



May 24, 2021

## **CITY OF MANOR, TEXAS**

Recruitment for City Manager

### **STATEMENT OF QUALIFICATIONS**

May 24, 2021

Dr. Larry Wallace, Jr., Mayor and City Council Members  
City of Manor  
105 E. Eggleston St.  
Manor, TX 78653

Dear Mayor Wallace and Council Members:

It is a pleasure for Chris Hartung Consulting, LLC to submit to you this proposed work plan and supporting information outlining our approach to assisting the City of Manor in the recruitment and selection of a new City Manager. We are excited about the opportunity to be a part of the process of finding a truly outstanding professional who can participate as a member of the City's leadership team in partnership with the City Council. This work plan has been prepared based upon our conversation with the City Manager, our understanding of the search process specifically involving city executives, our experience in similar searches and Chris Hartung's over twenty years of experience in city management. We fully understand the importance of this decision to the City of Manor.

Chris Hartung has over twenty-five years' experience as the owner of a firm or lead consultant engaged in a wide variety of public sector executive search assignments for cities in Texas and the Southwest. Chris Hartung Consulting, LLC was founded in July 2009 as a sole proprietorship owned by G. Chris Hartung. The firm is a successor to Hartung and Associates, a firm which Chris Hartung operated from January 1988 until October 1997. From 1997 until July of 2009, Chris Hartung was a lead consultant for a national executive search firm. Chris Hartung Consulting was transitioned to an LLC in December 2012. The purpose of Chris Hartung Consulting, LLC is to strengthen local government through the provision of effective training, organizational development, executive recruitment and selection, and cost-effective consulting services.

This work plan involves a partnership between the consultant and the City Council in an effort to take advantage of the skills and abilities of both, while keeping the cost as low as possible. Chris Hartung has experience recruiting for a wide variety of positions in local governments. A list of client references for similar City Manager recruitments is attached to this proposal.

Chris Hartung is the authorized representative of the firm and will be the lead consultant for this project. He will handle all the client contact, candidate solicitation and reference calls involved in completing the recruitment. We have sufficient resources in personnel, equipment and time to conduct this project and are prepared to begin the recruitment immediately after notification to begin. Since August of 2009, Chris Hartung Consulting, LLC has established a record of successful completion of similar projects for a variety of clients. We welcome the City to contact any of the clients listed in this proposal.

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The philosophy of Chris Hartung Consulting, LLC regarding filling key executive positions in local government is based upon the belief that the best (and maybe only) predictor of success in a position is past success in the same or a similar position. With this principle in mind, our approach to an executive search assignment is to begin the process by developing a current and accurate description of the background, qualifications, personal characteristics and initial priorities for the position. The balance of the assignment is focused on developing a pool of candidates meeting the profile through an aggressive solicitation and screening process that is intended to result in a final group of highly qualified candidates meeting the profile for the client to interview. During the engagement, Chris Hartung Consulting, LLC will guide the City Council with advice at key decision points and by providing logistical support through the handling of applicant communications.

Chris Hartung Consulting, LLC is dedicated to conducting executive search assignments in accordance with the spirit and the intent of equal opportunity laws and regulations. We are proud of the record we have established in being able to recruit and refer candidates from protected classes including women and minority applicants.

I will be happy to discuss this work plan and answer any questions at your convenience. Please call me at 469-321-2180 or e-mail at [chris@chcpublicsectorsolutions.com](mailto:chris@chcpublicsectorsolutions.com).

Sincerely,

*G. Chris Hartung*  
Owner/President

# **PROPOSED WORK PLAN**

## **Recruitment and Selection of a New City Manager for the City of Manor, Texas**

### **SCOPE OF THE PROJECT**

The City of Manor is situated approximately 12 miles east of Austin on U.S. Highway 290, which links much of Central Texas to Houston. Over the next decade, Manor is poised to see explosive growth as its proximity to Austin, its affordable land, and its location at an interchange of the SH130 toll-road set the stage for this growth. The City is governed by a City Council composed of a Mayor and six City Councilmembers. The Mayor and the Council Members are elected at-large, by Place. The City Council operates under a Home Rule Charter which established the Council/Manager form of government. The Council appoints a City Manager to be the Chief Executive Officer for the City. The City Council is currently considering contracting with an executive recruiting firm to assist the City in the recruitment and section of the next City Manager. We understand the City will be seeking an experienced public management professional who can assist the City Council achieve the City's vision for the community. This work plan has been developed to utilize the expertise and background of the consultant in partnership with the City Council. The goal of Chris Hartung Consulting, LLC is a search engagement which will give the City Council 'Peace of Mind' throughout the process.

### **TASK ONE: DEVELOPMENT OF THE PROFILE AND ADVERTISING STRATEGY**

Chris Hartung Consulting, LLC conducts executive search assignments based upon the belief that the best predictor of success in a position is past success in the same or a similar position. Therefore, the process that follows is intended to describe the requirements of the position accurately and then to generate a pool of candidates who have accomplishments and experiences in areas of interest to the City Council.

When authorized to begin this project, the Consultant will coordinate with the City Council to schedule meetings with the Council Members and others as directed by the City Council, to discuss the background, qualifications and personal characteristics which would make someone a truly outstanding candidate for this position. The Consultant will gather information about immediate issues that will confront the new City Manager during the first twelve to twenty-four months of employment. If desired by the City Council, the Consultant will interview other key stakeholders including city personnel and/or members of the community to gather additional perspectives on the position. During the initial discussions regarding this engagement, the Consultant will also gather information from the City staff to be used in the development of a community profile to be included with the advertising piece to be developed for this recruitment.

We realize that often the decision to apply for a municipal executive position is a family decision as much as it is a career decision. For that reason, we will promote the Manor position as not only a good career opportunity, but also promote the area as a great place to live. Because of our previous experience with the City of Manor, we believe we are in a good position to be a strong advocate for this position.

The Consultant will ask the City to designate one person to be the Project Coordinator and the primary contact for this recruitment. In addition, the Consultant will present an updated schedule for this assignment and will get concurrence from the City Council for the schedule.

Following the initial stakeholder interviews, the Consultant will develop a profile describing the ideal candidate background as well as the priority issues which will face the new executive during the first twelve to twenty-four months of employment. This profile will be submitted to the Mayor and City Council for review and approval before its use in Task Two. Once the City has approved a profile, the Consultant will prepare a brochure based upon the profile to be used as an advertising piece during Task Two. The completed brochure will include instructions to interested parties indicating that they should forward their resume and other information directly to the Consultant. A sample brochure from the Bastrop recruitment is attached to this proposal.

As part of Task One, the consultant will also advise the City Council regarding the placement of ads in various professional organization job posting web sites and/or journals as mutually agreed to by the Consultant and the City. This assistance will include the development and placement of ad copy for this position. Typical ad placements for the position of City Manager include the job boards of various professional organizations such as the Texas Municipal League and the International City/County Management Association.

### **TASK TWO: RECRUITMENT OF OUTSTANDING CANDIDATES FOR THE POSITION**

Following completion of Task One and placement of the advertising, the Consultant will undertake a process of contacting, directly by telephone and electronically, individuals in city management as well as local government officials, consultants, and others with knowledge of local government to identify potential candidates for the position. Our experience in similar searches of this kind has shown us that often the best qualified candidates are not in the active job market and may not respond to traditional advertising approaches or to spam e-mails. The Consultant will focus his efforts on personal outreach and extensively circulating the brochure developed during Task One. Throughout this effort, the Consultant will actively promote this position as a good career and family opportunity.

The Consultant will acknowledge receipt of all resumes to the applicants and will prepare a master list of applicants for this position. It is recommended that the position be posted by the City as “Open until filled”, so that resumes which come in after the first review date can be considered.

### **TASK THREE: INITIAL SCREENING OF THE APPLICANT POOL**

Following the first review date, the Consultant will begin the screening process. Initially, applicant information will be reviewed to allow the Consultant to eliminate candidates whose information does not indicate the background and qualifications desired by the City as described in the profile developed in Task One. The Consultant will identify candidates who appear to meet the minimum qualifications and experience desired by the City. A questionnaire will be submitted to these candidates seeking additional information about the applicant's background and accomplishments in several specific areas of importance to the City of Manor as described in the profile developed in Task One.

Once the questionnaires have been completed and returned to CHC, it is anticipated that the Consultant will meet with the City Council to discuss the pool of candidates for the position. The objective of this discussion will be to identify a group of six to ten candidates for the Consultant to invite to participate in a video interview and a telephone interview with the Consultant. Chris Hartung Consulting, LLC is proud to be able to make available video interviewing through Interviewstream. (See information on page 3.) The video interviews will be designed to provide the Consultant and the Client with additional information about these applicants' experiences and accomplishments as well as provide an opportunity to see and hear their responses to the questions. The City Council will be provided with a link to the Interviewstream website which will provide access to the video interviews at the convenience of the reviewer.

The Consultant telephone interviews are intended to provide the Consultant with additional information about the candidates to allow the development of a recommendation to the City Council for a group of four to six candidates to be designated as finalists who will be scheduled for interviews with the City Council in Manor. During this Task, the Consultant will conduct an Internet search for information published about any of the potential finalists.

As a final step in this Task, the Consultant will meet with the City Council to discuss the results of the initial screening of the candidates and the video interviews. The objectives of this meeting will be to identify the finalists to be interviewed by the City Council and to develop a schedule for the final interview process. With concurrence of the City, the Consultant will move forward to Task Four, Gathering of Reference Information.

## **Chris Hartung Consulting - InterviewStream Partnership**

### **Client Situation**

The City of Manor recognizes the importance of recruiting high-caliber professionals who are committed to quality work and ethical values. The Chris Hartung Consulting/InterviewStream proposed solutions will help you in your recruitment efforts while providing significant cost savings.

### **Overview**

InterviewStream, Inc. is the original provider of pre-recorded and live video interviewing solutions. The firm's product suite of proprietary online technology provides video interview solutions to hundreds of businesses, colleges and universities, executive search firms, staffing firms, and the world's leading global career transition firm.

InterviewStream offers a range of 100% web-based solutions that can help your organization be more efficient in saving time and resources while quickly realizing a return on investment. Organizations can realize significant value in using pre-recorded, live and the internal mobility video interviewing platform. Use of these tools can assist organizations currently exploring opportunities to increase efficiencies and effectiveness within their hiring and related recruiting functions.

### **Partner with the Best**

InterviewStream offers unmatched flexibility with pre-recorded and live video interviewing suite of tools and a proven track record with over 5,000,000 accessible users in 120 countries and eight (8) languages. An adaptable mobile app strategy truly affords InterviewStream clients with flexibility to react quickly and interview select candidates anytime, anywhere.

The bottom line? There is no competing provider that can match the flexibility, simplicity, and level of scalability that our system can offer. InterviewStream is the only provider to cover the entire interview cycle – from practice to employment.

### **Interview Anytime, Anywhere**

No matter where your applicants are in the world or what browser or operating system you or they use - InterviewStream's expansive product suite will work for you! Our systems function independently or with other applicant tracking, recruiting, and career management systems. Above all, it's 100% web-based and can be accessed from any internet-connected computer and tablet.

#### **TASK FOUR: GATHERING OF REFERENCE INFORMATION**

Upon completion of Task Three, the Consultant will obtain a release from this group of finalists, allowing him to contact references and to gather information about his/her background including education verification in accordance with the federal Fair Credit Reporting Act (FCRA). The candidates will also be given information about the schedule for interviews in Manor. The main effort in Task Four will be to contact named and unnamed references to gather information about what others think about the work experience and accomplishments of the potential finalists. The Consultant will request at least ten named references from the candidates and will contact at least seven of them. We will also contact other individuals familiar with the candidates' work experience but not named as references as well. Because we consider the reference calls a vital part of the screening process, Chris Hartung will personally contact these individuals. This task will not be delegated to support personnel.

In addition, if authorized by the City, the Consultant will investigate social media, court records, driver license, and educational clearinghouses to determine if there are any problems in these areas of a candidate's background that the City Council should be aware of. If negative information is discovered during this Task, the City Council will be informed as soon as possible.

#### **TASK FIVE: FINAL INTERVIEW PROCESS AND COMPLETION OF SEARCH**

As part of the base fee, the Consultant will be available to assist the City Council as needed in the preparation and conduct of the final interviews for this position in Manor. The Consultant will notify finalists about the schedule and other details of the interview process. Candidate travel expenses are the responsibility of the City.

The Consultant will prepare a binder containing information on the finalists for this position for the City Councilmembers. This information will be sent to the City several days prior to the interviews. The information included in the Final Book will include the resumes and other information provided by the candidates, the questionnaire completed by the finalists, the interview notes from the Consultant's interview with the finalists as well as the written reference notes. (Reference notes are typically only provided to the hiring authority and those in the hiring chain, but not to potential peers, subordinates or outside panel members.) The Final Books will also include a set of suggested interview questions for the City Council. The Consultant will be available to attend the final interviews, not to participate in the questioning of candidates, but to assist the City Council and facilitate discussion if desired.

Following completion of the interviews for a position, the Consultant will also be available to assist in negotiations of a salary and benefit offer and/or employment agreement with the selected candidate.

#### **GUARANTEE**

CHC is offering a three-way guarantee to the City of Manor if selected to conduct the search as outlined in this work plan. (1) If for some reason, the City is not able to appoint a candidate following the initial group of interviews for a position, the Consultant will work to develop an additional group of finalists for the position for the City Council to consider. CHC will stay with the process until an appointment is made for the basic fee outlined in the proposal dated May 24, 2021. (2) CHC also commits to not solicit any selected candidate for other search assignments during his/her tenure with the City of Manor. (3) If the candidate selected as a result of this contract is terminated or resigns within twelve months of appointment, CHC will conduct a new search to fill the position for no additional fee, but only with the reimbursement of out-of-pocket expenses.

## PROPOSED FEE AND EXPENSES

The fee for professional services to conduct the recruitment engagement as described in this proposal is \$18,000, plus reimbursement for out-of-pocket expenses. Reimbursement for out-of-pocket expenses typically includes the direct cost for advertising, printing, postage/shipping, consultant mileage and travel expenses, and third-party background research, but does not include costs for candidate travel which are handled directly by the City. The fee includes up to six trips to Manor during the search process including the final interview sessions. If additional trips or additional services beyond the scope of this proposal are requested by the City, an additional fee may be requested. The fee for professional services is due and payable according to the following schedule: \$4000 due at completion of Task One, \$3000 at completion of Task Two, \$2000 at completion of questionnaires in Task Three, \$2000 at completion of Task Three, \$3000 at Completion of Task Four, \$2000 at submission of the finalist binders prior to the interviews in Task Five, and \$2000 when the search is finalized, and the appointment is made. Expenses will be billed as incurred. Payments should be sent to Chris Hartung Consulting, LLC, P.O. Box 434, Bedford, Texas 76095. We will be happy to contract for a total cost of fees and expenses not to exceed \$22,000.00 for the scope outlined in this proposal.



## **G. CHRIS HARTUNG**

Owner/President of Chris Hartung Consulting, LLC

Chris Hartung is the Owner and President of Chris Hartung Consulting, LLC. Chris has over twenty-five years of public sector consulting experience in the areas of executive search, compensation, classification and other management consulting projects. He also has 20 years of experience as a manager in city government, including service as Director of Finance, Assistant City Manager, and City Manager in full-service municipalities with populations ranging from 15,000 to 160,000. He served for eight (8) years as City Manager of Denton, TX and for seven (7) years as Assistant City Manager for the City of Garland, Texas. Chris is proud of the fact that both Garland and Denton developed reputations for being able to recruit and maintain highly qualified professional staff members.

Chris has conducted management-consulting assignments in a number of areas including compensation planning and implementation, strategic planning, organizational staffing, total quality management, and executive recruitment. His executive recruitment assignments have included chief executive officer, city manager, city attorney, assistant city manager, fire chief, director of parks and recreation, director of public works, and other key executive positions. He has written and presented training in a number of subject areas including recruitment and selection of key employees, effective performance evaluation, leadership and management skills, and customer relations in a public-sector environment. Chris authored an article on local government budgeting in hard times which was published by the Texas Municipal League in the May 2010 issue of its magazine *Texas Town & City* and an article on the job interview which was published in the November 2011 issue of *Public Management*, the magazine of the International City/County Management Association. In 2013, he authored an article on the history of Zero-Base Budgeting in Garland, Texas which was published by the Government Finance Officers Association.

## **PROFESSIONAL ACCOMPLISHMENTS AND EDUCATION**

Chris received his bachelor's degree in government from Southern Methodist University in Dallas and his master's degree in public administration from the University of North Texas in Denton. He has conducted lectures and seminars for Texas A&M University, the University of Texas at Austin, the University of Texas at Arlington, and the University of North Texas. Chris is on the faculties of the Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT) hosted by Texas Woman's University and the Certified Public Manager Program (CPM) sponsored by Texas State University. He has also served as a graduate adjunct in Public Administration at the University of North Texas.

## CLIENT REFERENCES

### Client and Contact

### Search Engagements

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City of Hillsboro, Texas  
Andrew Smith, Mayor  
(254) 205-0800

City Manager

City of Woodway, Texas  
Bob Howard, Mayor  
(254) 717-3069

City Manager

City of Del Rio, Texas  
Bruno “Ralphy” Lozano, Mayor  
(830) 765-6880

City Manager

City of Bastrop, Texas  
Connie Schroeder, Mayor  
(512) 718-7843

City Manager

## Chris Hartung Partial List Recruitments-City Manager/Administrators (Proprietary and Confidential)

(\* indicates current incumbent resulted from CH recruitment)

Abilene, TX	City Manager
Aransas Pass, TX	City Manager (2) *
Athens, TX	City Administrator *
Bastrop, TX	City Manager *
Bee Cave, TX	City Manager
Bridgeport, TX	City Administrator (2)
Brownsville, TX	City Manager
Brownwood, TX	City Manager
Canton, TX	City Manager
Chickasha, OK	City Manager (2) *
Corinth, TX	City Manager
Dodge City, KS	City Manager
Ennis, TX	City Manager (2)
Fair Oaks Ranch, TX	City Administrator *
Fate, TX	City Manager
Flower Mound, TX	City Manager
Friendswood, TX	City Manager (3)
Gatesville, TX	City Manager
Highland Park, TX	Town Administrator *
Hillsboro, TX	City Manager (3) *
Hobbs, NM	City Manager
Ingleside, TX	City Manager

Jasper, TX	City Manager
Juneau, AK	Borough Manager
Keene, TX	City Manager
Kerrville, TX	City Manager (5) *
Kilgore, TX	City Manager
La Porte, TX	City Manager
Lago Vista, TX	City Manager
Madisonville, TX	City Manager
Midlothian, TX	City Manager
Missouri City, TX	City Manager (2)
Mount Pleasant, TX	City Manager (3)
Paris, TX	City Manager
Pearland, TX	City Manager
Prosper, TX	Town Manager *
Richwood, TX	City Manager *
Sachse, TX	City Manager
San Angelo, TX	City Manager
Sanger, TX	City Manager (2)
Sealy, TX	City Manager
Seguin, TX	City Manager
Taylor, TX	City Manager
Vernon, TX	City Manager *
Weatherford, TX	City Manager
Wimberley, TX	City Administrator
Woodway, TX	City Manager *

## City of Manor, Texas Tentative Project Schedule

### City Manager

The following tentative schedule for the completion of the City Manager search is based on the estimated start date in early June. The schedule allows for an orderly recruitment conducted during the Summer/Fall holiday period. While this represents a reasonable time frame for the project, CHC will work with the City Council to develop a schedule which meets the City's needs. This schedule would allow for the new City Manager to commence work in a October/November 2021 timeframe.

<u>Activity</u>	<u>Due Date</u>
• Preliminary Interviews with Manor City Council and other Stakeholders	Week of June 7, 2021
• Draft of Profile to Manor	June 14, 2021
• Consensus on profile	June 18, 2021
• Commencement of Recruitment Activities/Materials Published	June 21, 2021
• First Review of Resumes by CHC	July 23, 2021
• Semi-Final Candidates Questionnaire complete and Discussions with the City Council	Week of August 2, 2021
• Semi-Final Candidate Video Interviews Completed by CHC	August 13, 2021
• Recommendations of Finalists to the City Council	Week of August 16, 2021
• Completion of Background Investigation by CHC	September 3, 2021
• Candidate Interview Materials to the City	September 3, 2021 (Tentative)
• Final Interviews in Manor	Week of September 13, 2021 (Tentative)
• Offer Extended to Finalist	September 18, 2021
• New City Manager Appointed and Reports to work *	October/November 2021??

This schedule considers holidays taking place during the recruitment schedule (e.g., July 4<sup>th</sup>, Labor Day etc.), which potentially could affect various tasks. Discussions with the City Council during this project are requested to be in private sessions due to confidentiality concerns.

\*Date of employment may vary depending upon separation negotiations with Candidate's current employer and desires of the City Council.