

November 4, 2025

San Mateo County Board of Supervisors
500 County Center
Redwood City, California 94063

Dear Members of the Board of Supervisors,

I am applying for appointment to the position of Sheriff for San Mateo County. The San Mateo County Sheriff's Office needs a strong leader to bring forth professionalism, ethics, integrity and transparency to the Office and County.

What qualifications, knowledge, and experience do you possess that will allow you to successfully serve as the San Mateo County Sheriff?

I have the qualifications, knowledge and experience needed to lead this incredible organization. As a recognized law enforcement leader in a major department and in a large metropolitan City and County, I have over 33 years of law enforcement experience. I remain current on best practices in law enforcement throughout the country and have excelled in bringing reform and meaningful change to my former organization. I bring a fresh outside perspective to a divided agency in need of healing.

For the last 3 years, serving as the Assistant Chief, Chief of Operations, for the San Francisco Police Department, I was responsible for the day-to-day operation and overseeing approximately 1,700 sworn and professional staff, double the size of the San Mateo County Sheriff's Office.

What values and principals guide your leadership philosophy?

The principals that guide me as a leader are that I value being open, honest, transparent and willing to listen and learn from others. Although decisive, everyone's input is important. It is essential to work well with others, communicate the vision and direction of the organization frequently with its members, elected officials and the community, including constant and open communication with the leadership of the employee's unions.

When deputies and professional staff feel valued, heard, respected, supported, provided autonomy and generally feel good about their work, this directly translates to a positive working environment and quality services delivered to the community. Deputies and professional staff must feel inspired to do great work.

I live by a philosophy of trust and high ethical standards. There are several leadership concepts which serve as a guide to the way I live personally and work professionally. The first is to care greatly about those I lead and to be a servant leader to support their meaningful work.

Building and maintaining trust with the Sheriff's Office, Elected Officials, stakeholders and community is at the forefront of what I do. I bring my skill set as being a long-standing law enforcement leader with a proven track record for meaningful organizational change. I greatly value being a strong communicator and collaborator, empowering and inspiring others to be great, adaptable, and possessing emotional intelligence. I thrive in challenging environments and above all, believe that everyone needs to be treated equally, with compassion, respect, and fairness. The San Mateo County Sheriff's Office is made up of incredible people who have the heart and mind to be their best. They just need the opportunity to do so.

My strength is in working collaboratively with all stakeholders both internally and externally. I believe in the importance of working with many to identify problems and build trust between law enforcement and the community. I enjoy people and this aspect of work.

Change is needed beginning the first day in office. Over the last 7 years, I have led the reform effort in my role on the Command Staff. I have been intimately involved in all aspects of the US Department of Justice Collaborative Review Initiative (CRI) which issued a report in San Francisco with 94 findings resulting in 272 recommendations for accountability, reducing bias, recruitment, use of force, and community policing.

Although I contributed to all aspects of the report and recommendations over this 7-year period, I was specifically assigned 60 of the 272 recommendations to build community policing. I established the first ever Community Engagement Division. This effort included 500 community surveys, 308 business surveys, 20 community members, and 100 officers in the building of the Department's first every community policing plan resulting in 5 goals and 21 objectives. Prior to this endeavor, I was assigned to the Forensic Services Division as a Captain to place back on track our Department's Crime Laboratory after internal corruption. Before this, I was assigned to a district station as a Captain to implement 47 reforms provided by an outside consultant. I have dedicated my career as a leader to improving the efficiency of a large law enforcement organization regardless of the topic or assignment.

What would be your three highest priorities as Sheriff?

If selected, my three main priorities would begin the first day appointed. The first priority is to heal a divided agency and immediately bring back professionalism, ethics, integrity, honesty and transparency to the San Mateo County Sheriff's Office by demonstrating strong leadership and by setting the standard and example as the Sheriff to the members, Elected Officials, stakeholders and community.

The second priority is to show tremendous support to the rank and file. I will give deputies a voice and make them an important and contributing part of building back the Sheriff's Office by

implementing the recommendations outlined in the 2024 Meliora Report. The healing begins day one. The most qualified leaders will need to be placed in the best suited position for the office.

The third priority is to make San Mateo County the safest County in the State, if not the Nation by working in close partnership with our partner law enforcement agencies and in collaboration with the community of the County.

Why is serving as Sheriff important to me?

During the last 15 months, I have been watching closely what has unfolded in terms of the tremendous leadership failure in the Sheriff's Office. Not only has it been incredibly upsetting to see what has occurred, but it has been an embarrassment to the profession that we all decided to dedicate our lives to. I read Judge Cordell's report and I know without a doubt that the problems that occurred were completely preventable with the right leadership in place. Not only preventable but this is a Sheriff's Office that should be thriving and the example for law enforcement not only throughout the State but the Nation.

Because of what happened in the San Mateo Sheriff's Office combined with my love for the County and my past reflections, I am feeling drawn to this position. What solidified my decision was the video posted by Detective Barker on July 11th expressing her feelings about the state of the Sheriff's Office on Instagram. As Sheriff, my role is to support the men and women who do this incredible work by both sworn and professional staff. I am confident that if selected, we, the members of the San Mateo County Sheriff's Office, can repair the trust and confidence of the membership and make the San Mateo County Sheriff's Office the premier law enforcement agency it once was. This is my "why."

Describe your experience managing a large and complex budget. Please specify the size and scope of that budget?

The budget is a top priority. I have vast experience working on large, complex law enforcement budgets. The San Francisco Police Department's budget for policing services is over 800 million dollars a year. I have been directly involved in all aspects of the budget including attending a series of meetings, participated and facilitated inclusive bid processes by department members, and worked to prioritize requests.

My role, at times, was to meet with City and County officials to make presentations before the Board of Supervisors to explain and justify the budget. The SFPD budget is approximately 87% personnel costs and 13% reserved for all other expenses.

I spent time explaining the "why" behind the structure of the budget and personally managed 100 million dollars in overtime for the deployment of personnel to address the gap in staffing

shortages, developing policies, procedures and protocols to ensure funding was used efficiently and with strict accountability.

In addition to the budget, I facilitated the development of the San Francisco Police Community Foundation. I have experience with the Urban Area Security Initiative, working with the Sheriff of San Mateo County, at the time, to acquire and manage grant funding for equipment projects.

Describe your experience and/or philosophies around operating correctional facilities?

I have direct experience as a law enforcement leader, overseeing personnel at local jail detention centers. As a SFPD District Station Captain, I oversaw the custodial environments of individuals who were booked into custody and held for a duration prior to transportation to the county jail. This includes prisoner transportation. I have a vast amount of experience in setting up and maintaining mass arrest detention facilities. Since San Francisco is a City and a County, as an officer, inspector and sergeant, I spent a tremendous amount of time inside the correctional facility and observed the inner working for years, firsthand. I value the Constitution and importance of treating individuals with dignity and respect. I am very familiar with the role of the Board of State and Community Corrections (BSCC) and their required inspections and have a strong working knowledge of the provisions of Government Code Title 15 and Title 24. I know what is required for correctional facility operations including police station jail detention. The priority in the correctional facility is classification and the ever demand of appropriately administering medical and mental health treatment to inmates. We must always be mindful of our resource allocation and constantly review the importance of maintaining standards while being mindful of overcrowding. I am prepared to implement the best oversight procedures needed. I am a proponent of restorative justice and have learned from successful programs in San Francisco County. I am pleased to see the programs San Mateo County has to offer.

In conclusion, my 33 years of law enforcement experience combined with my strong leadership skills, proven track record of success, comprehensive experience, and ability to work closely and collaboratively with others has made me the best suited for the role of Sheriff. If appointed, I will begin to build the trust that was lost amongst the rank and file with the leadership of the Sheriff's Office. I will connect with sworn and professional staff along with the community we serve. Ethics, professionalism, integrity, accountability and transparency will be our North star for the Sheriff's Office. Balancing the budget will be a priority. The recommendations provided to the County in 2024, followed by Judge Cordell's report will be the starting points to placing the Sheriff's Office on track. I am ready for the challenge!

Sincerely,



David Lazar-Sheriff Candidate

DAVID S. LAZAR

Leadership Profile

Distinguished senior law enforcement executive with over 33 years of service in the San Francisco Police Department, including experience as Acting Chief of Police and Assistant Chief of Operations, overseeing 80% of the department functions. Led 1,700 sworn and professional staff in a challenging environment. Recognized for leading with operational excellence, innovative crime-reduction strategies, community policing initiatives, and an unwavering commitment to community trust and safety in one of the most complex urban environments in the nation. Expert in law enforcement reform and organizational transformation.

Education

Bachelor of Arts, Project Management
Saint Mary's College
Moraga, CA

Executive Development

- Police Executive Leadership Institute Program (PELI), Major Cities Chief's Association
- State and Local Executive Course, Harvard University, Kennedy School of Government
- Credential in Public Leadership, Harvard University, Kennedy School of Government
- Senior Management Institute for Police (Class 49), Police Executive Research Forum (PERF)
- International Collaboration on Policing (ICOP), Washington D.C., and Scotland

QUALIFICATIONS AND EXPERIENCE

San Francisco Police Department, City and County of San Francisco

06/01/22-07/01/25

Assistant Chief of Operations, San Francisco Police Department

Reported directly to the Chief of Police as second-in-command, overseeing the executive leadership. Led strategies to reduce crime, improve efficiency, and strengthen public trust through problem-solving and stakeholder collaboration. Managed a substantial portion of the department's operations budget in a major city with a residential population of 850,000 and a daytime population that is far higher due to tourism, business, and regional commuters.

- **Acting Chief of Police Experience:** Repeatedly appointed as Acting Chief of Police between 2022 and 2024, entrusted with leading the department during critical operational periods.
- **Violence Reduction Strategies:** Developed a comprehensive strategy resulting in reduced crime, including a 60-year low in homicides and a 22-year low in auto burglaries.
- **Technology Innovation:** Implemented a first-ever Real Time Investigations Center (RTIC), including new policing technology such as drones, automated license plate readers, and public safety cameras.
- **Homelessness, Drug Usage and Drug Sales:** Led implementation of the Drug Market Agency Coordination Center, Healthy Streets Operations Center, the City's Homeward Bound Program, and the Department's Operation Outreach Program.

- **Participatory Leadership:** Championed a participatory approach rooted in inclusivity, mentorship, and professional development. Earned a reputation as a supportive, knowledgeable, innovative, and results driven leader who embraced innovation and collaboration. Actively engaged department members at all ranks in the decision-making process to develop the next generation of leaders.
- **Major City Event & Safety Preparedness:** Pre-planned and served as the Event Commander on numerous occasions for some of San Francisco's largest, globally significant, historic, and high-profile notable events, involving over 1,000 officers and tens of thousands of attendees.
- **Implemented the Crime Community Strategies Meeting:** Modeled after CompStat, a monthly collaboration with Operations leadership to develop and implement plans to address crime. Developed various iterations over the last 20 years.
- **Organization & Leadership:** Developed a committee of over 30 officers throughout the Department, for over two years, to identify issues in the organization and encouraged creating solutions in an inclusive and collaborative way.
- **Community Engagement:** Created and implemented plans, projects, programs, and events aimed at building trust, fostering relationships, and establishing long-term partnerships. Recognized for being accessible and engaged around the clock, maintaining regular interaction with residents, merchants, businesses, community groups, faith-based organizations, and local officials.
- **Labor Relations:** Experience in representing the department in comprehensive policing contract negotiations with the police union, contributing to labor-management dialog around policy and working conditions.

04/03/21-06/01/22

Deputy Chief of the Field Operations Bureau, San Francisco Police Department

Led the Field Operations Bureau, responsible for approximately 1,250 sworn officers across the city's ten district police stations and the Community Engagement Division. Provided strategic leadership on crime response, resource management, policy development, and community trust-building. Mentored and supported Commanders and Captains, ensuring operational excellence and a unified leadership culture.

- **Extensive Management of 1st Amendment Demonstrations:** Led large-scale events and managed critical incidents, directed personnel and crowd control situations at public events. Served as Incident Commander for both planned and spontaneous demonstrations, and civil disobedience actions, including sports champion celebrations and politically charged public safety and constitutional protections.
- **International Collaboration on Policing:** Selected by the Police Executive Research Forum (PERF) to lead a team of law enforcement professionals focused on integrating public health strategies into policing. I traveled with counterparts from Scotland, LAPD, Washington Metropolitan PD, and Cambridge, MA PD to Washington, D.C., and Scotland on knowledge exchange visits.

09/03/19-04/03/21

Deputy Chief of the Investigations Bureau, San Francisco Police Department

Led 370 department members across specialized investigative units, including Homicide, Robbery, Narcotics, Special Victims, and Crime Scene Investigations. Directed Bureau operations, policy development, and sensitive tasks. Implemented the first Shooting Review and Major Incident Response Team to enhance accountability and inter-agency coordination.

02/25/17-09/03/19

Commander of the Community Engagement Division, San Francisco Police Department

Established and led the Department's first Community Engagement Division, developing the Department's first Community Policing Plan, and institutionalizing programs to build long-term trust with residents and stakeholders. Oversaw key programs such as the Community Academy, Youth Academy, Police Activities League, and the Ambassador Program. Served as a critical support system for District Station Captains in advancing their community policing efforts.

- **Year-Round Community Engagement:** Actively participated in high-impact community events such as the Special Olympics Torch Run, Polar Plunges, and fundraisers such as the pool toss event that raised \$20,000 for the unhoused community.
- **Department of Justice Reform Implementation Leader:** Appointed Executive Sponsor to develop, implement, and manage 60 of the 272 recommendations by the Department of Justice Collaborative Review Team. Supervised 30 project managers, driving meaningful reform in recruitment, community policing, bias, accountability, and use of force over a 7-year period.
- **Developed and implemented the Department's Ambassador Program: 175 retired officers on foot patrol throughout the city and at the San Francisco International Airport,** promoting safety and community engagement.

01/12/08-02/25/17

Captain-Commanding Officer, San Francisco Police Department

Held 10 leadership assignments over nine years as a Captain, including Patrol, Investigations, Special Operations, and the Administration Bureaus. The final assignment was as the Captain of Central Station. Managing 140 sworn officers in a high-density 3.2-square-mile district. This area is home to 70,000 residents, and a daytime population of 350,000, draws 25 million tourists annually, and includes some of the city's most iconic neighborhoods, such as North Beach, Chinatown, and Fisherman's Wharf.

- **Developed the department's first Community Police Advisory Board**
- **Created the First Large Scale Police-Community Event for Monolingual Speaking Community:** Modeled after National Night Out, "Chinatown Night Out" launched in 2014 and celebrated its 10th anniversary in 2024 with 2,000.
- **Founded the Department's Auxiliary Law Enforcement Response Team:** Built a corps of 150 trained civilian volunteers to support community engagement and disaster response.
- **Police Reform Pilot Implementation:** Selected by the Chief of Police and the President of Police Commission to pilot implementation of 47 Police Executive Research Forum recommendations. Achieved full implementation of most recommendations within 11 months, serving as a model for department-wide adoption.
- **Mentorship and Talent Development:** Dedicated over two decades to mentoring the next generation of leaders through promotional workshops and exam preparation. Served as a subject matter expert in the development of Sergeant, Lieutenant, and Captain promotional examinations.

12/02/91-01/12/08

Other roles: Police Lieutenant, Inspector of Police, Sergeant of Police, and Police Officer

PUBLICATION

Published a national article on Community Policing in IACP Police Chief Magazine
<https://www.policechiefmagazine.org/community-policing-strategic-plan/>

VOLUNTEER ACTIVITY

2002-Present Self Help for the Elderly-Thanksgiving Meal Delivery
2013-2017 San Francisco Police Activities League-Board Member and President of the Board of Directors

AWARDS AND RECOGNITION

2025 Recognition from the San Francisco Board of Supervisors for 33 Years of Service
2025 Federal Bureau of Investigation, Outstanding Leadership
2025 Certificate of Honor, San Francisco District Attorney's Office
2018 Certificate of Honor, Chinatown Night Out, Mayor of San Francisco, London Breed
2017 Recognized as Person of the Year, North Beach Citizens Organization
2017 Chinese Chamber of Commerce-Honorary Grand Marshall-Chinese New Year's Parade
2016 Awarded Officer of the Year by the Nob Hill Association
2015 Lion's Club Officer of the Year, 52nd Annual Recognition Ceremony

PROFESSIONAL AFFILIATIONS

2024-Present Distinguished Advisory Board, University of Virginia's Center for Public Safety and Justice
2018-2025 San Francisco Municipal Executive's Association
2015-Present San Francisco Asian Peace Officers Association
2012-2017 International Institute of Criminal Justice Leadership, USF-Board Member
2007-Present International Association of Chiefs of Police (IACP)
2006-Present Police Executive Research Forum (PERF)

REFERENCES LISTED SEPARATELY

Job Specific Supplemental Questions

Important: Applicants for this position are required to submit responses to the following supplemental questions. Your responses will give us additional information about your training and experience as related to this position and will be rated as part of the examination process. Be concise and specific. Completeness, neatness, clarity of expression, grammar, spelling and ability to follow instructions will be considered in the rating process. A resume will not be accepted as a substitute for your responses.

1. I have read and understand this important information.

2. Do you presently reside in San Mateo County?
Yes

3. How long have you resided in San Mateo County?
I have been a resident of San Mateo County for 5 days as of today. I was a resident of San Carlos for 4 years from 2001 to 2005. In addition, I have changed my address with the Department of Motor Vehicles and I registered to vote and voted in San Mateo County on November 1, 2025.
I spent all my summers as a child in Millbrae staying with my cousins as my mother had to work. Later, I was a student at the College of San Mateo and 21 years ago, I spent 19 months on this same campus obtaining my Bachelor's Degree from St. Mary's College. It should be noted that my doctor, and dentist are in San Mateo County. In addition, my mother lives in San Mateo County and I spend most my time in the County as a former resident of San Francisco. I also attended church in San Mateo County for 20 years (1997-2017).

4. Describe how you satisfy the requirements of Government Code Section 24004.3.
I satisfy the requirements of Government Code Section 24004.3. I have an in-active advanced certificate issued by the Commission on Peace Officer Standards and Training. In addition, I possess a bachelor's degree and was employed for 33 years as a full-time, salaried law enforcement officer with experience within the provisions of section 830.1 of the California Penal Code. I have been separated from this position for over 4 months at the time of submitting this application.

5. Describe your experience leading a law enforcement agency, including, but not limited to, managing a large staff of peace officers and civilians and leading coalitions across jurisdictions.
I have a tremendous amount of experience and expertise leading a large law enforcement agency. I became a member of the San Francisco Police Department in December of 1991. In 2008, I was promoted to the rank of Captain and over the course of 9 years, was assigned to 10 different assignments all over the organization gaining tremendous experience. For over 8 years, I served on Command Staff, rising through the ranks serving as a Commander in the Community Engagement Division, then promoted to the Deputy Chief of the Investigations Bureau with a staff of over 350 sworn and professional staff. I was then assigned as the Deputy Chief of the Field Operations Bureau overseeing approximately 1,200 sworn and professional staff.
During the last three years in the Department, I was promoted to Assistant Chief. This is the number two position. On several occasions I served as the Acting Chief of Police. My responsibility as the Assistant Chief, Chief of Operations, was to oversee approximately 80 percent of the San Francisco Police Department including Field Operations (District Station-Patrol), the Investigations Bureau, Special Operations Bureau and the Airport Bureau (San Francisco International Airport). There were four Deputy Chiefs that reported to me, and I was responsible for overseeing approximately 1,700 sworn and professional staff.
As the Assistant Chief and in all my leadership roles, I led coalitions all over the city and at the airport by forming incredible partnerships. One of my strengths is the ability to gather groups of individuals with a common purpose, building trust and partnerships along the way and work towards a common goal. This came in the form of community-oriented policing and problem solving, addressing the fentanyl crises, addressing homelessness and other forms of quality of life. I worked with several jurisdictions within the City and County of San Francisco such as Public Health, Public Works, the Department of Emergency Management, and the Department of Homelessness and Supportive Housing. I oversaw and supported my team in the development of the Drug Market Agency Coordination Center (DMACC) which included all the above-mentioned stakeholders including our local, state and federal partners to eradicate drug usage and sales in the City. This successful model is still in place today.
In addition to working closely for several years with all of the law enforcement agencies in San Francisco (e.g. California Highway Patrol, University of California San Francisco Police, University of San Francisco Public Safety, San Francisco State University Police, BART Police, Federal Police, US Park Police, and SF Park Rangers), I also worked in partnership with the operations team at San Francisco International Airport including the Chief Operating Officer, the San Mateo County Sheriff's Office, TSA, and all of the Federal law enforcement agencies in order to make SFO the safest Airport in the Country.
I have a broad range of experience leading a large law enforcement agency and have excelled in my ability to work with my partner stakeholders inside and outside of the organization, both law enforcement and civilian. I am grateful to have led coalitions across numerous jurisdictions to tackle some of society's most challenging problems.

The following terms were accepted by the applicant upon submitting the online application:

I hereby certify that all statements made in this application are true and I authorize investigation of all matters contained in this application. I understand that any misstatement or omission of material fact on this application will cause forfeiture on my part of all rights to be considered for employment with San Mateo County. I further agree to be fingerprinted, to submit to a complete medical exam and to furnish such proof of age and citizenship as may be required by law.

Note to Applicants with Disabilities that qualify under the Americans with Disabilities Act or the California Fair Employment and Housing Act: If you require special testing arrangements, please notify the Personnel Services Division at the time of application. Reasonable efforts will be made to accommodate you.

Please note that if you indicated on the supplemental application that you wish to be notified via e-mail or text message of application status, testing dates, and examination results, it is your responsibility to monitor instructions and correspondence from this office by checking your e-mail account and text messages in a timely manner.

This application was submitted by David S. Lazar on 11/4/25 5:23 PM

Signature_____

Date_____