

November 5, 2025

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

Honorable Board of Supervisors,

I am seeking the appointment to the office of Sheriff because my unique background makes me well-suited to address the needs of the Sheriff's Office during this time. Both my experience in law enforcement and in public administration will allow me to build strength and trust from within as well as translate those principles to the outside community.

I have lived in San Mateo County for 36 years and during that entire time I have been committed to the public safety of this unique community. My police career spanned 34 years with the Town of Hillsborough culminating in serving as the Chief of Police.

I have had a long-standing, multi-decade affiliation with the Sheriff's Office. Early in my career I was honored to be selected as a member of the Sheriff's Office Tactical Team. This tactical experience became the cornerstone of a 28 year affiliation with this County's tactical units culminating in being selected by the San Mateo County Chiefs and Sheriff's Association as the Commander of the Terrorism Counter Assault Team.

Later in my career I was assigned to the Sheriff's Office Gang Intelligence unit where I served for 3 years and worked closely with San Mateo County Probation Department and a variety of inmate rehabilitative resources including the Choices Program. This experience gave me a broader understanding of the importance of supportive programs post arrest and in the custodial environment.

As the Commander of the County wide Gang Task Force I worked directly with every jurisdiction in San Mateo County, both at the rank and file level as well as with the executives of these agencies.

These assignments exposed me to the power of this County's collaborative public safety system. Unlike any other Bay Area County, San Mateo County's 20 jurisdictions leverage resources to do more than any one jurisdiction could and the Sheriff's Office is the central figure in that collaborative effort.

These experiences built a foundation on which I have built a career long habit of seeking collaboration and partnerships within the County. I have the professional and personnel

relationships and experience operating within San Mateo County that make me uniquely qualified to restore the Sheriff's Office to the collaborative leader in this county's law enforcement community.

Integrity, accountability, collaboration and service are the principles that have guided me as a public servant. Being an effective law enforcement leader is not about having all the answers; it is about bringing out the best in your staff and allowing them the creativity to problem-solve effectively. I will not accept working in an echo chamber; I bring together teams of diverse talent and empower them. I know my leadership philosophy is working when the best ideas of the organization come from the ranks. Celebrating those ideas and accomplishments and highlighting my staff's contributions publicly creates a synergy throughout the organization. Mistakes will happen, tough times will occur, as is the nature of public safety; in those times I will stand forward to take responsibility while providing solutions on how we self-correct.

My three top priorities as sheriff will be to restore accountability, rebuild community trust, and empower staff at all levels.

Restore Accountability for everyone at all ranks – including the Sheriff. We'll right unfair discipline, give a voice to those who have been silenced, and apply standards fairly, transparently, and consistently. Ethical leadership isn't optional; it's the core of every choice we make.

This accountability extends to the fiscal challenges of the office. Every public dollar not used in the service of our community is a lost opportunity and with the collapse of leadership by our previous Sheriff, those losses are staggering.

County Manager Mike Callegy is one of the most committed and ethical leaders I have had the honor of working with; he has guided San Mateo County through some of our greatest challenges and I welcome his office's help in restoring fiscal stability to the Sheriff's Office. It is not oversight, it is partnership.

Rebuild Community Trust through strong alliances. I look forward to partnering with the Board of Supervisors to make our Sheriff's Office a place where staff is proud to serve—and our communities are proud to call it theirs. We have had a distancing of the Sheriff's Office both from our countywide law enforcement partners and our amazing community programs. These vital organizations stand ready to reengage with the Sheriff's Office under a leader they trust.

Empower Staff to serve our community in the best traditions of the Sheriff's Office, free from stifling management and fear-based rule. No more decision-making bottlenecks at the top. By empowering staff, they can deliver—and public safety thrives.

We owe a debt of gratitude to the staff of the Sheriff's Office; they have stood steadfast in their commitment to public safety and service in the face of extraordinary difficulty and unfairness.

My desire to serve as our next Sheriff comes from my deep respect for the organization that has given me so much over the years. When respected leaders from within the Sheriff's Office approached me asking if I would run for Sheriff, I had no hesitation. I am ready and willing to commit myself to this agency, which has given me so much over the years. I know we have the talent within our ranks to make change fast; I have established relationships in the organization I would trust with my life and have. The position of Sheriff is often called the "Top Cop;" that is a ridiculous term. The top cop is the officer or deputy who shows up to help our community in their greatest time of need or the staff member who takes the time to help a member of our community when they are overwhelmed. The position of Sheriff is in the service of those who serve, from our professional staff to our deputies in the field.

My experience with budget management in my current position as City Manager for the Town of Hillsborough and Chief Administrative Officer for the Central County Fire Department consists of overseeing 206 staff and managing a budget of \$127 million.

Within the staff of 206 there are four labor unions with whom I have established a positive and productive working relationship. I came into the position of City Manager at a difficult time for both the Town of Hillsborough and our fire department, which services the Town of Hillsborough and the cities of Burlingame and Millbrae. The Town of Hillsborough had the sudden loss of our City Manager and HR Director in the same week. The Central County Fire Department was in the midst of a labor dispute, which resulted in votes of no confidence in the leadership and landed us on the front page of the news on a daily basis. Along with my amazing staff and government partners we were able to stabilize operations in the Town of Hillsborough with no service interruptions to the public, hire a highly qualified new Fire Chief and resolve our labor disputes with a signed multi year contract.

My direct experience with our correctional facilities includes going through jail orientation and working with in custody treatment programs designed to foster successful rehabilitation and reentry into the community. This was primarily during my time with the Sheriff's Gang Intelligence Unit. These experiences formed my beliefs in operating correctional facilities by prioritizing safety, dignity, and reentry success over mere containment. The importance of our in-custody treatment and after-custody resources are paramount in combating recidivism. Every resource used to effect positive change within our inmate population creates the possibility to change lives for the better. The ripple effect of crime, especially violent crime, not only affects the two parties involved, it affects the families on both sides of the equation.

Staff safety as well as inmate safety are key concerns for me, especially in light of some of the recent loss of life in our custodial facilities.

Looking ahead, I will consider my time as Sheriff a success only when I leave this organization restored as the collaborative leader in this county's law enforcement community. I look forward to fostering leadership from within our ranks who will eventually replace me. When I have done my job, they will be more talented than me and more technically skilled than me, but they will never be more passionate than me in seeing the members of this agency succeed and our community proud to once again call the Sheriff's Office their own.

I would be honored to earn your appointment for the role of San Mateo County Sheriff and welcome any questions.

Sincerely,

A handwritten signature in blue ink, appearing to be 'DD' with a flourish extending to the left.

Doug Davis

Doug Davis

PROFESSIONAL EXPERIENCE

City Manager, Town of Hillsborough

2023 - Current

Chief Administrative Officer, Central County Fire Department

Manage a staff of 206 FTE's and a budget \$127 million, reporting to a City Council and a Fire Board. Managed high-level strategic goal setting preparation and special projects. Oversee Fire Department services to the Town of Hillsborough and the cities of Burlingame and Millbrae.

Police Chief, Town of Hillsborough

2018 - 2023

Manage the department including sworn and non-sworn personnel and overall operations. Administer the budget and budget preparation for the strategic future planning of the department. Work closely with elected officials and the community toward the continued goal of protecting life, reducing crime and enhancing quality of life.

Police Captain, Town of Hillsborough

2012 - 2018

Command the patrol division and Investigations Bureau including SWAT Operations related to Hillsborough's participation in the North Central Regional SWAT Team. Commander of the San Mateo County Terrorism Counter Assault Team (TCAT). Responsible for hiring and training of our new officers and non-sworn staff in conjunction with the Chief of Police. Responsible for budget planning, preparation and presentation.

Police Sergeant, Town of Hillsborough

2001 - 2012

Directed and led patrol personnel in enforcing state and local ordinances. I supervised, evaluated, and mentored co-workers. Reviewed, evaluated and developed programs, policies and procedures for various departmental operations. Served as the Commander for the Gang Intelligence Unit and Gang Task Force in a three-year assignment with the San Mateo County Sheriff's Office.

Corporal / F.T.O, Town of Hillsborough

1997 - 2001

Responsibilities included leadership of patrol staff and dispatchers, handling citizen requests for supervisory input, and all of the duties and responsibilities of a Patrol Sergeant. Training and evaluation of new officers. Department Fire Arms and use of force Instructor.

Police Inspector, Town of Hillsborough

1995 - 1997

Responsibilities included supervision of complex criminal investigations and case preparation for prosecution. I was the departmental representative at County and State level meetings. I supervised patrol operations during preliminary and follow-up investigations. I also served as an Evidence Technician and Crime Scene Investigator on 24-hour call-out status.

Police Officer, Town of Hillsborough

1989 - 1995

I served as a Patrol Officer, use of force instructor and school resource officer.

FORMAL EDUCATION:

Bachelors of Science, Administration of Justice - Union Institute

ADMINISTRATIVE SPECIAL PROJECTS AND LEADERSHIP ACCOMPLISHMENTS:

Implementation of employee wellness programs specific to both professional staff and sworn.

University of Southern California, Delinquency Control Institute certificate program, Class President and Commencement Speaker.

As the Commander of the Terrorism Counter Assault Team (TCAT) I received an invitation from King Abdullah II of Jordan to participate in the 6th annual Warrior Competition in Amman Jordan. Serving as the team commander I took seven TCAT operators to Amman Jordan to participate in the weeklong tactical training and competition with other tier one tactical teams from military units from around the world.

Attended the San Mateo Leadership program and was elected Class President and Commencement speaker, later returning to the program as a presenter.

Over the years have worked with the South African Government and several NGOs in the planning and training of counter poaching operations related to the unlawful killing of African Rhinos, specifically in the Pilanesberg National Park area. This opportunity was presented as a result of the U.S. State Department's Intelligence brief, related to the funding of terrorist organizations through the illicit selling of Rhino horns.

Extensive project management experience and government procurement.

Project specification and certificates upon request.

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?
36 years

4. Describe how you satisfy the requirements of Government Code Section 24004.3.
I have 34 years of continuous law enforcement experience, the last five as a Chief of Police. I possess a POST Executive certificate and all the prerequisite POST certificates.

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.
My police career spanned 34 years with the Town of Hillsborough, ascending to the ranks of Officer, Inspector, Corporal, Sergeant, Captain, culminating in serving as the Chief of Police.
I have also been assigned to the Sheriff's Office throughout my career, including the Sheriff's Office Tactical Team and Gang Intelligence unit. I was affiliated with the County's tactical units for 28 years and was selected by the San Mateo County Chiefs and Sheriff's Association as the Commander of the Terrorism Counter Assault Team. As the Commander of the Countywide Gang Task Force, I worked directly with every jurisdiction in San Mateo County, both at the rank-and-file level and with the executives of these agencies.
Later in my career, I was assigned to the Sheriff's Office Gang Intelligence unit where I served for three years and worked closely with San Mateo County Probation Department and a variety of inmate rehabilitative resources including the Choices Program, giving me a broader understanding of the importance of supportive programs post-arrest and in the custodial environment.
This breadth of assignments exposed me to the power of this County's collaborative public safety system. Unlike any other Bay Area County, San Mateo County's 20 jurisdictions leverage resources to do more than any one jurisdiction could and the Sheriff's Office is the central figure in that collaborative effort. I feel confident the combination of these experiences, along with my other professional experience, will allow me the knowledge and expertise to serve as Sheriff.

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 John Davis on 11/5/25 10:29 AM

Signature_____

Date_____