



S. RENÉE NARLOCH  
& ASSOCIATES  
PROFESSIONAL EXECUTIVE RECRUITMENT



THE CITY OF SUGAR LAND, TX  
INVITES YOUR INTEREST IN THE POSITION OF  
DIRECTOR OF BUDGET & STRATEGY

# COMMUNITY

Located 20 miles southwest of downtown Houston, Sugar Land was originally founded as a company town to support the employees of Imperial Sugar, one of the oldest businesses in Texas. Incorporated in 1959, Sugar Land now has a population of nearly 120,000. Sugar Land is the largest city in Fort Bend County and has been widely recognized for its safety, its many amenities, and its superior service and high-citizen satisfaction ratings.



As one of the most diverse cities in one of the most ethnically diverse counties in the United States, Sugar Land has built an inclusive community and a unique, enriching culture that is welcoming to all and reflected across the city by providing good schools, safe neighborhoods, shopping areas, events and festivals, master-planned communities, and high-quality services. Two high performing school districts, Fort Bend Independent School District and Lamar Consolidated Independent School District, serve the community.

Numerous high-profile regional and international corporations have chosen Sugar Land as a corporate home. Sugar Land's aggressive economic development program has created a business-friendly environment, one that includes a variety of incentives and amenities.

The City of Sugar Land's championship workforce has consistently provided a high level of services while always being cognizant of the critical importance of also providing a high value for tax dollars – elements of the "Sugar Land Way," which were confirmed as successful by residents in the latest citizen satisfaction survey. Simply put, the "Sugar Land Way" is a commitment to bold and thoughtful thinking designed to make life sweeter and more refined for the people and businesses that call Sugar Land home, with a current emphasis on the priorities listed below:

- Ensuring Sugar Land remains safer than ever before by building upon years of investments in facilities and public safety innovations;
- Maintaining aging infrastructure and facilities at the high level expected by Sugar Land residents;
- Retaining and challenging a champion workforce

that consistently exceeds the high expectations of the Sugar Land community;

- Constantly improving the appearance of the community;
- Building upon Sugar Land's position as an economic powerhouse and financial leader (as well as a focus on strengthened resilience) that allows the city to improve its quality of life and minimize the residential tax burden.

# ORGANIZATION

The city has a Council-Manager form of government. Development of the annual budget lies with the City Manager under the City Charter, with approval by City Council. With 850 FTEs, the City of Sugar Land provides a full slate of municipal services across more than 20 departments and offices. The FY21 budget was recently adopted, with a focus on conservative, resilient and responsible financial management - including a General Fund budget of \$97M, a total operating budget of \$226M, and a five-year Capital Improvement Program of \$263M.

The City maintains a AAA bond rating through both Standard & Poor's and Fitch Ratings, a reflection of its strong financial resiliency, fiscally conservative budgeting, and proactive responses to economic conditions. The City's strong financial management practices, strong budgetary management, and strong operating performance allow it to maintain one of the lowest property tax rates in the state for cities over 60,000 population.

The City's enterprise operations include the Sugar Land Regional Airport and the Utility System (water and wastewater). The Sugar Land Regional Airport FBO has received numerous awards on a regional, state, and national level and is self-sufficient in its operations. Likewise, the water produced in Sugar Land has been rated best in America and second-best in North America by the American Water Works Association.

General fund operations are supported by robust but conservatively budgeted sales taxes, with a 1% general sales tax and a half-cent sales tax for property tax reduction, property tax, and user fees. Additionally, Sugar Land has restricted revenue streams for economic development with the Sugar Land Development Corporation (SLDC) and the Sugar

Land 4B Corporation (SL4B), each supported by a quarter-cent sales tax, along with three tax increment reinvestment zones for economic development efforts.

Additional information about the City of Sugar Land, including the City's budget, organizational chart, and staffing levels, is available at [www.sugarlandtx.gov/budget](http://www.sugarlandtx.gov/budget).

## POSITION

As an established, premier municipality, City management has recognized an opportunity to maximize the strategic alignment of the City's vision with the organization's financial and budget processes through the newly created Department of Budget & Strategy. This expanded focus on Budget & Strategy will allow for more focused year-round attention on the budget process and its alignment within the overall strategic vision of the City, as well as support to and the engagement of the entire organization in the budget process. Overall, this approach will be critical to both the City's conservative and resilient finances, as well as identifying continued and new funding sources to maintain the high quality of services that employees provide the community on a daily basis.

The Director of Budget & Strategy reports to the City Manager through one of three Assistant City Managers. The Director is charged with advocating for the advancement of the City's commitment to conservative financial stewardship, the integrity and well-being of the City's budget, and the alignment of resources with intentional city-wide strategic planning efforts.

The Director will lead a unified team by reinforcing a culture of mentoring, problem solving, innovation, and shared responsibility for budget and business strategy leadership across the organization, including assisting department directors in achieving their departmental visions and working together to achieve the City's vision through the budget, strategic planning, and performance management.

The Director will understand how to strategically plan and implement the annual budget and the capital improvement program (CIP) in accordance with the City's Financial Management Policy Statements (FMPS) and long-term vision – while always attuned with how current patterns and future goals affect the financial condition of the city. The Director will be well-versed in collaboration, as all efforts will require working closely with all departments.

The Director will be responsible for the production of a series of interrelated documents each year: the annual budget and long-range financial forecasts, the five-year CIP, the annual Strategic Plan for the organization, and regular performance management reports.



## ESSENTIAL DUTIES:

- Lead the compilation of the annual budget, inclusive of all funds, forecasts, and five-year CIP in accordance with the City's FMPS and strategic plan. Prepare an annual budget calendar and lead the development and implementation of the municipal budget preparation throughout the organization using best practices and principles. Coordinate with the Finance Department on the biennial update of the City's FMPS.
- Work with City management, departments, and elected officials each year to develop the budget, long-range financial forecasts, and five-year CIP to ensure it is in alignment with the City's vision, mission, and goals. Advocate for budgetary and strategic decisions that support the maintenance of the City's AAA bond rating and the ability to offer residents and businesses with the second-lowest tax rate in the state of Texas among cities of the same size.
- Oversee the City's strategic planning program and assist City management, departments, and the City Council with the development of long-term goals, objectives, strategies, and actions.
  - Participate in leading organizational advocacy for the implementation of goal measures and performance management efforts to assess the financial and strategic effectiveness of programs.

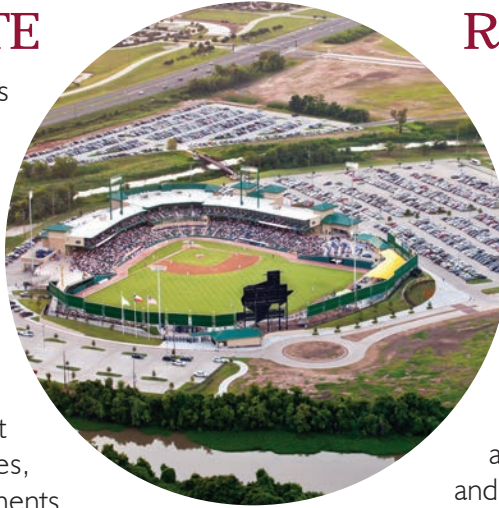
## IDEAL CANDIDATE

The City is seeking talented candidates excited about becoming part of a vibrant, empowering culture that encourages creativity and innovation. In addition to being well qualified, experienced, and ethical, the ideal Director of Budget & Strategy must possess certain traits essential for success:

- Extensive knowledge of current finance and budget processes, management, reporting requirements, and forecasting.
- Knowledge and passion for best practices and benchmark research in areas such as municipal budgeting, strategic planning, and performance management – including best practices in innovatively using technology and data as it relates to the City's budget, financial forecasting, and the alignment of the budget with strategic planning and performance management.
- Ability to fully implement and utilize the City's new ERP system to maximize capabilities and tie into citywide organizational and financial reporting dashboards.
- Ability to lead the establishment of regular economic trend forecasts, as well as municipal revenue and expenditure forecasts for the organization.
- Ability to exercise sound judgment and negotiate priorities with multiple stakeholders and deadlines.
- Capacity to work effectively with other directors and collaboratively with other departments' staff.
- Proven ability to lead, manage, train, and mentor staff in a fast-paced, customer-centric environment.

## COMPENSATION

The successful candidate will receive a highly competitive salary with an excellent executive benefits package that considers the candidate's qualifications and track record of career success.



## REQUIREMENTS

Requirements include a Bachelor's degree in Finance, Accounting, Public Administration, or a related field from an accredited university; a Master's degree is preferred. Candidates must have seven (7) years of progressively responsible experience in municipal finance, city management, or a closely related field.

Requires experience in managing large and complex budgets in a sophisticated and collaborative business environment, including three (3) years of management and supervisory experience. Consideration will be given to an equivalent combination of education, experience, and training that provides the required knowledge, skills, and abilities. A GFOA certification is preferred.

## TO APPLY

If interested in this outstanding opportunity, please visit our website at [www.srnsearch.com](http://www.srnsearch.com) and apply online. The position is open until filled; the first review of resumes will begin on December 28, 2020. Resumes will be screened according to the qualifications outlined above. Screening interviews with the most qualified applicants will be conducted by S. Renée Narloch & Associates to determine a select group of finalist candidates who will be asked to provide references. References will be contacted only following candidate consent. Final interviews will be held with the City's Executive Leadership Team. Candidates will be advised of the status of the recruitment following the selection of the Director of Budget & Strategy.

The City of Sugar Land is an Equal Opportunity Employer. Pursuant to Texas Open Records laws, applications and resumes are subject to public disclosure.

Questions regarding this recruitment may be directed to:

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