

VISIONARY LEADER – TURNAROUND EXPERT

City Manager | City Administrator | Chief Administrative Officer | Chief Executive Officer

HOWARD W. BROWN, JR., ICMA-CM

Palm Beach Gardens, FL

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CAREER PROFILE

Visionary leader and turnaround authority with 25+ years of leadership experience in both municipal government and private sector accomplishments, using innovation and strategic planning to achieve positive operating margins. With exceptional business acumen, budgeting and policy development, and insightful contract negotiation skills, I am acknowledged as an effective communicator who employs cross-functional collaboration and interpersonal skills. I am also professionally proficient in Spanish.

By following a successful structured methodology, I excel at plan formulation and executing council policies. By focusing on process improvement, I am a fiscally conscientious, customer-centric, skilled manager of resources. In my current position as City Manager of the City of Bell, California, my peers, staff, and superiors have described me as ethical, intelligent, resourceful, loyal, and a passionate team builder. A **Master of Public Administration, Bachelor of Science, Certified Urban Planner, and ICMA Credentialed Manager** complement my career achievements.

SIGNATURE STRENGTHS

Leadership | Business Retention/Expansion | Partnerships and Alliances | Issue Management | Citizen Engagement

SIGNIFICANT ACCOMPLISHMENTS WITH THE CITY OF BELL

- ★ Focused the City's **Strategic Priorities** for measurement and attainment within the first three years of starting my position.
- ★ Initiated the effort to achieve **bond ratings of AA+ and AA** from S&P and Fitch, reducing debt service by more than \$3MM.
- ★ Negotiated various **Development Agreements** representing \$13MM in total economic impact contributions to City of Bell.
- ★ Completed development/adoption of **Capital Master Plan** for infrastructure and public realm elements, projected at \$200MM.
- ★ Launched a classification and pay analysis for the entire organization.
- ★ Assumed oversight of under-performing Redevelopment Agency and successfully **resolved issues stemming from OIG audit**.
- ★ Successfully developed and implemented the **First Ever Microbrewery Project**, the State of the City, **Holiday Tree Lighting Festival**, and the City of Bell **90th Year Celebration**.

CAREER PROGRESSION

CITY MANAGER

City of Bell, CA

JAN 2016 – October 2016

The City of Bell, CA, is an incorporated city in Los Angeles County, California, near the center of the former San Antonio Township.

With Bell just coming out of a national scandal that almost forced it into bankruptcy, I was recruited via a national executive recruitment firm that specialized in City Manager recruitments in California. I was accountable for the day-to-day operations of all City departments, \$32MM in annual operating and capital budgets, as well as 150+ employees who served a daytime population of 50,000+.

My mission was to work with the newly elected officials to turn the City around and chart its future; effectively, to create the *New Bell*. Bringing credibility and experience with me, I succeeded in directing the City to focus on efforts in the several areas, specifically: promoting economic development; enhancing community outreach; enhancing and repairing our public image; improving the City's management of people and processes; preparing and administering the budget, and ensuring the City became financially viable on a long-term basis.

Working with the City Council, I developed a strategic plan and accomplished most of the objectives set out in the plan by hiring mission-critical staff and preparing administrative regulations that - at the time - were almost non-existent.

To keep the organization afloat, I prepared and carried out a plan that led to the management of a \$20MM settlement, which we invested in a competent investment company, approved by the new City Council.

- Led the City to accomplish its first-ever re-codification of all city codes of ordinances, including retaining a consultant to conduct a charter review for Council Consideration.
- Successfully achieved Government Finance Officers Association (GFOA) Award two times, in successive years, for my Comprehensive Annual Financial Report (CAFR).

- Prepared a balanced budget, successfully adopted by the Mayor and Council two years in a row despite declining property sales taxes and rising pension costs.
- Retained a Financial Advisor, Bond Counsel, and Bond Underwriter firm to refinance nearly \$100MM of general obligation, redevelopment, and pension bonds.
- Renegotiated 54 contracts for professional and service contracts, resulting in saving millions of dollars.
- Overhauled several financial management policies, up to and including internal operating policies, which led to operational and administrative efficiencies, thereby allowing staff to do more with less.
- Adopted several policies such as innovative drone use policy for Community Services Department, and implemented the Body-Worn Camera program for Police Department (first ever done).
- Successfully renegotiated two collective bargaining agreements with two union groups; at the same time, succeeded in getting much-needed administrative policies agreed to, resulting in a “win-win” outcome.
- Conducted City’s first ever strategic planning process involving its residents, which led to the adoption of a strategic plan that defined the city’s goals and specific strategies.
- Organized several neighborhood groups including Neighborhood Watch, and met regularly with residents to “sell” the city’s Strategic Plan and City Priorities, as approved by the Mayor and Council.

CITY MANAGER

City of Muskogee, Oklahoma

01/2014 – 01/2016

During this time, Muskogee was looking for an energetic, self-motivated and innovative City Manager to give it a different focus and improve its economic development conditions, specifically new retail and restaurant recruitment. Known as the “Turn-Around City Manager” at that stage of my career, I was sought and recruited by the national recruiting firm used by the city of Muskogee because of my background working in disadvantaged communities, and because I had global contacts that could help develop retail, housing, and commercial areas of the city.

Oversaw day-to-day operations of all city departments while managing a \$61MM operating and capital budget, and 600+ employees who served a daytime population of more than 50,000.

- * Provided procurement oversight for all purchasing transactions for goods, services, construction projects, and the sale and disposal of surplus property.
- * Expertly negotiated **acquisition/disposition of seven privately and city-owned properties** for site assemblage for a new fire station.
- Developed City’s Urban Renewal Authority and served as Executive Director, resulting in \$MM private development and creation of a Tax Increment Financing (TIF) mechanism, generating \$11MM for public and site improvements.
- Collaborated with the Mayor and City Council to develop an employee compensation plan and labor relations strategy for three collective bargaining agreements: Police, Fire, and Non-uniformed employees.
- Crafted city-wide reorganization plan adopted by the Mayor and City Council, resulting in \$1MM in savings.
- Created City’s first Economic Development Department, with emphasis on developing retail and affordable housing.
- Wrote the Muskogee 2020 Strategic Plan, adopted by the Mayor and City Council.

ACTING ASSISTANT CITY MANAGER (2013-2014)

City of Opa-locka, FL

01/2010 - 01/2014

Recruited by a previous City Manager to address systemic issues within the Community Development and Planning Department. Also, led the reorganization effort of the Building Services Division to reduce the budget deficit by 25%, and created the city’s first Certificate of Use program, generating approximately \$1MM per annum.

Executed the directives of the City Manager, Mayor, and City Council while managing a municipal organization with a \$13MM annual operating budget and 190 employees, serving a population of 16,000.

- Assisted in developing and implementing the City’s budget and long-range goals.
- Collaborated with elected officials to develop a Jobs Program that utilized Opa-locka residents to implement city projects: Electronic Water Meter Reading; Sidewalk Construction; Alley Way Cutting; and Car Washing of City-Owned Vehicles.
- Drafted the First Source Ordinance for a hiring referral program to provide workforce development and training, specifically for Opa-locka residents.

- Directly supervised and managed Police, Human Resources, IT, Finance, Public Works, Parks and Recreation, Planning and Community Development, Code Enforcement, and Building and Licenses Departments.

ACTING ASSISTANT CITY MANAGER (2013-2014)

During this tenure, I assisted the City Manager in a number of special assignments. My primary responsibility was the development and implementation of financial recovery plan. The assignment led to substantial cost savings, revenue generation of net new revenue, and expense/expenditure reductions to be approved by the Mayor and Council.

DIRECTOR, PLANNING AND COMMUNITY DEVELOPMENT (2010- 2013)

Oversaw Planning, Community Development, Building and Licensing Departments, and directed outside engineering firms handling the City's design, planning, and building inspection.

- Prepared City's first Annexation Plan based on Miami-Dade County Code and the State of Florida Annexation law.
- Working with a local non-profit, achieved national recognition from the Housing and Urban Development (HUD) Secretary for attaining the Community Challenge Grant.
The grant was very competitive, and the City of Opa-locka was the only city in Florida that received a \$MM grant, which was used to update comprehensive plans, zoning ordinances, and creation of an economic development strategy for the city.
- Launched a newly-created department, setting up all requirements, specifically hiring, budget, funding source(s), and legislative.
- Achieved a 10-fold increase of annual funding allocations within a 2-year period.
- Formulated, recommended, and supervised Capital Improvements for City's Master Development Plan.
- Managed/directed all Community Development Block Grant (CDBG) funding, including project management/grant proposal writing.
- Co-drafted Community Challenge Grant; awarded a \$1MM HUD planning grant, which was used to update City's Comprehensive Master Plan, Zoning, and Building Codes.
- Coordinated with Miami-Dade County, South Florida Regional Planning Council, South Florida Water Management District, and other regulatory agencies.
- Oversaw and directed the Comprehensive Master Development Plan update, including one of Miami-Dade County's only Transit Oriented Development (TOD) ordinances.

DIRECTOR, PLANNING AND DEVELOPMENT SERVICES

City of Albany, GA

10/2007 - 07/2010

Under the direction of the City Manager, I was hired primarily for my experience and expertise in Planning, Community Development, and Code Enforcement, specifically in Florida and Georgia. Also assisted in rebuilding the department. Assisted in managing a municipal organization with a \$113MM annual operating budget and 1100 employees, serving a daytime population of 143,000+.

- Albany was a well-managed city, and I was able to implement the Ray Charles Plaza, a project that had been outlined in a previously approved redevelopment plan.
- Working with MUNICODE, a Florida code expert firm, I was appointed to lead the City's project to re-codify all codes and ordinances, as adopted by the Mayor and City Council
- Directed planning, zoning, and building inspections activities, as well as Geographic Information Systems [GIS].
- Created the second largest tax allocation district (TAD) or tax increment financing (TIF) district in Georgia, projected to generate \$36MM+ over five years.
- Developed City's first Community Redevelopment Tax Incentive program, making Albany the second municipality in Georgia with such a program.
- Negotiated Interstate 85 extension with U.S. Department of Transportation, Federal Highway and Safety Administration, and Georgia Department of Transportation.
- Oversaw City of Albany-Dougherty County zoning ordinance revisions and Historic Preservation ordinance; and City of Albany Comprehensive Sign ordinance.
- Served as departmental Public Relations Spokesperson regarding City and county growth management plans and participated in media briefings

- Provided guidance in development of studies, plans, and analyses pertaining to transportation, freight, investment, environment, and development.
 - Authorized applications for transit and transportation funding, issued under USC 5303 and USC 5309.

NEIGHBORHOOD IMPROVEMENT MANAGER - PLANNING AND ZONING DEPARTMENT
City of Lilburn, GA

09/2002- 10/2007

During this time, the city was looking for an experienced Code Compliance professional, and as a code enforcement professional certified in three levels, I was hired to provide the expertise necessary to assist with the re-codification of all city codes of ordinances. This included retaining a consultant to conduct a charter review proposal for Council Consideration. During this time, I served in the Florida Association of Code Enforcement.

- Served as Acting City Manager (in absence of City Manager).
- Accountable for the City being awarded funding from the *Livable Cities Initiative*, which resulted in the design, building, and improvement of pedestrian, streetscape, and sidewalk improvement projects.
- Supervised inspection and enforcement of building codes and occupational licenses for residential, commercial, and industrial site development, building plans, and building inspections.

CHIEF OF CODE ENFORCEMENT
City of Lauderdale Lakes

06/2000 - 09/2002

Directed/supervised all investigations/inspections related to code enforcement, rental housing, and lien settlement programs.

- Prepared, managed, and administered Divisional Operating Budget; also prepared and presented reports and made legislative recommendations to the Mayor and City Commission.
- Served as Interim Redevelopment Manager as well as Acting Community and Economic Development Director.

CORE PROFICIENCIES

Economic Development	Articulate/Effective Writer	Process Improvement Focused
Strong Public Speaker	Creative Thinker	Fiscally Conscientious
Customer-Centric	Resource Leveraging	City Ordinances
Contract Negotiation	Accounting/Cost Analysis	Bidding Processes
Capital Improvement Plans	Budget Process	Community Relations
Compensation Plans	Contract Services	Emergency Communications
Employee Wellness/Safety	Energy Audits	Intergovernmental Agreements
Extraterritorial Zoning	Scope of Works	Site Plan Review
Facility Redevelopment	Funding/Financial Policy	Personnel Management
Fleet Management	Grant Management	Highway Beautification
Human Resources	Information Technology	Labor Negotiations
Legislative Relations	Local Government Law	Marketing Campaigns
Media Relations	Municipal Courts	Program Evaluation
Staff Motivation and Training	Municipal Utilities	Planning & Zoning
Word, Excel, PowerPoint	Public Finance/Public Works	Public Safety/NIMS
Public Speaking	Purchasing/RFP/RFQ	Recycling Programs
Risk Management	Sales Tax Revenue	Special Events
State Legislation	Strategic Planning	Sustainability Initiatives
Tax Allocation	Tourism	GIS, ArcView

EDUCATION / CERTIFICATION

Master of Public Administration, University of West Florida, Pensacola, Florida (1995)

Bachelor of Science, Florida State University, Tallahassee, Florida (1993)

Credentialed Manager, International City Manager's Association (ICMA)

Certified Urban Planner, American Institute of Certified Planners (AICP) - Certification No. 24680

PROFESSIONAL DEVELOPMENT / CERTIFICATION / TRAINING

Credentialed City Manager through the International City Management Association (ICMA).
Nationally Certified Urban Planner through the American Institute of Certified Planners (AICP).

BOARD APPOINTMENTS / MEMBERSHIPS

International Association of City Management (ICMA), Full Member, and California ICMA, Full Member
American Planning Association (APA), Full Member, and California APA, Full Member
California City Management Foundation (CCMF), Full Member
Gateway Cities Council of Government, Economic Development Working Group, Committee Member
Independent Cities Risk Management Authority (ICRMA), Voting Board Member

HONORS – AWARDS – PROFESSIONAL RECOGNITION

- National Defense Medal – U.S. Army
- *40 Under 40* – most influential persons - Albany Herald, Albany, GA
- Humanitarian Service Medal, Florida Army National Guard
- Government Finance Officers Association (GFOA) Award, 2016 and 2017, for Comprehensive Annual Financial Report (CAFR)

VOLUNTEER ACTIVITIES, CIVIC CONTRIBUTIONS

- Omega Psi Phi Fraternity, Inc. - Social service organization aimed at helping the poor and needy
- Habitat for Humanity, Albany, GA
- Boy Scouts of America, Tulsa, OK
- International Rotary Club of America, Rotarian, Tulsa, OK, and Albany, GA

SPEAKING ENGAGEMENTS AND PRESENTATIONS

- City Manager, Keynote Speaker at the Veteran Affairs Hospital in Muskogee, OK
- City of Bell Keynote Speaker at Veterans Day Event
- City of Bell, CA – Chamber of Commerce Event Speaker
- City of Muskogee, OK – Chamber of Commerce Event Speaker

PUBLICATIONS

<https://www.fox23.com/video?videoid=22328180&videoversion=1.0>
<https://www.pe.com/2016/05/21/beatmont-for-scarred-cities-there-is-life-after-scandal/>
<http://www.latimes.com/local/lanow/la-me-ln-exide-schools-parks-20161117-story.html>
<http://wavenewspapers.com/bell-hires-new-city-manager/>

http://www.muskogeephoenix.com/city-manager-howard-brown-jr/image_f7d6c186-bf11-11e4-9a59-df1ae32504c8.html

http://www.muskogeephoenix.com/news/city-manager-resigns-to-take-california-job/article_2c99d235-8abf-5844-b963-09058bdedad9.html

http://www.muskogeephoenix.com/news/local_news/reception-honors-city-manager/article_4a1f42d0-1358-5bb0-be1a-cfb153cbe721.html

TECHNICAL ENVIRONMENTS

Windows, Macintosh, UNIX, HTML, GIS (ESRI) SOFTWARE: Microsoft Word, Excel, Access, Outlook, PowerPoint
Facebook, Twitter, LinkedIn, Youtube, Google

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Friday, 2 November 2018

A visionary leader and turnaround expert with 25+ years leadership experience in both municipal government and private sector accomplishment acquired through innovation and strategic planning to achieve positive operating margins. With exceptional business acumen, budgeting and policy development, and insightful contract negotiation skills, I am acknowledged as an effective communicator, employing cross-functional collaboration and interpersonal skills and professionally proficient in Spanish. Following a successful structured methodology, I excel at plan formulation and executing council policies. Focused on process improvement, I am a fiscally conscientious, customer-centric, skilled resource controller.

In my most recent position as **City Manager of the City of Bell, California**, my peers, staff, and superiors have variously described me as ethical, intelligent, resourceful, loyal, and a passionate team builder. A **Master of Public Administration, Bachelor of Science, Certified Urban Planner**, and **ICMA Credentialed Manager** complements my career achievement.

Significant Accomplishments as City Manager of the City of Bell, California include:

- * When first recruited by the City of Bell, the City was just coming out of a national scandal that almost forced it into bankruptcy, and I re-focused the City's strategic priorities for measurement and attainment within 3 years of my commencing the position.
- * I am an experienced economic and redevelopment professional with extensive knowledge in **Florida, Georgia** and California.
- * Successfully recruited and hired some of the most qualified and experienced department heads in Los Angeles County - Post scandal; created citywide administrative regulations with the approval of two collective bargaining unions; overhauled all of the city's financial management policies providing for better internal controls—led to investment grade rating without the need for bond insurance.
- * Initiated the effort to achieve **bond rating of AA+ and AA** from S&P and Fitch, reducing debt service by more than \$4MM. Negotiated various **Development Agreements** representing \$13MM in total economic impact contributions to City of Bell.
- * Received nearly 25 million dollars in legal settlements from scandal and reinvested the money in real estate transactions and an investment company yielding nearly a ½ million dollars in three years.
- * Prepared a balanced budget three (3) consecutive years in a row in light of declining revenues and maintained service levels all at while achieving the distinguished budget and comprehensive annual financial reports award from the Government Finance Officer's Association (GFOA).

Exceptional results throughout my career came from innovation, planning and preparation, continuous improvement, and decisive **execution of my plan**.

As a results-oriented professional I welcome the opportunity to meet with you to discuss how my previous experience, education, and skill set would be of benefit to your organization.

Thank you for your time and consideration.

Sincerely

Howard Brown

Howard W. Brown, Jr., ICMA-CM

SIGNATURE STRENGTHS

Leadership | Business Retention/Expansion | Partnerships and Alliances | Issue Management | Citizen Engagement



September 27, 2018

RE: LETTER OF RECOMMENDATION FOR HOWARD W. BROWN, JR.

Dear Sir/Madam:

When our City Manager position in Bell became open nearly four years ago, Howard brought a strong resume having successfully served in cities in Florida and Oklahoma. With a Council divided on many issues, he was still an unanimous choice.

Howard has always sought to find common ground among the City Council and during my tenure as Mayor, he was consistently helpful and built a strong staff team. During Howard's tenure, he helped develop and implemented the City's strategic plan. Some of his most notable accomplishments include:

- Submitting balanced budgets for the City and receiving the Government Finance Officers Association (GFOA) award for the distinguished Comprehensive Annual Financial Report (CAFR) for two years consecutively during his tenure as City Manager.
- Successful adoption of the city's General Plan (this plan had not been updated since 1997 and was out of compliance).
- Creating a new fee structure system thereby allowing the City to establish fees for services to recoup costs from rate payers, property owners, and residents in accordance with California law.
- Overseeing a bond re-financing process which led to restoration of the City's bond rating to investment grade which will result in multimillion dollar savings over the life of the bonds.
- Developing important polices including: administrative, social media, drone, logo and seal, and emergency operations.

Under his leadership, the City procured a strategic downtown site for a "city future" project on one of the busiest intersections in Los Angeles County. As a result of this real estate acquisition, the City successfully negotiated an exclusive negotiating agreement with a prominent developer. This

This project will be the catalyst for redevelopment along the Atlantic Corridor. Additionally, he has taken important parcels from the City's former redevelopment properties and developed projects for these sites. These projects will have important long-term benefits for the City.

Howard's door was always open to the public and he listened to people. He improved our staff functions. For these reasons and others, I highly recommend Howard to any community seeking a talented City Manager.

Respectfully,



Fidencio Joel Gallardo, Mayor

Fidencio Joel Gallardo - *Mayor*
Ana Maria Quintana – *Vice-Mayor*
Alicia Romero – *Councilmember*
Ali Saleh - *Councilmember*
Nestor Enrique Valencia - *Councilmember*



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[PRESS RELEASE]

City Manager Howard W. Brown, Jr. announced today his separation from employment as Bell's City Manager effective close of business on September 30, 2018. Mr. Brown served as City Manager in significant cities such as Muskogee, Oklahoma before coming to Bell. Mr. Brown has served as Bell's City Manager since January 2016 with a contract which had a 3 year term. During Mr. Brown's tenure, he helped develop and implemented the City's strategic plan. Some of the most notable accomplishments include:

- Submitting balanced budgets for the City and receiving the Government Finance Officers Association (GFOA) award for the distinguished Comprehensive Annual Financial Report (CAFR) for two years consecutively during his tenure as City Manager.
- Successful adoption of the city's General Plan (this plan had not been updated since 1997 and was out of compliance).
- Creating a new fee structure system thereby allowing the City to establish fees for services to recoup costs from rate payers, property owners, and residents in accordance with California law.
- Overseeing a bond re-financing process which led to restoration of the City's bond rating to investment grade which will result in multimillion dollar savings over the life of the bonds.
- Developing important polices including: administrative, social media, drone, logo and seal, and emergency operations.

Bell Mayor Fidencio Gallardo said "Howard's door was always open to the public. He listened to people. He assembled an outstanding team of staff and was an exemplary leader, building consensus during a difficult period."

Mr. Brown was a valuable leader to the City. The Council appreciates his service. He will be missed and we wish him the best in his future endeavors.