



VICE PRESIDENT OF TFA OPERATIONS

HdL Companies

Annual Salary:

\$185,602-\$255,000, DOQ

plus a discretionary bonus plan and participation in HdL's Employee Stock Ownership Plan

Fresno, California

hybrid schedule, with a preference for a locally based candidate

Are you a proven operating executive who has scaled a large, multi-function service organization and delivered measurable profit-and-loss results? Do you want to lead the business unit that helps local governments administer and protect the revenue that funds their communities?

If so, HdL Companies invites you to apply to become its next Vice President of TFA Operations.

Reporting to the Chief Operating Officer, the Vice President leads HdL's Tax, Fee & Administration (TFA) business unit of approximately 155 employees, with accountability for service delivery, client outcomes, scalability, and profit-and-loss performance.

We're seeking a business-minded operating leader who is:

- An operator who translates strategy into metrics, management cadence, and measurable results
- A builder of leaders, succession depth, and accountability across a large workforce
- A technology-forward partner who scales work through process redesign and automation

Enhanced Revenues, Empowered Leaders, Effective Governance: if that mission resonates with you, read on to learn more about this opportunity!

WORK LOCATION AND REGIONAL CONTEXT

The Vice President of TFA Operations position is based in Fresno, the largest city in California's Central Valley and the fifth-most populous city in the state, home to more than 555,000 residents. Founded in 1872 as a Central Pacific Railroad station and incorporated in 1885, Fresno takes its name from the Spanish word for the ash trees that once lined the San Joaquin River.

Fresno sits at the center of one of the most productive agricultural regions in the world, and Fresno County is among the nation's leading farm economies. That heritage is celebrated each spring along the Fresno County Blossom Trail and year-round at the region's farmers markets, wineries, breweries, and farm-to-table restaurants.

The city offers a rich mix of culture and recreation. The historic Tower District, anchored by the landmark Tower Theatre, is known for its arts, dining, and nightlife, while Downtown's revitalized Fulton Street is a hub for events and local businesses. Residents enjoy the Fresno Chaffee Zoo, the Forestiere Underground Gardens, the Shinzen Japanese Garden in Woodward Park, and the Kearney Mansion Museum, and cheer on the Fresno Grizzlies and Fresno State Bulldogs. California State University, Fresno anchors the city's higher-education community.

Fresno is the gateway to Yosemite, Kings Canyon, and Sequoia National Parks, all within about a 90-minute drive. State Route 99 and Fresno Yosemite International Airport connect the city to San Francisco, Los Angeles, and Sacramento, and Fresno offers big-city amenities with a cost of living well below that of California's coastal metros.



ABOUT HDL COMPANIES

For more than four decades, HdL Companies has helped local governments maximize the revenue that funds their communities. The firm was founded in 1983 by Robert Hinderliter, a former city manager and finance director who developed California's first comprehensive sales tax management program. Lloyd de Llamas joined as partner in 1987, giving the company its name. In 2007, the founders sold the company to an Employee Stock Ownership Plan trust, and HdL has been employee-owned ever since.

HdL serves more than 900 local-government agencies" or, even better, use their exact framing: "more than 900 cities, counties, special districts, and other public agencies and maintains a 99.6% client-retention rate. Its services span sales, use, and transactions tax; property tax; business license and tax administration; lodging and utility users taxes; cannabis compliance; rental registration; economic development; public safety background investigations; and revenue-management software. Strategic acquisitions have extended HdL's reach from California into Texas, Alabama, Colorado, Georgia, Kentucky, South Carolina, and West Virginia.

Tax and fee administration is one of HdL's core revenue-generating businesses, combining outsourced operations, a high-volume call center, compliance expertise, and technology to deliver reliable service to municipal clients at scale. Many team members are former local-government professionals, and the company's culture is anchored in six core values: Deliver Excellence in Everything; Do the Right Thing; Foster Relationships; Give Generously; Enjoy the Journey; and Be Authentic, Grateful, and Humble.



GOVERNANCE & ORGANIZATION

HdL is a private, employee-owned company governed by a Board of Directors chaired by Rod Gould. The executive team includes: Andy Nickerson – Chief Executive Officer; Richard Park – President and Chief Financial Officer; Brian Norusis – COO Designate; Robert Gray – Chief Product Officer.

TFA reports through the Chief Operating Officer. The Vice President works closely with:

- Executive and Senior Leadership
- Finance
- Product and Technology
- Sales and Business Development
- Client Services



ABOUT THE JOB

Reporting to the Chief Operating Officer, the Vice President of TFA Operations provides strategic, operational, and financial leadership for HdL's Tax, Fee & Administration business unit. This is a significant enterprise operating role: the Vice President runs a multi-million-dollar, double-digit-growth business with full profit-and-loss responsibility and is accountable for people, service delivery, revenue, margin, productivity, and scalable growth.

The Vice President leads approximately 155 employees across a multi-layer organization that includes a high-volume call center, serves as an executive leader for key client relationships, and partners with fellow senior executives on new services, acquisitions, and growth opportunities. Travel is anticipated at less than 10%.

The successful candidate will provide executive leadership for:

- Financial and P&L management, including revenue drivers, labor costs, margins, and capacity
- Day-to-day operations, service levels, and client support
- Operating KPIs for productivity, quality, turnaround time, and client satisfaction
- Process standardization, automation, and technology adoption
- Leadership development, succession planning, and organizational design
- Executive client relationships and business development
- Strategic planning and cross-functional initiatives across HdL

Job Description



DEPARTMENT STRUCTURE

The TFA business unit delivers tax, fee, and administration services for HdL's local-government clients through four operating groups and is accountable for measurable financial performance.

DIVISIONS REPORTING THROUGH TFA

- **TFA Operations:** Approximately 120 employees
- **TFA Administration:** Approximately 13 employees
- **TA North Carolina:** Approximately 12 employees
- **TFA Client Services:** Approximately 10 employees

ORGANIZATIONAL QUICK FACTS

- **TFA Staff:** Approximately 155
- **Reports To:** Chief Operating Officer
- **Financial Accountability:** Revenue, expenses, margins/ profitability, and profit-and-loss results
- **Company Clients:** More than 800 local-government agencies
- **Work Location:** Fresno, California (hybrid)

KEY INITIATIVES

HdL has identified the following priorities for the Vice President's first six months and beyond:

Organizational Assessment

Complete an overall assessment of TFA's organizational structure, operations, staffing, technology, and service delivery to establish a clear baseline and identify the highest-value opportunities.

Leadership & Talent

Evaluate the leadership team, spans of control, succession needs, and critical talent, building the managerial depth required to support a growing organization.

Performance & Financial Management

Develop a strong understanding of the TFA profit-and-loss statement, including revenue drivers, labor costs, and profitability, and establish or refine KPIs around productivity, quality, turnaround time, client service, revenue, margin, and capacity.

Scalability & Automation

Standardize processes and partner with Product and Technology to automate work, improve efficiency, and increase capacity without disrupting client service.

12-24 Month Roadmap

Develop and execute a roadmap that integrates people, process, technology, growth, and financial performance.

IDEAL CANDIDATE

HdL is seeking a seasoned private-sector operating executive who has led a sizable, multi-layer organization and can run TFA as a disciplined, scalable business. The ideal candidate can discuss revenue drivers, labor economics, margins, capacity, and profitability with specificity, and has scaled an operation by standardizing processes, building management systems, and improving throughput and quality.

Just as important, this leader develops people. The successful candidate evaluates managers candidly, builds succession depth, strengthens accountability, and upgrades talent where needed, translating strategy into operating metrics and management cadence. They lead change in an established organization without disrupting client service or organizational trust, and they partner comfortably with product and technology teams on automation and process redesign.

Because HdL's clients are cities, counties, and public agencies, executive-level client credibility is essential. Experience in tax and fee administration, government technology, compliance, or adjacent technology-enabled services is valued, and a crossover background with a substantive private-sector operating record would be particularly attractive. Actual scale, P&L accountability, and operating results matter more than title, and executives with comparable scope are encouraged to apply.



EXPERIENCE & QUALIFICATIONS

Required:

- 10+ years of progressive leadership experience in operations, tax administration, public-sector services, or a related field
- Experience managing large-scale operations and/or call center environments
- Proven P&L responsibility for a significant business unit
- Demonstrated success driving operational efficiency, process improvement, and scalable growth
- Experience working in a technology-enabled or data-driven environment
- Strong leadership, communication, and stakeholder-management skills

Preferred:

- MBA
- P&L responsibility for a business unit of \$50 million or more
- Understanding of local tax, fee administration, or government revenue programs
- Experience serving state or local government clients, or in an adjacent services, compliance, or government-technology industry
- Earlier-career experience in strategic consulting or investment finance

SALARY & BENEFITS

HdL Companies offers a competitive compensation package that includes performance-based incentives and a share in the company's success through employee ownership. Actual compensation will depend on experience, qualifications, and internal equity.

Compensation

- **Salary:** \$185,602–\$255,000, DOQ
- **Bonus:** Discretionary bonus plan

Health & Wellness

- **Medical, Dental & Vision:** Medical, dental, and vision coverage
- **Life & Disability:** Life and disability insurance coverage
- **Employee Assistance:** Employee assistance resources
- **Wellness:** Expanding wellness offerings, with a broader physical, mental, and financial wellness initiative planned for 2027

Retirement

- **Employee Ownership:** Participation in HdL's employer-funded Employee Stock Ownership Plan (ESOP), a key component of the company's retirement program
- **401(k) Plan:** Automatic enrollment at a 3% contribution, which employees may adjust

Paid Leave

- **Vacation:** 15 vacation days annually
- **Holidays:** Nine paid company holidays

Other Benefits

- **Hybrid Schedule:** Hybrid work schedule based in Fresno, California
- **Professional Development:** Commitment to professional and leadership development, including access to HdL's My Learning platform and internal development programs

As an employee-owner, the Vice President of TFA Operations will share in the success that the TFA team helps create for HdL and the communities it serves.



HOW TO APPLY

Apply Here



For more information on this position, contact:

Clay Pearson, Senior Vice President, Executive Recruitment

claypearson@governmentresource.com | (713) 816-8639

HdL Companies is an Equal Opportunity Employer.