

Dear Hiring Committee,

I am writing to express my interest in the San Mateo County Sheriff position. As a fifth-generation San Franciscan with over three decades of law enforcement experience, including more than seven years in executive command, I offer both operational leadership and a strong commitment to the safety of the community and its members. Having resided in the Peninsula for over three decades and recently returned to Emerald Hills in November 2025, I am deeply familiar with San Mateo County and its unique needs.

Throughout my career, I have successfully managed complex public safety operations, led large and diverse teams, modernized internal systems, and cultivated strong partnerships with city departments, elected officials, community organizations, and neighborhood leaders. For example, as Acting Commander of the Metro Division within the San Francisco Police Department (SFPD), I oversaw three district stations with a combined staff of 364 individuals. I have navigated critical incidents, staffing challenges, and citywide planning initiatives, consistently focusing on strengthening public trust, supporting personnel, and delivering effective policing at all levels. My experience includes successful collaboration with university leadership during sensitive events like the May 2024 student protests at San Francisco State University, ensuring peaceful resolutions through careful negotiation and resource management.

My contributions to department-wide policy development and collaborative reform efforts have improved public service and engagement. I believe progress requires practical, inclusive, and sustainable change. Recognizing that these efforts are ongoing, I am committed to supporting and strengthening them, bringing consistency, experience, and a long-term focus to San Mateo County. A key example of this is my work with the San Francisco Police Department to streamline the recruit officer hiring process, reducing the time from up to a year to just three months, making the agency more competitive within the Bay Area.

I began my law enforcement career in 1992 at the UC Berkeley Police Department (UCBPD) before transferring to the San Francisco Police Department (SFPD) in 1994, where I retired in 2023. In 2024, I joined the San Francisco State University Police Department (SFSUPD) as a Captain, second in command, and currently serve as acting Chief approximately 25% of the time. My responsibilities include overseeing Operations, Professional Standards, Support Services, and Administration. I manage media requests, policy and procedures, Title 9 compliance, and Clery Act compliance. I also oversee daily operations, patrol staffing and deployment, personnel matters, operational orders to address crime and quality of life issues, and the planning and management of university events. While at SFSPUD, I completed a 9-year project to convert the General Orders to Lexipol.

Prior to retiring from SFPD, as Acting Commander of the Metro Division (Southern, Central, and Northern Stations), the Northeast quadrant of San Francisco. I collaborated daily with commanding officers on crime strategies, deployment, events, and personnel matters, reporting directly to the Deputy Chief of Operations. One notable project involved collaborating

with the Mayor's Office, Department of Emergency Management, and Animal Care and Control to implement a new dog barking complaint protocol. This resulted in a reduction of thousands of complaints and allowed officers to focus on other calls for service.

As an SFPD Captain, I was assigned to Taraval Station (twice), Central Station, and Staff Services. At each station, I partnered with residents, merchants, community groups, non-profits, city departments, and elected officials to address crime and quality of life concerns. I planned and managed a number of large-scale events, handled protests, and responded to critical incidents. At Central Station, I created the Chinatown Merchant Leader Program to improve communication with the monolingual community. While at Taraval Station, I implemented the "Park Smart" campaign to reduce auto burglaries, which was then expanded citywide.

During my time as an SFPD Lieutenant, I was assigned to the Mission Station, Internal Affairs Division, and Central Station. While at Mission Station, I was in charge of investigations and worked with city partners and non-profits to combat gang violence. In the Internal Affairs Division, I created an electronic notification process, tracking system, standardized case-file assembly and created a discipline matrix. At Central Station, I served as the platoon commander of the day and night watch, managing personnel, special projects, events, parades, protests, crime suppression, directed enforcement, and addressed quality of life issues.

My leadership style at SFPD, particularly within the Operations Bureau (stations), was often autocratic, especially in transformational situations requiring adaptation to high-risk environments. However, on a daily basis, I generally consider myself a democratic/servant leader, empowering team members and promoting an inclusive approach. I believe that all ranks should mentor subordinates for the next generation. I actively engaged with command staff, participated in community meetings and ensured that watch commanders monitored the radio and reviewed the board for calls for service. I maintain a strong moral compass, and am fair, honest, transparent and committed to solid decision-making. While assigned to Staff Services, I addressed payroll clerks' complaints about officers missing overtime on their bi-weekly checks. Overtime is manually entered after an officer completes an index card and submits it to the platoon commander. Cards are often lost, therefore, entries into the payroll system are not entered. I empowered the clerks to beta test an electronic authorization/entry protocol. This improved efficiency, productivity, and morale.

My top three priorities for the San Mateo Sheriff's Office are:

1. Ensuring public trust regarding immigration: I will ensure the public is aware that we will not cooperate with ICE on immigration matters. ICE's actions have eroded trust in law enforcement. We need to educate and hold all officers accountable to policy, emphasizing the importance of communicating this stance to the public.
2. Accountability: Accountability starts with me. I will hold myself and my command staff accountable for meeting expectations. My five years in the Internal Affairs Division involved investigating officer-involved shootings, use of force cases, and misconduct. I oversaw high-profile cases, worked with the Police Officers Association, the Department

of Police Accountability and reported daily to the chief and command staff. I reviewed/evaluated cases and made recommendations for discipline and policy changes. I enforced consistent discipline and ensured timely case completion. I also implemented a disciplinary matrix, which has greatly helped with morale.

3. **Morale and Engagement:** Boosting department morale by ensuring members feel supported and engaged. Corrections officers often feel disconnected due to limited interaction with administration and leadership. Short staffing, inadequate equipment, and de-escalation attempts with minimal staffing contribute to mental health issues. Clear policies and expectations, coupled with active listening, are crucial. I am a strong believer in the police community, and during my time as Captain at Central Station during the pandemic, I arranged for a hairdresser to cut members' hair in the station's garage. While assigned to Staff Services Division, I organized movie nights, renting out theaters for members and their families to see movies such as Shang Chi and Top Gun Maverick.

Serving as the Sheriff of San Mateo County is important to me because I am passionate about law enforcement and believe I can positively impact a new jurisdiction. As a fifth-generation San Franciscan whose family immigrated from China in 1865, my grandparents instilled in me a love for problem-solving and community engagement. Growing up, I was involved in the family contracting and manufacturing business, which taught me valuable lessons about business, problem-solving, and collaboration. Seeing off-duty officers interact with stakeholders inspired me to pursue a career in law enforcement. I am confident I can make a difference in San Mateo County.

Regarding budget management, I successfully managed the CSUPD budget of \$9 million, covering facilities, vehicles, computers, body-worn cameras, Lexipol, and firearms, while adhering to a 3% budget cut last year. I negotiated a \$15,000 ammunition exchange, swapping .40 caliber rounds for 9mm rounds, resulting in significant savings. Before retiring from SFPD, I managed the Metro Division's \$100 million budget, as well as the Taraval Station (\$16 million), Central Station (\$31 million), and Staff Services Division (\$13 million) budgets. With salaries and benefits accounting for 90% of the budget, I identified cost savings by leveraging technology, training, and ensuring that spending aligned with department goals. As Sheriff, I would seek opportunities to share resources and collaborate with other public safety departments in the county. I would hold command staff, chiefs, and captains accountable, encourage creative resource management, and ensure adherence to overtime budgets without compromising officer safety or mental health. As the Sheriff of San Mateo County, I will ensure fiscal responsibility of the \$324 million budget and reduce overtime expenses as much as possible.

My experience with correctional facilities includes familiarity with the SFPD's prisoner transportation policies, booking procedures, and custody responsibilities. While assigned to the Metro Division, I gained significant knowledge of Title 15 regulations and internal procedures through partnership with the sheriff's department. This crucial partnership focused on reinstating prisoner transportation from stations to the county jail and reestablishing hospital watches. Through joint meetings, I learned that effective policy development and

implementation—ensuring compliance with legal standards and providing proper equipment—promotes efficient operations. Furthermore, comprehensive and advanced training programs are essential to enhance staff skills and readiness. As Sheriff, I would prioritize community relations, engaging in public outreach to build trust and foster collaboration with community organizations. My steadfast commitment is to uphold the highest ethical standards, ensuring accountability and transparency.

During my time with SFPD, I managed hundreds of police officers and professional staff, working with numerous stakeholders, including merchants, residents, community benefit districts, elected officials, appointed city officials, non-profits, and other law enforcement agencies. I possess extensive knowledge in operations, administration, investigations, and risk management.

My leadership experience has continued at CSUSF, where I have updated policies and procedures, maintained accountability, fostered a positive culture, and mentored and supported team members. I am a strong advocate for succession planning. I have also enhanced trust with the community we serve through transparency and expanded community policing efforts. I believe every human interaction is an opportunity for community policing.

I recognize the urgent and complex challenges facing San Mateo County today, including the unhoused crisis, the public impacts of drug activity, staffing shortages, public confidence issues, and constrained county resources. I believe effective leadership requires not only achieving positive outcomes but also demonstrating clarity, maintaining composure under pressure, and exhibiting a command presence that unites the department around shared expectations and purpose.

I offer not only experience but also a valuable perspective. I have served in various operational, administrative, and executive roles across municipal and university law enforcement environments. I have coordinated high-stakes responses, managed personnel and hiring systems, guided internal investigations, and navigated challenges across multiple jurisdictions. My leadership is rooted in ethical decision-making, accountability, and a steadfast commitment to building trust across organizations and within the diverse communities we serve.

I am a qualified candidate due to receiving my POST Advance certificate on March 11, 1999.

I moved to San Mateo County in 1990 and lived in South San Francisco, San Mateo, and Burlingame. In 2010, I moved to Los Altos, and in 2020, I moved to San Francisco during the pandemic. I recently moved to Emerald Hills at the beginning of November 2025.

Sincerely,



Robert C. Yick

# ROBERT C. YICK

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## **Overview:**

Dedicated law enforcement professional with over 7 years of command level experience compiling more than 32 years of public service. Possesses a well-balanced approach in all aspects of police work and public service. Strongly qualified in leadership, risk management, media relations, fiscal, professional development, resource management, public safety, community relations, critical incidents, crowd management, event planning and management, and emergency response and mitigation.

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## **SAN FRANCISCO STATE UNIVERSITY POLICE DEPARTMENT COMMAND WORK EXPERIENCE 2024 TO PRESENT**

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**Captain, second in command and acting Chief 25%** (March 2024 to present) (22 sworn, 30 non-sworn). Oversight of Operations, Professional Standards, Support Services and Administration. Responsible for media requests, policy and procedures, Title 9 and Clery compliance.

- Oversight of day-to-day operations, patrol staffing and deployment, personnel matters, operations orders to address crime and quality of life issues.
  - Planning and management of university events.
  - In May 2024, student/protesters erected over 125 encampments in protest of the war in Gaza. I collaborated with the President's office, senior university leaders and faculty to ensure that the protest remained peaceful. I also collaborated with the San Francisco Police Department and the Sheriff's Department to ensure that we had adequate resources if there was unrest. After several weeks of negotiations, the student/protesters dismantled the encampment prior to graduation.
  - Completed a 9-year project to convert the General Orders to Lexipol.
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## **SAN FRANCISCO POLICE DEPARTMENT 1994 -2023 SAN FRANCISCO POLICE DEPARTMENT RESERVE 2023 TO PRESENT**

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## **ACCOMODATIONS AND AWARDS**

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- (1) Meritorious Conduct Award
  - (2) Police Commission Commendations,
  - (5) California Vehicle Codes (10851) Awards for grand theft auto recovery
  - (65) Captain's Complimentary Reports
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## **SAN FRANCISCO POLICE DEPARTMENT COMMAND WORK EXPERIENCE 2017 TO 2023 OPERATIONS/ADMINISTRATION**

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**Acting Commander, Metro Division** (February 2023 to July 2023). Oversight of three district stations: Northern Station, Southern Station and Central Station (364 assigned: 2 captains, 11 lieutenants, 53 sergeants, 277 officers, 12 police service aides and 9 professional staff).

- Oversight of day-to-day operations, patrol staffing and deployment, personnel matters, operations orders to address crime and quality of life issues.
- Planning and management of large-scale events, including New Year's Eve, 4<sup>th</sup> of July fireworks, conventions, parades and street fairs.
- Worked with the Sheriff's Department to consider re-instating prisoner transport, hospital watch and to round table efficient ways for booking in-custodies.

- The department responds to almost 1,000 calls a year for barking dogs. I collaborated with the Mayor's Office, Department of Emergency Management and Animal Care and Control to provide more information to the public, including a new complaint protocol. As a result, complaints are down and officers have more time to respond to other calls for service.

**Captain, Taraval Station** (October 2022- February 2023) Total assigned: 81 assigned; 4 lieutenants, 14 sergeants, 59 officers, 4 Police Service Aides and 3 Professional Staff). The largest and most populous police jurisdiction 10.8 square miles, population of about 163,000 residents, with 23 neighborhoods, 30 public and private schools, including San Francisco State University, Stonestown Mall, parks, beaches and public transit hubs. Approximately 25,000 calls for service annually.

- Partnered with residents, merchants, community groups, non-profits, city departments, elected officials to address crime and quality of life issues.
- Responded to and managed: critical incidents, barricaded subjects, crime scenes and incidents that may be of media interest.
- A high percentage of the catalytic converter thefts occur in the Taraval District. I collaborated with the district supervisor and local mechanics to establish a catalytic converter etching program. Hundreds of residents have participated in the pilot program which will go citywide.
- Responded to Media requests and provided a statement or interview upon request.

**Captain, Staff Services** (February 2021 – October 2022) Total assigned: 87 assigned; 19 sworn, 2 lieutenants, 5 sergeants, 12 officers, 49 professional staff.

- Eight divisions: Recruitment Division, Personnel Division, Payroll Unit, Behavioral Science Unit, Medical liaison, Background Investigation Unit, Staffing and Deployment and the Police Physician.
- Worked with the Department of Human Resources to streamline the recruit officer hiring process. A process that used to take up to a year, is now only 3 months. In the past, many qualified applicants were lost to other Bay Area agencies due to the lengthy process.
- Budget, CFO
- Media

**Captain, Central Station** (December 2018 – 2021) Total assigned 158: 5 lieutenants, 16 sergeants, 129 officers, 5 Police Service Aides and 3 Professional Staff. The district encompasses the Barbary Coast, Chinatown, Embarcadero, Financial District, Fisherman's Wharf, Nob Hill, North Beach, Telegraph Hill and Union Square. Approximately 41,000 calls for service annually. Event Manager for the following events: New Year's Eve fireworks (120,000 attendees/130 officers deployed), 4<sup>th</sup> of July fireworks (100,000 attendees/140 officers deployed), Pride parade (500,000 attendees/140 officers deployed), Lunar New Year festival and parade (150,000 attendees/160 officers deployed), Italian Heritage Parade, Union Square holiday celebration and Fleet Week.

- There are over 100 merchants in Chinatown. Many relied on local Chinese broadcasts and publications for crime and quality of life information. Some used a China based smart phone app to communicate, but it was just a long text thread. I worked with many of the non-profits and established the Chinatown Merchant Leader Program. Merchant leaders were responsible for communicating with others in the same geographical area. As a result, station personnel are better communicating with a community that is mostly monolingual.
- Responded to Media requests and provided a statement or interview upon request.

**Captain, Taraval Station** (October 2017 – December 2018)

- There was a significant increase in auto burglaries in San Francisco, and the most significant increase was in the Taraval District. I collaborated with our Operations Bureau and Central

Station's Community Policing Advisory Board to revive the "Park Smart" campaign. The program was spread citywide following a press conference, significantly reducing auto burglaries.

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Responded to Media requests and provided a statement or interview upon request. **SAN FRANCISCO**

**POLICE DEPARTMENT**

**COMMISSIONED OFFICER WORK EXPERIENCE 2010 TO 2017**

**INVESTIGATIONS/RISK MANAGEMENT/OPERATIONS**

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**Station Investigations Team Lieutenant, Mission Station** (March 2017 – October 2017) Total assigned: 17; 8 sergeants, 8 officers and 1 professional staff.

- Collaborated with city partners and non-profits to address gang violence in the district.

**Lieutenant, Internal Affairs Division** (June 2011 – March 2017) Total assigned: 15; 10 sergeants, 3 attorneys and 2 professional staff.

- Established an electronic notification process and tracking system for all cases.
- Standardized how the case-files were to be assembled and memorialized.

**Patrol Lieutenant, Central Station** (November 2010 - June 2011) Platoon commander: day and swing watch

- Worked on special projects: operations orders, events, parades, crime suppression, directed enforcement and quality of life issues,

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**SAN FRANCISCO POLICE DEPARTMENT**

**INSPECTOR/SERGEANT WORK EXPERIENCE 1999 TO 2010**

**ADMINISTRATION/INVESTIGATIONS**

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**Sergeant/Inspector, Operations Bureau, Patrol Special Officer Liaison** (December 2009 – November 2010) Total assigned: 24 Patrol Specials and Assistant Patrol Specials

- Worked with the city attorney to re-write the Rules and Procedures for Patrol Special Officers and their Assistants.

**Sergeant/Inspector, Domestic Violence Response Unit (SVU)** (January 2005 - December 2009) Investigated Domestic Violence and Elder Abuse cases

- Assembled a POST certified Domestic Violence/Elder Abuse training course for the Academy.

**Sergeant/Inspector, Night Investigations Unit** (October 1999 – January 2005) Investigated General Work crimes, up to vehicular manslaughter cases.

- Established a protocol for presenting re-bookings and workups to the District Attorney's Office.

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**SAN FRANCISCO POLICE DEPARTMENT**

**OFFICER WORK EXPERIENCE 1994 TO 1999**

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**Patrol Officer, Richmond Station** (July 1994 – October 1999) Uniformed patrol and plain clothes officer.

**Patrol Officer** (June 1994 – May 1994) Uniformed patrol and plain clothes officer.

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**EDUCATION**

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**Bachelor of Arts, Management**  
St. Mary's College –Moraga, CA

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**PROFESSIONAL TRAINING AND CERTIFICATION HIGHLIGHTS**

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PERF Senior Management Institute for Police (2023, session #87)  
POST Executive Development (2014)  
POST Tactics for Critical Incidents and In-Progress Crimes (2014)  
POST Management (2011)  
Force Science Institute (2011)  
POST Internal Affairs Update (2011)  
POST Officer Involved Shootings for Field Supervisors (2011)  
POST Background Investigation (2010)  
POST Instructor Development (2006)  
Institute of Criminal Investigations Core Course (2000)

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**COMMUNITY SERVICE**

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Self Help for the Elderly (senior lunches and events)  
Japanese Cultural and Community Center (bazars and events)  
Buddhist Church of San Francisco (bazars and events)  
Cherry Blossom Festival (recruitment and community engagement)  
Fund Raising Golf Tournaments (San Francisco Asian Police Officers Association)  
Chinese Consolidated Benevolent Association (community events)

**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 resided in San Mateo county since November 1, 2025.

4. **Describe how you satisfy the requirements of Government Code Section 24004.3.**

I received my POST Advanced Certificate on March 11, 1999

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 began my 32-year law enforcement career in 1992 with the UC Berkeley Police Department and transferred to the San Francisco Police Department (SFPD) in 1994, remaining there until 2023. As Acting Commander of the Metro Division (Central, Northern, and Southern Stations), I managed 364 sworn and professional staff, overseeing strategic crime initiatives and major events. As an SFPD Captain at Central and Taraval Stations, I supervised up to 150 members and partnered with community stakeholders to address crime and quality-of-life challenges. I managed large-scale events and critical incidents, fostering programs such as the Chinatown Merchant Leader Program and the "Park Smart" campaign to enhance community safety. As an SFPD Lieutenant, I was the officer in charge of the Internal Affairs Division, a platoon commander at Central Station, and the officer in charge of investigations at Mission Station. As of 2024, I am the Captain at the San Francisco State University Police Department (SFSUPD), serving as acting Chief approximately 25% of the time.

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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 Robert C. Yick on 11/3/25 10:56 PM

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_