

## Potter, Andrew

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**To:** Robert Brown  
**Subject:** RE: [External] Re: WITHDRAWING FROM TREASURER TAX COLLECTOR CONSIDERATION  
- Application for Treasurer-Tax Collector Appointment – Next Steps

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**From:** Robert Brown [REDACTED]  
**Sent:** Tuesday, September 23, 2025 9:13 AM  
**To:** Potter, Andrew <Andrew.Potter@sdcounty.ca.gov>  
**Subject:** [External] Re: WITHDRAWING FROM TREASURER TAX COLLECTOR CONSIDERATION - Application for Treasurer-Tax Collector Appointment – Next Steps

Andrew,

I hope this message finds you well. Following our recent discussion, I am writing to formally announce my withdrawal from the consideration for San Diego County's Treasurer-Tax Collector position.

The significance of this role for the citizens of San Diego County cannot be overstated, and I believe it is paramount that we ensure the best possible leadership. In this light, I am wholeheartedly endorsing Mr. David Baker for the position.

His extensive credentials and proven track record will facilitate a smooth transition, ensuring that the vital processes and programs currently in place continue without disruption.

My commitment to the well-being of our fellow San Diego County residents remains steadfast, and I genuinely believe that Mr. Baker is the right choice to uphold that commitment.

Thank you for your understanding.

Warmest regards,

Dr. R. Lee (Bob) Brown  
[REDACTED]  
[REDACTED]

# Application for the Appointment of the Elective Office of the County of San Diego Treasurer-Tax Collector

*This is your application for consideration of appointment of County Treasurer-Tax Collector until the election of a successor.*

Read the tips below to  
make sure your  
application is complete.

Robert

First Name

Brown

Last Name

**Make sure you have all the pages.**

There are nine (9) total pages that make up this application, including this page. The pages are numbered in the bottom right corners.

**Initial the top right corner of pages 2-9 in the "Initial Here" box.** This will make sure your application stays together.

**Print clearly and legibly or type your application.** Doing so will speed up processing time. Unclear handwriting may cause delays.

**Questions?** Learn more at [www.sandiegocob.com](http://www.sandiegocob.com) or [PublicComment@sdcounty.ca.gov](mailto:PublicComment@sdcounty.ca.gov).

**This application must be received no later than Monday, September 22, 2025, at 12 noon.** See page 9 for submittal instructions.

COSD CLERK OF THE BOARD  
2025 SEP 22 AM 11:30



## Application Timeline

- |                           |   |
|---------------------------|---|
| <b>September 22, 2025</b> | Applications must be submitted to the San Diego County Clerk of the Board of Supervisors no later than 12 noon. |
| <b>September 30, 2025</b> | Hearing on all applicants. Please plan to attend this meeting.  |

## Important Things to Know

- The questions in this application ensure you are eligible to serve as Treasurer-Tax Collector if you are appointed.
- Answer the questions to the best of your ability.
- You must attach a current resume containing, at a minimum, all employment for the past five years and a completed Statement of Economic Interest (Form 700) with your application.

## Additional Required Documents

The following additional materials are also included with this application for your reference:

1. Form of Notice
2. Minute Order and Board Letter - "Filling the Vacancy of the San Diego County Elective Office of County Treasurer-Tax Collector" dated August 26, 2025
3. Board of Supervisors Policy A-105: Process to Fill Vacancies of Elected Offices other than Board of Supervisors
4. County Charter to reference applicable provisions about the Office of the County Treasurer-Tax Collector
5. Administrative Code Sections pertaining to the requirements to serve as a Treasurer-Tax Collector
6. Class Specifications of the County Treasurer-Tax Collector
7. Rules for County Treasurer-Tax Collector Regarding Incompatible Activities
8. Conflict of Interest Code for the Office of the Treasurer-Tax Collector
9. Statement of Economic Interest Form (Form 700)

## How This Application Will Be Used

I understand the contents of this application will be made available to the public.

☒ **Yes, I understand**

I understand that while this application is a public document, my personal e-mail address, street address, and phone number(s) will be kept confidential to the extent authorized by law.

☒ **Yes, I understand**

**A. Tell us About Yourself**

First Name: Robert

Last Name: Brown

**Current Address** (where you are registered to vote)

Street Address:

City:

State:

Zip Code:

**Current Mailing Address** (if different than the address listed above)

Street Address:

City:

State:

Zip Code:

**Contact Information**

Phone 1:

Type: Mobile

Phone 2:

Type: Home

E-mail:

Have you lived at your current address for more than five years?

☒ Yes ☐ No

*If no, please list your previous addresses on page 4.*

**If you have not lived at your current address for more than five years, please list  
your addresses for the past five (5) years:**

Date From: \_\_\_\_\_ Date To: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Date From: \_\_\_\_\_ Date To: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Date From: \_\_\_\_\_ Date To: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Date From: \_\_\_\_\_ Date To: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Date From: \_\_\_\_\_ Date To: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

## B. Questions to Determine Eligibility

Please check the appropriate box for each question. Applicants may be asked to verify and update information at various points in the process.

1. I am a registered voter of the County of San Diego. ☒ Yes ☐ No
2. I am a citizen of the United States and of the State of California. ☒ Yes ☐ No
3. I meet at least one of the following criteria to serve as the Treasurer-Tax Collector (pursuant to Administrative Code Section 840): ☒ Yes ☐ No  
**Select all that apply and attach appropriate verification.**
  - ☒ Served in a senior financial management position in a county, city, or other public agency dealing with similar financial responsibilities for a continuous period of not less than three years, including, but not limited to, treasurer, tax collector, auditor, auditor-controller, or the chief deputy or an assistant in those offices.
  - ☒ Possess a valid baccalaureate, masters, or doctoral degree from an accredited college or university in any of the following major fields of study: business administration, public administration, economics, finance, accounting, or a related field, with a minimum of 16 college semester units, or their equivalent, in accounting, auditing, or finance.
  - ☐ Possess a valid certificate issued by the California State Board of Accountancy pursuant to Chapter 1 (commencing with Section 5000) of Division 3 of the Business and Professions Code, showing that I am permitted and authorized to practice as a certified public accountant.
  - ☐ Possess a valid charter issued by the Institute of Chartered Financial Analysts showing that I am designated a Chartered Financial Analyst, with a minimum of 16 college semester units, or their equivalent, in accounting, auditing, or finance.
  - ☐ Possess a valid certificate issued by the Treasurer Management Association showing that I am designated a Certified Cash Manager, with a minimum of 16 college semester units, or their equivalent, in accounting, auditing, or finance.
4. I have not been convicted of a crime that disqualifies me from holding elected office. *If no, please explain (attach additional sheets if necessary):* ☒ Yes ☐ No

### C. Experience Qualifications

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1. Attach a current resume containing, at a minimum, all employment for the past five years.
2. Provide a written statement outlining the qualifications to serve as Treasurer-Tax Collector (500 words maximum).

I am a very trusted community servant and advocate with extensive experience in group psycho-dynamics, co-determination, cross-cultural competency, auditing, evaluating, cost-containment, insurance, pension plans, actuarial systems, media relations, campaigns, inter personal intelligence, forecasting, projections, intra personal intelligence, and analytics. I led statewide university systems operational functions.

I authored Workers' Compensation and Cyber-Liability insurance policies during a very challenging hard market period that has saved the largest California State University system hundred of million dollars. Various forgrms or renderings of the same insurance policies are currently used through out the U.S.

I designed programs and policies used to enhance relations, reduce conflicts and prevent litigation that are use by several largest companies in the United States.

I want to drastically serve our community during a very contentious and divisive period in our world, nation and state in a position that I hope could be used to bring people together.

**3. Please explain the reasons for wishing to be appointed to the office of County Treasurer-Tax Collector.**

I have the background, trust, education and experience in the public sector, I believe has prepared me to do a good job as Tax Assessor!

Serving in public office is both a privilege and a responsibility, one that requires an unwavering commitment to the people.

Transparency ensures that decisions are made openly, with honesty and accountability guiding every action. When leaders are clear about their goals, policies, and the reasoning behind their choices, they earn the trust of their constituents. This trust is the foundation of democracy, allowing communities to feel confident that their voices matter and that public resources are being used responsibly.

Collaboration is equally vital, as no single leader has all the answers. Effective governance depends on bringing diverse voices to the table, citizens, community organizations, experts, and fellow policymakers. By actively listening and working together, leaders can craft solutions that reflect the needs and aspirations of the people they serve. Collaborative leadership also fosters innovation, because it allows for the blending of different perspectives and experiences that enrich decision-making.

Ultimately, the measure of public service is not in individual accolades but in the well-being of the community. Leaders who govern transparently and collaboratively create a culture of inclusion, fairness, and shared responsibility. This approach strengthens the social fabric, ensuring that policies are not imposed from above but built collectively with those most affected. In doing so, public officials not only fulfill their duty but also help build a legacy of trust and progress for future generations.

Thank you

You are encouraged to limit your response to one page, however if more space is needed, you may attach an additional page.



#### D. Signature

I, Dr. Robert Lee Brown, as a candidate for appointment of the County of San Diego Treasurer-Tax Collector declare that all information provided on this form by me, including all attachments, is true and correct. If requested, I agree to provide written responses to any questions.

I have received the application packet and have read and understand Board of Supervisor's Policy A-105, which establishes the procedures for appointment to fill vacancies of elected offices other than Board of Supervisors, as well as the other codes and rules applicable to the County Treasurer-Tax Collector.

I understand that finalists will be subject to a full background investigation and the selected candidate will be required to pass the County's standard medical exam and full background investigation.

I certify under penalty of perjury that the foregoing is true and correct.

Executed on this 22 day of September, 2025, at San Diego, California.

Signature:

#### E. Submittal

Completed applications must be received by the Clerk of the Board of Supervisors no later than Monday, September 22, 2025, at 12 noon. Double check your answers in the application; once submitted, applications cannot be amended. Remember that you must answer all questions on this application to be considered and must attach the following additional documents:

- ☒ Current resume containing, at a minimum, all employment for the past five years; and
- ☒ Completed Statement of Economic Interest Form (Form 700).

Pursuant to Board Policy A-105, all applicants must personally appear to submit the required application forms. Please submit your completed application in person to:

County Administration Center  
Clerk of the Board of Supervisors  
1600 Pacific Highway, Room 402  
San Diego, CA 92101-2471  
(619) 531-5434

Incomplete applications and applications submitted by e-mail or USPS will not be considered.

**Applications must be received by Monday, September 22, 2025, at 12 noon.**

## Dr. Robert Lee Brown

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Auditor | Group Psychodynamics | Law Enforcement Reforms | Mediator-Alternate Conflict Resolution-  
Litigation Prevention | Policy Architect | Government Relations Director | Organizational Effectiveness  
| Executive Director Program Management | Community Relations Builder  
| Defender of Equity, Safety & Public Trust |

Nationally recognized leader in public sector with 20+ years of experience in alternate conflict resolution-mediation, law enforcement oversight, risk management, and community trust building. Proven record of leading/managing multimillion-dollar public systems, and serving as a liaison to commissions, mayors, city councils, the public and leading public safety reform initiatives. Board member of multiple oversight commissions, advocate for transparency, and architect of wellness and accountability programs adopted nationally. Proven record of authoring enterprise-wide reforms, leading risk and HR operations for institutions impacting over half a million people and advising on multi-billion-dollar civic development projects.

### STRATEGIC SKILLS

- |                                       |   |
|---------------------------------------|---|
| ✓ Human Resources Leadership          | ✓ Enterprise Risk Management & Crisis Solutions |
| ✓ Public Safety Reforms               | ✓ Group Psychodynamics Systems                  |
| ✓ Conflict Resolution/Negotiations    | ✓ Auditing/Analytics/Evaluator/Cost Containment |
| ✓ Litigation Prevention               | ✓ Law Enforcement Oversight, Reform & Wellness  |
| ✓ Cross-Cultural Counseling           | ✓ Corporate Governance                          |
| ✓ Regulatory Compliance               | ✓ Workplace Energy/Active Engagement            |
| ✓ Enhancing Efficiency & Productivity | ✓ Policy Design & Reforms                       |
| ✓ Organizational Effectiveness        | ✓ Executive Coaching                            |
| ✓ Media, HR & Risk Management         | ✓ Problem Identifications & Solutions           |
| ✓ Budget Development & Management     | ✓ Research & Investigations                     |
| ✓ Co-Determined-Collective Bargaining | ✓ Threat Assessment                             |

### PROFESSIONAL MISSION

*"To champion a future-forward public service ethos that prioritizes co-determination, dignity, safety, and opportunity for every American—through policy innovation, inclusive leadership, and strategic civic partnerships."*

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### EXECUTIVE EXPERIENCE

**Executive Program Manager – Contract Faculty | SDSU Graduate Homeland Security Department  
San Diego, CA | 2021–Present**

Lead multiple public agency audits/evaluations, law enforcement reforms leadership involving municipal entities, and public institutions while enhancing compliance, accountability, and risk mitigation. Provide oversight policy design and community-based engagement strategies to improve transparency and safety across local and state systems.

- Perform institutional-departmental audits, leadership competency evaluations, crises-emergency response, quality assurance, and cyber risk policy designs for municipal, state & federal governmental entities, energy companies, biotech firms, media, defense, medical, research, and public institutions. Able to navigate complex political environments while building broad coalitions.
- Provided strategic quality assurance auditing for various entities, including government agencies, universities, medical systems, law enforcement, media, labor organizations, biotech, defense, research, non-profits, re-insurance, and schools, focusing on compliance, morale, and productivity.
- Collaborated with public safety-law enforcement agencies and community boards to assess public trust and recommended reforms.
- Developed regulatory and quality assurance frameworks for use in civilian safety and public transparency initiatives.

**Senior Program Manager | Chancellor's Office, University of California**  
*La Jolla, CA | 2017–2021*

Oversaw risk and community engagement for a \$15B nationally recognized university redevelopment plan including public transportation and law enforcement coordination. Acted as equity advisor on stakeholder relations and urban planning.

- Directed quality assurance, community relations and risk oversight for a \$15B campus expansion, which included a 15.4-mile light rail development project with major public impact.
- Advised university leadership, public officials and civic stakeholders, on strategic initiatives designed ensure co-determined, equitable redevelopment, cost contained, timely project delivery.

**Vice President of HR & Risk Management | CSU Chancellor's Office & SDSU Research Foundation**  
*San Diego & Long Beach, CA | 2002–2016*

- Led CSU's State-Wide-Risk Management Authority (CSURMA-AORMA), and Quality Assurance programs supporting 23 campuses, 80 auxiliary-business entities, 500,000 students, and 50,000 faculty.
- Member of State of California's Office of Emergency Services. Oversaw law enforcement reform initiatives across 23 university police departments.
- Simultaneously directed enterprise HR and risk management, emergency response systems for a research foundation with 5,000 employees, 1,100+ global research initiatives that included media, medical operations.

**EDUCATION**

**Doctorate in Leadership Studies-Group Psychodynamics**, University of San Diego, 2007

**M.A. in Cross-Cultural Counseling**, San Diego State University, 1996

**POLICY IMPACT & PUBLICATIONS**

- Served as a lecturer on *graduate clinical mental health counseling* on behalf of Dr. Ronn Johnson, Chair of the University of San Diego's Graduate Mental Health Counseling Program (2007-2010).
- Research/Lecture Mediation, Alternate Dispute and Conflict Resolution, *Indirect Costs of Negligent, Clinical, Educational, and Managerial Supervision*. (2007-current)
- Architect of CSU systemwide policies: Self-Insured Workers' Compensation Insurance policy, Cyber Liability Insurance Program, Litigation Prevention Program, and Large Event Risk Planning.
- Lead the team that authored the San Diego Police Department's Wellness Program adopted regionally leading to tens of millions of annual savings. (2009).
- The subject of a Doctoral Dissertation on HR Leadership (2007). Dr. Mary Jesko.
- Brown, R. L. (1998). *Using Mediation to Minimize or Prevent Employee Lawsuits: Litigation Prevention*, paper presented at RIMS Conference, Atlanta, Georgia.
- Johnson, R. with Brown, R. L. (2012). *Forensic Psychological Considerations for Conceptualizing the Mindset of a Terrorist*. Paper presented at the Annual Meeting of the Academy of Criminal Justice Science conference. New York, New York.
- Johnson, R. & Brown, R.L. (2011). *Preparing for Forensic Psychology Cases: Art and Science*. Paper presented at the 19th Annual Rose Tyson Forensic Science Conference, San Diego, California.

**CIVIC & COMMUNITY LEADERSHIP**

- Board Member: SD County's Citizens Law Enforcement Review Board (CLERB), San Diego County Urban League-Board of Directors (Civic Engagement), City of San Diego Privacy Advisory Board, SD Humane Society.  
President/VP Roles: USC Football Alumni Association, Star-PAL (Police Athletic League), McGill School of Success K–5 Charter School Board. San Diego County Head Start, Violence & Trauma Institute, County Office of Education. Coast Guard Auxiliary- Flotilla-11, Association of Threat Assessment Professionals

STATEMENT OF ECONOMIC INTERESTS  
COVER PAGE  
A PUBLIC DOCUMENT

Date Initial Filing Received  
Filing Official Use Only

Please type or print in ink.

NAME OF FILER (LAST) (FIRST) (MIDDLE)  
Brown Robert Lee

1. Office, Agency, or Court

Agency Name (Do not use acronyms)

San Diego County

Division, Board, Department, District, if applicable

Your Position

TREASURER - TAX COLLECTOR  
Tax Assessor Temporary

► If filing for multiple positions, list below or on an attachment. (Do not use acronyms)

Agency: San Diego County

Position:

2. Jurisdiction of Office (Check at least one box)

☐ State

☐ Judge, Retired Judge, Pro Tem Judge, or Court Commissioner  
(Statewide Jurisdiction)

☐ Multi-County

☒ County of San Diego

☐ City of

☐ Other

3. Type of Statement (Check at least one box)

☒ Annual: The period covered is January 1, 2024, through  
December 31, 2024.

☐ Leaving Office: Date Left \_\_\_\_/\_\_\_\_/\_\_\_\_  
(Check one circle below.)

-or-

The period covered is \_\_\_\_/\_\_\_\_/\_\_\_\_, through  
December 31, 2024.

☐ The period covered is January 1, 2024, through the date of  
leaving office.

☐ Assuming Office: Date assumed 11 / 15 / 2025

-or-

☐ The period covered is \_\_\_\_/\_\_\_\_/\_\_\_\_, through  
the date of leaving office.

☒ Candidate: Date of Election 9/30/25 and office sought, if different than Part 1: \_\_\_\_\_

4. Schedule Summary (required)

► Total number of pages including this cover page: \_\_\_\_\_

Schedules attached

☐ Schedule A-1 - Investments - schedule attached

☐ Schedule C - Income, Loans, & Business Positions - schedule attached

☐ Schedule A-2 - Investments - schedule attached

☐ Schedule D - Income - Gifts - schedule attached

☐ Schedule B - Real Property - schedule attached

☐ Schedule E - Income - Gifts - Travel Payments - schedule attached

-or- ☒ None - No reportable interests on any schedule

5. Verification

MAILING ADDRESS STREET CITY STATE ZIP CODE  
(Business or Agency Address Recommended - Public Document)

DAYTIME TELEPHONE NUMBER

EMAIL ADDRESS

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information contained herein and in any attached schedules is true and complete. I acknowledge this is a public document.

I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Date Signed 09/22/2025

(month, day, year)

I have signed paper statement with your filing official.)