to members of the community whose primary language is not English, outreach to multilingual individuals broadens the range of input available to advisory members as well as members of the community who speak a language other than English and may have limited English proficiency. Incorporating outreach to multilingual communities and organizations will serve to increase participation, engagement and representation from community members who do not speak English as their primary language.

Outreach Objectives:

- Conduct outreach to applicants who speak a second language to narrow the divide between local government and community members who have limited English language proficiency.
- Provide translated resources.

Youth-Targeted Educational Messaging
Age distribution amongst Boards and Commissioners is closely aligned, consistently representative of the 25-44 age bracket, but over-represent the 65+ age bracket. However, San Mateo B&Cs lack young adult representation. In 2025, there were no young adults between the age of 18 and 24. Youth representation has increased overall, with the introduction of Youth Commissioner positions on the Park and Recreation Commission, Sustainability and Infrastructure Commission, Senior Advisory Commission, and Library Board.

Outreach Objectives:

- Develop material to educate younger populations and introduce them to the idea of serving on a Board or Commission (if they are not presently able to apply or ineligible due to age, they may participate in future recruitments).
- Share educational material with high school student leadership programs and voter education programs to encourage youth engagement.



Outreach to Educational Institutions
According to the 2025 survey, San Mateo's Boards and Commissions members are highly educated, with about 66.7% holding a post-graduate degree in 2025, which represents a decrease from 75.6% in 2023. 33.3% of Commissioners in 2025 hold a bachelor's or associate degree, representing an increase from 24.4% in 2023.

An educated applicant pool is greatly desired. However, individuals who do not yet possess but are actively pursuing higher education (or participating in alternative professional programs) may also be potentially viable candidates. Additionally, those pursuing advanced degrees or certifications are generally comprised of young adults, which is also a target population.

Outreach Objectives:

- Conduct outreach to local educational institutions and professional programs.

Outreach to renters, apartment communities, and nonprofit rental housing providers.

Renters remain under-represented. The results who that 10.8% of boards and commissioners rent or live with parents. 4.4% are identified as other living arrangements. There continues to be an over-representation of homeowners in 2025.

Outreach Objectives

- Contact apartment communities and local tenant organizations.

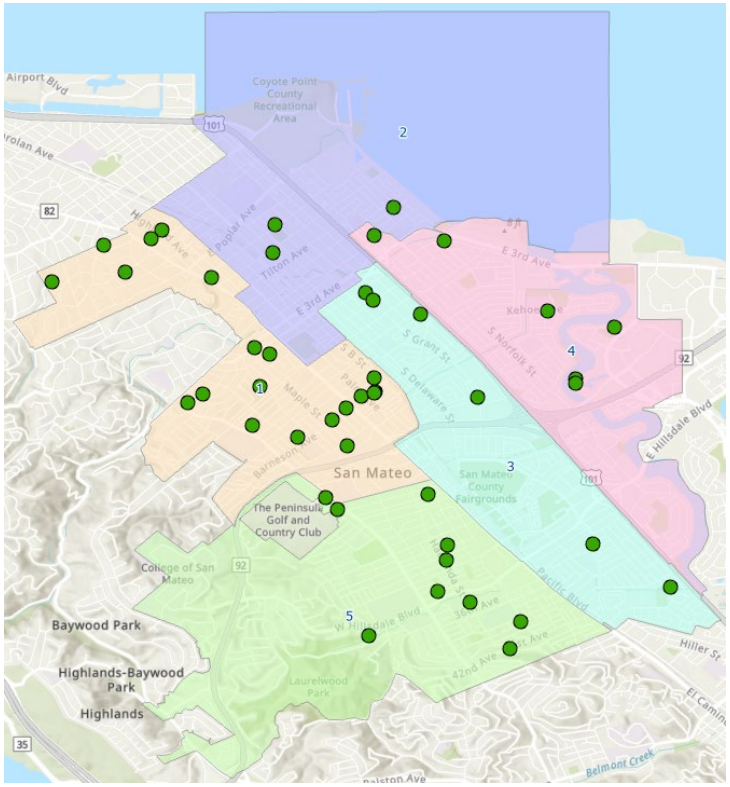


Promote Vacancies to Residents of Districts 2, 3, And 4.
District 1 remains the highest represented amongst at 38%, however this was a decrease of almost 10 percentage points from 2023. District 2 remains underrepresented at 8% and experienced a decrease of 2.42 percentage points. Districts 3, 4, and 5 experienced increases in representation.

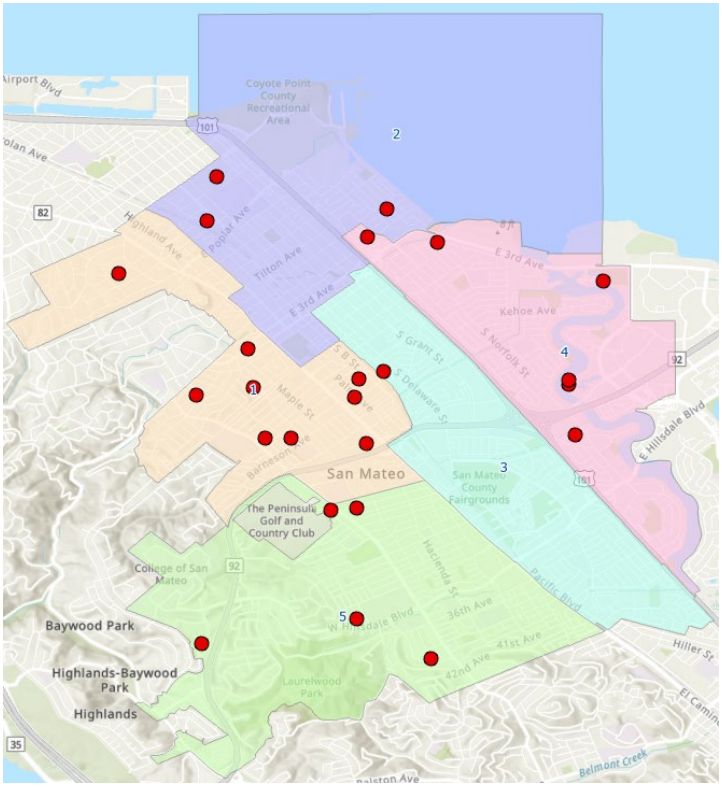
<u>Outreach Objectives:</u>

- Conduct outreach to neighborhood associations/groups & organizations in those specific areas.
- Partner with Council Members representing these districts to reach members of these communities.

The map below shows the distribution of Board and Commission Members currently serving.



The map below shows the distribution of applicants from January 2023 to present.



Metrics

Standard metrics will be tracked to measure the success of this year's outreach and recruitment efforts.

Email Outreach

- Monitor engagement on vacancy & outreach emails (including eNews messaging containing information related to B&C recruitment)

Digital Audio Advertisements

- Track impressions of displays click through rate and total engagement.

Website

- Page views and visitor data on webpages related to recruitment as well as webpages for individual B&Cs.

Social Media

- Engagement, reach and quantity of posts related to outreach and recruitment

Printed Materials

- Number of printed materials distributed to high-traffic locations.

Other Metrics

  - Applicant and appointee demographics
  - In-Person/Phone inquiries
  - Number of materials translated to Spanish or another language
  - Survey responses
  - Proactive collection of applicant demographics data



Community Organizations & Resources

The following list of non-profit/community-based organizations provide a sample of the community organizations and resources to be contacted with to engage with Boards, Commissions, and Committee recruitments. This list is not exhaustive and is expected to grow as partnerships develop.

- American Association of University Women (AAUW)
- Center of Independence of Individuals with Disabilities
- CORA (Community Overcoming Relationship Abuse)
- Human Investment Project, Inc. (HIP)
- JACL: San Mateo Japanese American Community Center
- Mid-Peninsula Boys & Girls Club, Inc.
- NAACP San Mateo Branch
- Organization of Chinese Americans San Mateo
- Peninsula Conflict Resolution Center
- Peninsula Family Service
- Peninsula Jewish Community Center
- Samaritan House
- San Mateo Adult School
- San Mateo Area Chamber of Commerce
- San Mateo County Health System, Aging and Adult Services
- Self-Help for the Elderly
- Silicon Valley Community Foundation
- Taulama for Tongans



Social Media

Twitter Accounts

- @CityofSanMateo
- @SanMateoPD
- @SMCFireDept
- @SMFieldUpdates

Instagram Accounts

- City of SanMateo CA
- San Mateo Public Library
- San Mateo Police Department
- San Mateo Parks and Recreation
- San Mateo Consolidated Fire Department

Facebook Accounts

- City of San Mateo
- Central Park Master Plan
- Dine San Mateo
- Fire Department
- King Center
- Police Department
- Public Library
- San Mateo Parks and Recreation
- San Mateo Teens

Other ways to get the word out to large numbers of people:

- San Mateo Nextdoor - A private social network for your neighborhood. Make sure to sign up and follow the City's Nextdoor feed for updates, news and events.
- City of San Mateo YouTube Channel - San Mateo has an ever growing collection of videos featuring community events, workshop and much more. See what we're up too!
- NotifyMe - The City website email notification system offers a wide variety of subscriptions topics for the community.

In-Person Community Engagement Opportunities
Recruitment will begin in late March and close in May (with extended recruitment for any vacancies that received limited interest).

Special Events:

Event	Date	Lead Organization
State of the City	Monday, March 30, 2026	
Eggstravaganza	Saturday, April 4, 2026	Parks & Recreation
Earth Day Clean Up	Saturday, April 25, 2026	Public Works
Mental Health Matters 5K	Saturday, May 31, 2026	SM PAL

Recurring Events:

Event	Date	Lead Organization
College of San Mateo Farmers' Market	Saturdays, 9am – 1:00pm	Pacific Coast Farmers' Market Association
25th Avenue San Mateo Farmers' Market	Begins approx Tuesday May 7, 2026 Tuesdays 3:00pm – 7:00pm	Pacific Coast Farmers' Market Association



Resignations & Expiring Terms

Commissioner	Commission	Duration of Service in Current Commission	Interest in Continued Service
Sheri Boles	Community Relations	4 years and 10 months	Yes
Jennifer Kim	Community Relations	1 year and 11 months	Yes
Alison Joly	Library Board	11 months	Yes
Erin Finn	Library Board (Youth)	1 year	No
Oliver Baker	Library Board (Youth)	1 year	Yes
Peter Wicher	Park and Recreation	2 years and 7 months	Yes
Dahlia Anapolsky	Park and Recreation (Youth)	1 year	Yes
Tolifili Fa	Mosquito & Vector Control District	2 years	Yes
Seema Patel	Planning	5 years	Yes
Susan Rowinksi	Senior Advisory	1 year	No
Pranav Sathish	Senior Advisory (Youth)	1 year	Yes
Sigalle Michael	Sustainability & Infrastructure	3 years and 10 months	Yes
Zachary Scott	Sustainability & Infrastructure (Youth)	1 year	Yes
Advika Singh	Sustainability & Infrastructure (Youth)	1 year	Yes
Karen Moen	Measure S Oversight Committee	3 years and 2 months	No
William Yang	Measure S Oversight Committee	3 years and 2 months	Yes

