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PROPOSAL

County of Galveston

Executive Recruitment Services for Director of Grants

Date: August 6, 2025

Submitted by:

Melissa Asher

Chief of Client Services

CPS HR Consulting, 2450 Del Paso Road, Suite 220, Sacramento, CA 95834

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Cover Letter

August 6, 2025

Rebecca Gilliam
Director, Human Resources
County of Galveston
722 Moody Ave. Galveston, TX 77550

Submitted via email to: rebecca.gilliam@galvestoncountytexas.gov

Subject: Executive Recruitment Services for Director of Grants

Dear Ms. Gilliam:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the County of Galveston (the County) with a Partial Recruitment for a new Director of Grants. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement. We have 40 years of experience providing human resources services to state and local government agencies and non-profit organizations, and over 20 years of experience placing top executives in public agencies throughout the United States.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the County to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please do not hesitate to contact me at (916) 471-3358 or via email at masher@cpshr.us.**

Sincerely,



Melissa Asher
Chief of Client Services

Business Information and Background

About CPS HR Consulting

CPS HR is a client-focused human resources and management consulting firm, dedicated to addressing the unique challenges faced by government and non-profit organizations. Founded in 1985, we have earned a reputation as a trusted advisor by leveraging our in-depth public sector expertise to deliver practical, results-driven solutions. As a Joint Powers Authority, we are a self-supporting government agency exclusively serving public entities. This gives us a distinct advantage in understanding and meeting the specific needs of clients across all levels of government, including Federal, State, Local, Special Districts, Higher Education and Non-Profit organizations.

Our unwavering commitment to delivering an unparalleled client experience is built on our comprehensive knowledge of the complexities within the public and non-profit sectors. We assist organizations in attracting, hiring, retaining, and motivating top talent, essential for driving organizational excellence in alignment with their vision.

With more than 100 full-time employees and a network of 200+ project consultants and technical experts across the nation, CPS HR has partnered with more than 2,700 public and non-profit clients throughout the United States. Headquartered in Sacramento, CA, with regional offices in Texas, Colorado, Ohio, and Southern California, we are strategically positioned to support your organization's growth and help your employees fulfill the promise of public service.

Client Focused

We help clients succeed by:

- **Understanding Their Goals:** We listen to your needs, understand your business, and focus on achieving your desired outcomes.
- **Unlocking New Perspectives:** Together we explore new ideas, expand possibilities, and consider the broader impact on those you serve.
- **Bringing Solutions to Life:** We put plans into action, making strategies operational and effective.
- **Empowering Their Growth:** Provide you with the tools and knowledge to elevate performance and expand capabilities for your organization and those you serve.

Consulting Services

Areas of Expertise and Core Markets

CPS HR believes in an integrated, systems-based approach to talent management and provides consulting in all the key areas which follow.



CORE SERVICES

Comprehensive HR solutions for advanced organizational performance.



TALENT MANAGEMENT

- Classification & Compensation
- HR Consultation / Outsourcing
- HR Membership Subscription
- Recruitment Solutions
- Organizational Assessment
- Succession Planning



TESTING & SELECTION

- Assessment Center Services
- Employment Testing/Test Rental
- Job Analysis
- Selection Tools Development
- Test Administration



HR COMPLIANCE

- Audits
- Policies & Procedures
- Complaint Investigation



ORGANIZATIONAL CULTURE

- Diversity Equity Inclusion (DEI)
- Employee Engagement



LEARNING & DEVELOPMENT

- Training
- Executive Coaching
- Performance Management
- 360° Feedback



LICENSING & CERTIFICATION

- Accreditation
- Applicant/Candidate Management
- Credential Program Management
- Testing Services

Joint Powers Authority

Cooperative Personnel Services, doing business as CPS HR Consulting, is a national firm and is a governmental Joint Powers Authority (JPA) of the State of California. A JPA is a public agency created pursuant to the Joint Exercise of Powers Act (Government Code 6500 et seq). This Act allows two or more government agencies to establish a new public entity authorized to exercise those powers jointly held. A JPA is an instrumentality of a state or a political subdivision of a state and is not a registered corporation of any state. Cooperative Personnel Services was established under a “Joint Powers Agreement” by the State Personnel Board of the State of California, the counties of Sacramento and Sonoma, the Hayward Unified School District, the City of Anaheim, and the East Bay Municipal Utility District, and its purpose is to provide the opportunity for the joint powers “to discuss, study and solve common or similar problems with respect to modern human resource and related management processes.”

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR were female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact

of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a list of recent executive recruitments to showcase our experience in leading searches of similar scope.

Agency	Title	Year Completed
City of Terrell, TX	Finance Director	Current
City of Banning, CA	Finance Director	Current
City of Fort Worth, TX	Assistant Finance Director/Chief Procurement Officer	Current
County of Arapahoe, CO	Finance Division Manager	Current
Town of Queen Creek, AZ	Deputy Finance Director	Current
City of Fort Worth, TX	Assistant Finance Director/City Treasurer	2025
City of Northlake, IL	Finance Director	2025
Ventura County Transportation Commission, CA	Finance Director	2025
Town of Estes Park, CO	Finance Director, Outreach only	2025
Columbia Housing Authority, MO	Chief Financial Officer	2025
El Dorado Irrigation District, CA	Director of Finance, Outreach only	2025
City of Georgetown, TX	Assistant Chief Financial Officer	2025
City of Oklahoma City, OK	Finance Director, Partial	2025
City of Oklahoma City, OK	Sr. Financial Services Manager, Partial	2025
Utah Transit Authority	Deputy Chief Financial Officer	2024
County of Ventura, CA	Chief Financial Officer	2024
County of Yuma, CA	Chief Financial Officer	2024
County of Sonoma, CA	DHS Chief Financial Officer	2024
Castle Pines Metropolitan District, CO	Director of Finance	2024
San Diego Association of Governments, CA	Director of Accounting and Finance	2024
City of McAllen, TX	Finance Director	2024

Agency	Title	Year Completed
Mojave Water Agency, CA	Chief Financial Officer	2024
Housing Authority County of Santa Cruz	Housing Programs Director	2024
East Bay Regional Park District, CA	Assistant General Manager-Finance and Management Services	2024
Housing Authority of the County of Alameda	Deputy Executive Director	2024
City of Lockhart, TX	Director of Finance	2023
City of Oklahoma City, OK	Finance Controller	2023
Community Transit, WA	Director of Finance	2023
County of Jefferson, CO	Business and Finance Director	2023
City of Safford, AZ	Finance Officer	2023
City of Missouri City, TX	Director of Finance	2023
City of Madera, CA	Finance Director	2023
Hyland Hills Parks and Recreation District, CO	Finance Director	2023
County of Travis, TX	Finance Director	2022
San Francisco Municipal Transportation Authority	Chief Administrative/Finance Officer	2022
Santa Clara County, CA	Chief Financial Officer	2022
City of Bozeman, MT	Finance Director	2022
City of Washougal, WA	Human Resources and Risk Management Director	2022
County of Galveston, TX	Chief Financial Officer	2022
City of Livingston, CA	Finance Director	2022
City of Rialto, CA	Finance Director	2022
City of Vancouver, CA	Deputy Finance Director	2022
First 5 Santa Clara County, CA	Chief Deputy Finance Director	2022
Oakland Housing Authority, CA	Assistant Director of Finance	2022
Metropolitan Transportation Commission, CA	Chief Financial Officer	2022
City of Tucson, AZ	Assistant City Manager/Chief Financial Officer	2022
Regional Transportation Commission of Washoe County, NV	Director of Finance	2022

Agency	Title	Year Completed
California Joint Powers Risk Management Authority	Finance Officer	2022
City of West Sacramento, CA	Finance Manager	2022
County of Douglas, CO	Senior Treasury Accountant	2022
Valley Water, CA	Senior Accountant	2021
City of San Diego, CA	Independent Budget Analyst	2021
Contra Costa Mosquito & Vector Control District, CA	Human Resources and Risk Manager	2021
City of League City, TX	Finance Director	2021
Valley of the Moon Water District, CA	Finance Manager	2021
County of Skagit, WA	Director of Human Resources/Risk Management	2021
First 5 Contra Costa, CA	Finance and Operations Director	2021
Superior Court of California, San Benito County	Chief Financial Officer	2021
City of Oxnard, CA	Assistant Chief Financial Officer	2021
Alameda-Contra Costa Transit District, CA	Chief Financial Officer	2021
City of San Bernardino, CA	Director of Finance	2021
City of Berkeley, CA	Budget Manager	2021
Sonoma County Library, CA	Chief Financial Officer	2021
Galveston Island Park Board, TX	Chief Financial Officer	2020
County of Oakland, CA	Management and Budget Director	2020
City of Vancouver, WA	Deputy Finance Director	2020
City of Millbrae, CA	Finance Director	2020
Orange County Fire Authority, CA	Purchasing Manager	2020
Utah Transit Authority, UT	Chief Financial Officer	2020
County of Marin – Health and Human Services, CA	Chief Fiscal Officer	2020
City of Oxnard, CA	Purchasing Manager	2020
City of Aurora, CO	Debt, Treasury & Investment Manager	2020
Alderwood Water & Wastewater District, WA	Finance Director	2020
Citycounty Insurance Services, OR	Chief Financial Officer	2020

Agency	Title	Year Completed
Orange County Fire Authority, CA	Finance Manager	2019
City of Garden Grove, CA	Finance Director	2019
Contra Costa County Employment and Human Services Department, CA	Chief Financial Officer	2019
City of McAllen, TX	Finance Director	2019
City of San Jose, CA	Risk Manager	2019
City of Missouri City, TX	Chief Financial Officer	2019
City of Oxnard, CA	Chief Financial Officer	2019
Town of Discovery Bay Community Services District, CA	Finance Manager	2019

Our Strong Understanding of Texas Local Government

At CPS HR, we work beyond the usual transactional nature of business relationships. Our philosophy is rooted in partnership with a shared vision and mutual goals. We bring our wealth of expertise to the table to align it with the unique aspirations and strategies of each client.

Extensive Public Sector Expertise: We have a profound depth of experience working **exclusively** with public agencies and non-profit organizations. CPS HR is a joint powers authority, and as such, our charter mandates that **we provide services only to public agencies and non-profits, which includes Special Districts, Cities, Counties, and other Local Government Agencies.** Over the years, we have conducted numerous classification and compensation studies for a wide array of public agencies.

For more than 15 years, we have had the pleasure of working with many agencies in Texas on several projects. Through our direct project experience, we have developed a thorough familiarity with regional issues such as housing costs, transportation, demographics, employment rates, and economic conditions, as well as with the unique culture and diversity of the State of Texas. Additionally, we have garnered insights on the region from our current and past Board agencies – the City of Plano and the City of Dallas. Our breadth of services has included the following:

- Several executive recruitments have been conducted for the counties of Galveston, Dallas, Harris and Travis as well as the North Texas Municipal Water District and for the cities in Dallas, Austin, League City, The Woodlands, Dayton, Dickinson, Galveston Island, Garland, Missouri City, New Braunfels, Farmers Branch, Bellaire, Baytown, Arlington, and Victoria.
- CPS HR has also conducted an analysis of the hiring practices performed by the City of Dallas for non-uniformed personnel in which services included reviewing current practices, identifying best industry practices, and providing recommendations for improvement.

- CPS HR has conducted entry-level and/or promotional public safety testing for the cities of Abilene, Amarillo, Mission, Fort Worth, Irving, Arlington, Grand Prairie, Denison, Richardson, and El Paso County. We continue to provide employment examinations for several agencies throughout Texas.
- CPS HR has worked with agencies in Texas on various classification and compensation projects including conducting a classification and compensation study for the City of Waxahachie, a total compensation study for Austin Energy, providing ongoing classification studies for the City of Plano along with updating their compensation policy and pay practices, as well as data reporting and compensation consulting for the City of Princeton.
- CPS HR performed on-site Conflict Management/Resolution training for the City of Waco, on-site leadership, communication, and Supervisory Skills training for the City of Alamo Heights, Supervisory Skills Academy for the City of Irving, and iterative Lean Continuous Improvement Training for the City of Pearland. In addition, CPS HR has also conducted several regional supervisory and risk management training sessions in the DFW area. CPS HR has previously partnered with the Texas Association of Regional Councils and the Heart of Texas Council of Governments to provide free training to its members.
- CPS HR has conducted organizational assessments for the City of Austin, HR audits for the City of Prosper, a policy and procedure review for the City of Del Rio, succession planning consulting for the City of Dallas Water Utilities Department, and 360 development assessments for the City of Georgetown. We have also worked with the Brownsville Texas Public Utility Board to provide succession planning services and review/revision of their employee policies and procedures; we also delivered organizational change management training for the Capital Metropolitan Transportation Authority. We have provided Employee Engagement services for the Dallas Area Rapid Transit, the City of Houston, the City of San Antonio, and the Texas Municipal Retirement System.

Our Approach and Methodology

Key Stakeholder Involvement

The Hiring Manager on behalf of the County of Galveston must be intimately involved in the search for a new Director of Grants. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Hiring Manager, other key stakeholders may also be invited to provide input for the development of the candidate profile.

The County's Needs

A critical first step in a successful executive search is for the Hiring Manager to define the professional and personal qualities required for the Director of Grants. CPS HR has developed a very effective process that will permit the Hiring Manager to clarify the preferred future direction for the County; the specific challenges the County is likely to face in achieving this future direction; and the working style and organizational climate the County wishes to establish with the Director of Grants.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified people is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

Our Process/Scope of Work

Our proposed executive search process is designed to provide the County with the full range of services required to ensure the ultimate selection of a new Director of Grants uniquely suited to the County's needs.



Phase I: Our consultant will meet with the Hiring Manager to ascertain the County's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the County.

Phase II: The recruitment process is tailored to fit the County's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

The first step in this engagement is a thorough review of the County's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Director of Grants. Activities will include:

- Identifying key priorities for the new Director of Grants and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship, the Hiring Manager wishes to establish with the Director of Grants.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new Director of Grants in light of the discussions above.

- Discussing recruitment and selection strategies for the Hiring Manager's consideration to best produce the intended results.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the County for review. Please refer to Appendix A for a sample brochure. Additional brochure examples are available on our website at <https://www.cpshr.us/executive-level-recruitment-job-listings/>

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 - Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 - Resume Review and Screening Interviews

Task 4 - Hiring Manager Selects Finalists

The recruitment process is tailored to fit the County's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements in appropriate magazines, journals, newsletters, job bulletins, and websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Director of Grants brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we

are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the County. For many talented individuals, understanding these aspects is one of the key motivators to apply.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the County or continuing to ensure the public confidence in the integrity of the County.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the County is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Hiring Manager. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Hiring Manager to review this report and to assist them in selecting a group of finalists for further evaluation.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All Partial Recruitment activities can be completed in 10 to 12 weeks. The precise schedule will depend on the placement of advertising on the appropriate professional and affiliate website, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is below.

Task Name	Month 1				Month 2				Month 3			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12
Initial Meeting/Candidate Profile	➤											
Draft Brochure		➤										
Brochure Approved/Printed Place Ads			➤									
Aggressive Recruiting					➤							
Final Filing Date							➤					
Preliminary Screening									➤			
Present Leading Candidates to City										➤		
Weeks	1	2	3	4	5	6	7	8	9	10	11	12

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. **Ms. Kylie Wilson** will serve as your dedicated project manager throughout this recruitment process. **Ms. Wilson** will leverage the knowledge and experience of our entire recruitment team in order to provide you with the best possible recruitment experience. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff member will be removed or replaced without the prior written concurrence of the County.

Team Biographies

Kylie Wilson, Principal Consultant (Based in Texas)

Kylie Wilson has over twenty-five years of professional and management experience in the public sector. Ms. Wilson has worked directly with local government organizations and associations, predominately human resources personnel, city management, parks and recreation, project management, employee development, executive recruitment, strategic planning, live training and workshops and other client needs.

She has worked in several impactful management roles for municipal government entities in Texas to include the City of Baytown, the City of Missouri City, the City of Georgetown, and the City of League City. She also previously worked for Strategic Government Resources (SGR) overseeing member relations, leadership conferences, job board vacancies, and online learning management system (LMS) opportunities.

She has a passion for public service and a strong skill set for being mission driven and results oriented, while always maintaining an optimistic and engaging demeanor. Ms. Wilson also provided management and oversight to key programs, projects and processes by evaluating City operations and making recommendations to improve operational implementation of a strategic plan, to include short-term and long-term goals and objectives, for City operations, and identifying opportunities for improving methods and procedures.

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

Reference 1

Agency: City of Missouri City, TX

Contact: Shauna Shepherd, Human Resources & OD Director

Phone/Email: (281) 403-8680 / Shauna.Shepherd@Missouricitytx.gov;

Address: 1522 Texas Parkway, Missouri City, TX 77489

Project: Multiple Recruitments since 2019 including *Chief Financial Officer (2023 & 2019)*

Reference 2

Agency: County of Travis, TX

Contact: Susan Welbes, Administrative Services Division Director, Sr.

Phone/Email: (512) 854-9417 / Susan.Welbes@traviscountytexas.gov

Address: Transportation and Natural Resources, 700 Lavaca St., 7th Floor, Austin, Texas 78701

Project: Multiple Recruitments since 2016 including *Finance Director (2022)*

Reference 3

Agency: City of League City, TX

Contact: James Brumm, Director of Human Resources & Civil Service

Phone/Email: (281) 554-1006 / james.brumm@leaguecitytx.gov

Address: 300 W Walker St, League City, Texas 77573

Project: Multiple Recruitments since 2020 including *Director of Finance (2021) and City Auditor (2020)*

Professional Fees

Professional Services

Our professional fixed fee covers all CPS HR services associated with **Phases I and II** of the recruitment process.

Travel expenses for candidates who are invited forward in the interview process are not included.

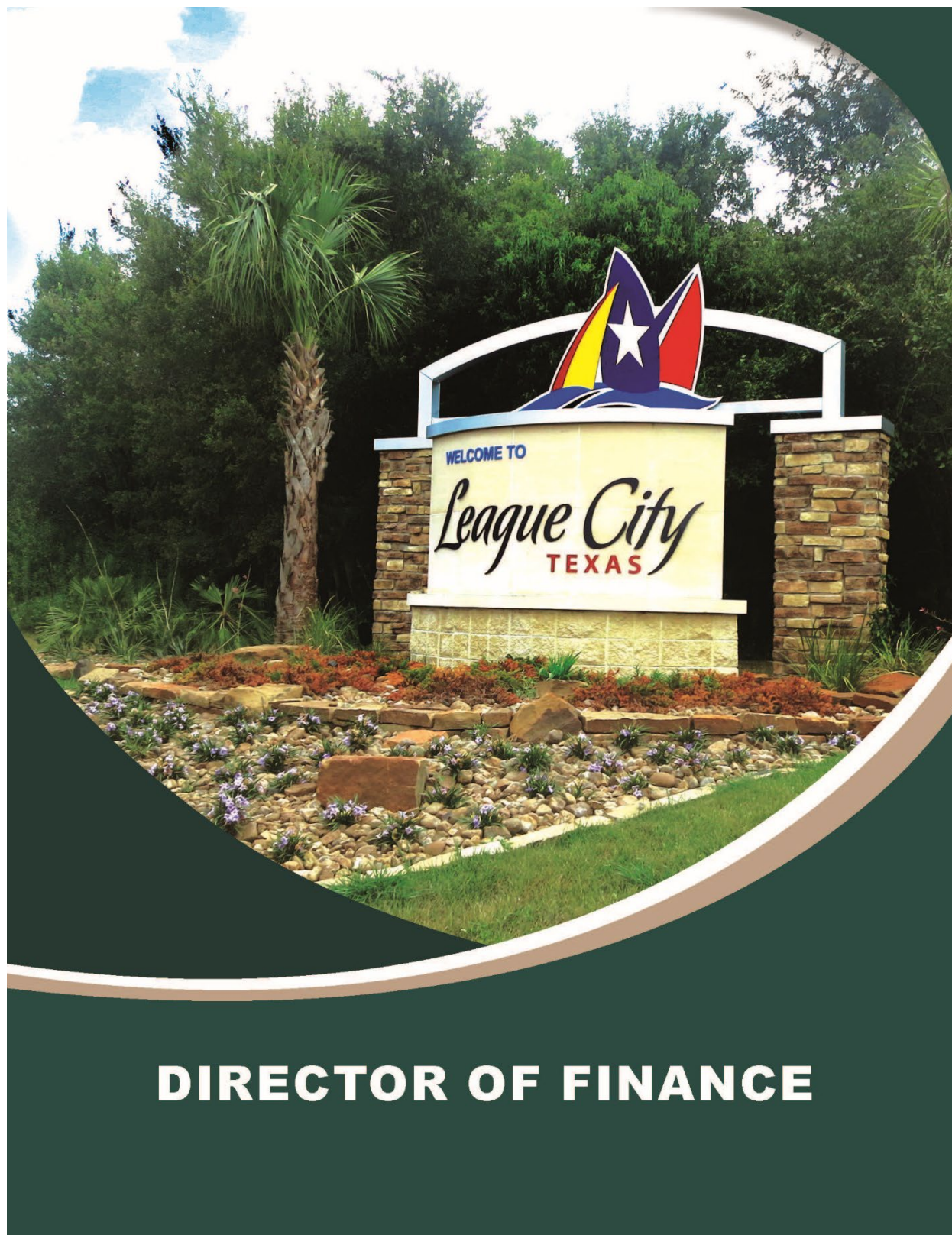
Professional Fixed Fee *	
Professional Services Partial Recruitment (Phases I & II Only - Fixed Flat Fee)	\$20,000

**Professional fees would be billed and paid monthly.*



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the County of Galveston in this important endeavor.

Appendix A: Sample Brochure





THE COMMUNITY

League City is located near the Texas Gulf Coast, approximately 20 miles southeast of Houston in northern Galveston County and the southernmost part of Harris County. The city is situated on the south shore of Clear Lake and encompasses an area of 53 square miles. The major sectors of the area's economic base include aerospace (NASA), petrochemicals, health care, upscale commercial, boating, and visitor attractions. League City's residents and businesses enjoy easy access to many regional attractions and destinations including Galveston Island, the NASA Johnson Space Center, South Shore Harbour Resort & Conference Center, Clear Lake, University of Texas Medical Branch, Baybrook Mall, Kemah Boardwalk, Hobby International Airport, Downtown Houston, Texas Medical Center, Houston Spaceport, four major shipping ports, and the second largest petrochemical cluster in the world!

Ranked as one of the fastest growing and most desired communities in which to live in both Texas and the U.S., more than 110,000 residents live in League City due to the nationally-acclaimed school system, affordable master-planned communities, family-centric values, 100-year old oak trees, recreational lifestyle, and love for the water. With its distinct and vibrant culture, League City is committed to education, health, public safety, infrastructure, and recreation ensuring that League City will be the place in Texas to live, work, and play for years to come.

THE ORGANIZATION

The City of League City is a progressive, full-service municipal organization operating under the Council-Manager form of government with an at-large Mayor and Council Members. The City Council appoints the City Manager, City Attorney, City Secretary, Municipal Court Administrator, and the City Auditor. The City Manager serves as the chief administrative and executive officer of the City and is responsible for guiding and directing day-to-day operations and oversight of all positions. The City has a staff of approximately 646 FTEs, an operating budget of \$145.14 million and a 5-year capital program approaching \$500 million.

The City of League City staff and leadership collaborated to develop a mission statement regarding the role and purpose of City government, along with a set of organizational values to guide the **SERVICE** of the City's workforce.

- **SUSTAINABILITY** - Optimizing available resources to maintain and improve quality of life.
- **EXCELLENCE** - Reflecting who we are, our values, and our distinctive performance by consistently surpassing expectations.
- **RESPECT** - Appreciating, valuing, recognizing, and caring about what our team and community has to offer.
- **VALUE-DRIVEN** - Exhibiting a high degree of stewardship and accountability.
- **INTEGRITY** - Doing what is ethically and morally correct because it's the right thing to do.
- **CUSTOMER-FOCUSED** - Accessible and responsive to customer needs according to our values with a focus on what is best for all.
- **ENGAGED** - Communicating effectively with external and internal stakeholders to create an environment of trust and collaboration.

DEPARTMENT OVERVIEW

The Finance Department is charged with maximizing the use of financial resources by creating a more efficient system to facilitate the transaction involving the collection, disbursement, and reporting of city funds. This department is responsible for administering the financial operations of the city. It also maintains the city's financial records, the centralized collection area processes payments for water bills, and all other monies associated with city services. The accounting area is responsible for the disbursement of all city fund Transparency Star Graphics including payroll. The Department has an approved annual budget for FY2021 of \$3,157,332 and a great team of employees to include a 25.25 FTEs.

To learn more about the City of League City's Finance Department visit: <https://www.leaguecity.com/2686/Finance>

THE POSITION

The Director of Finance leads and manages a team that oversees the areas of Accounting, Municipal Court, Utility Billing and Purchasing. This Director is responsible for developing and implementing departmental strategic goals, objectives, policies, and priorities. This position prepares and presents materials, reports, and agenda items pertaining to the City's finances and services, as well as serving as the Department liaison with City Council, the Finance Committee, and the 4B Corporation Board. Attendance for Council and Advisory meetings is essential. The Director must have experience in accounting systems, bank reconciliation, capital justifications, fixed assets, general ledger, payroll, accrual accounting, adjusting entries, and accounts receivable and payable. Knowledge of GASB rules and regulations on financial reporting is a key in this role.

Typical responsibilities:

- Directs the financial activities of the City including investments, debt management, revenue collections, procurement, and the annual comprehensive financial report.
- Coordinating various accounting and financial activities with department employees, and communicating with the City Manager, executive team, department heads and other City employees on financial issues.
- Main point of contact for bond issuances, including credit rating calls, preparing official statements and other documents related to the issuance of bonds and other debt instruments.
- Oversees City's contract for the following: assessment and collection of taxes, investment advisor, financial advisor, bank services, merchant services, external auditor.
- Manages contracts and administrative processes related to PIDs, TIRZs, and MUDs including attendance at meetings, reporting, and City contact for debt issuances.
- Manage Big League Dreams contract, including track revenues owed the City.
- Manage 380 agreements, including calculation and processing of payments owed.
- Maintain ongoing knowledge of grants received by the City and accounting implications.



- Manage updates to the Utility Rate and Financial Plan Analysis and oversee implementation of adopted rate increases.
- Prepares and reviews final documents for the annual audit, submitting ACFR for the GFOA Certificate of Achievement and communicates the results to the City Manager and Executive Director.

THE IDEAL CANDIDATE

The ideal candidate shall be a results-oriented and strategic thinker with a successful track record of ensuring consistent and effective execution of accounting systems and processes and optimal use of department and organizational resources to meet the ever-changing needs of a highly visible and complex business unit. This politically astute and experienced leader shall be people-centric and manage with integrity, while also instilling personal and team accountability. The successful candidate will need to use historical data and industry trends to recommend and implement better ways of working together.

Desirable competencies for the **Director of Finance** shall include:

- **Character:** Humility, high level of integrity; fair, friendly and diplomatic demeanor; confident and calm under pressure; fair and honest; professional attire.
- **Adaptable:** Able to adapt to ongoing challenges and capable of shifting in various directions necessary to manage changes; provides information and feedback to staff to an agile department.
- **Financial Acumen:** Manages multiple funding sources and revenue streams; ensures innovative revenue development strategies for sustainability; provides the necessary financial resources to sustain and grow the organization; ensures adherence generally accepted accounting; possess the ability to evaluate and improve processes and procedures to enhance services; demonstrated leadership in financial and cash management, accounting, auditing, investments and debt management; identifies untapped resources.
- **Results Oriented:** Improves and sustains superior business performance; builds high-performing teams that hold themselves and staff accountable for their performance; delegates appropriately; makes financially-sound decisions; optimizes resources and initiates efficient work processes; pursue aggressive goals and work hard/smart to achieve them.
- **Politically Astute:** Has a sense of presence to successfully engage with the City Leadership & City Council, corporate partners, institutional and agency directors and boards.
- **Strategic Thinking:** Demonstrates the ability to analyze, interpret and effectively identify and solve problems; makes informed decisions, and successfully addresses complex organizational challenges; provide/implement creative solutions and provide direction by clearly and effectively setting courses of action.

- **Communication:** Excellent written and oral communication skills with a proven ability to successfully communicate highly technical issues to any audience; exceptional listening skills; provide presentations on various financial matters; listens attentively to understand the needs, intentions and values of others.
- **Talent Management:** Demonstrates the ability to foster a progressive and diverse workforce, have a good sense of the morale; attract, align, and professionally develop employees; provide opportunities for continued growth and develops a succession plan; instills an empowering workforce and creates an environment where ideas are fostered and nurtured.
- **Forward-Thinking:** Fosters a vision and direction for department; seeks "best practices" and trends for continued growth and relevance; develops short and long-range plans, strategies, priorities, goals and objectives, along with forecasting and data/trend analysis.

EDUCATION/EXPERIENCE

Bachelor's Degree in Accounting, Finance, or Business Administration or in a related field required. Seven years of experience in Finance Administration required, and at least 5 years of Municipal Government experience preferred. An equivalent combination of education and experience noted above is acceptable. Master's Degree, and/or CPA preferred. Familiarity with Tyler MUNIS is highly desirable.

COMPENSATION AND BENEFITS

The salary range for this position is **\$104,750 - \$157,120** and is commensurate with qualifications and experience of the successful candidate. The City of League City also offers an excellent array of benefits. *For more information, visit the City's benefits website: <https://www.leaguecity.com/3760/Employee-Benefits>.*

APPLICATION PROCESS AND RECRUITMENT SCHEDULE

First review of resumes begins on **Monday, August 23, 2021**. To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references (who will not be contacted without prior notice). To review more information on the position, and to submit your materials visit: <https://www.cpsr.us/recruitment/1815>.

KYLIE WILSON

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CPS HR CONSULTING

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates deemed to have the most relevant qualifications will be invited to interview with the consultant. The City anticipates holding semi-finalist interviews "virtually", and final round interviews in person. Media checks will be performed on all screened candidates, and a comprehensive reference and background check will be done on the final selection.



The best place to live, work, and play.