

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**City Administrator
City of Billings, Montana**

April 15, 2026

This proposal is valid for 180 days

Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581



Rebecca L. Fleury, President of Executive Recruitment
RebeccaFleury@GovernmentResource.com

April 15, 2026

Hon. Mayor Mike Nelson and City Council
City of Billings, Montana



Dear Mayor Nelson and Council Members,

Strategic Government Resources (SGR) is thankful for the opportunity to submit this proposal to assist the City of Billings in your recruitment for a City Administrator. Our nationwide reach, deep municipal expertise, and servant leadership mindset help us deliver tailored recruitment services that will strengthen your culture and community.

We would like to highlight some key aspects that set SGR apart from other firms:

- **Local government experience:** Our team brings decades of direct local government experience, giving us an insider's understanding of your unique challenges. We've conducted executive searches for over 450 local governments across 37 states, including experience with Fort Collins, CO; Olathe, KS; Waco, TX; and Springfield, MO. This experience provides us with valuable insight into the unique needs of recruiting a City Administrator in a community of your size and regional presence.
- **National reach and candidate pipeline:** With over 21,000 LinkedIn followers, 35,000 subscribers to our Servant Leadership e-newsletter, nearly 5,000 City & County Management Job Alert subscribers, your SGR recruitment will be seen by a vast audience engaged in the profession.
- **Active engagement in the profession:** As recognized thought leaders in local government management, we are directly involved in the latest operations, challenges, and best practices. This ongoing engagement ensures we are attuned to the evolving skills and leadership qualities needed in today's local government leaders.

Clay Pearson, Senior Vice President, will serve as your Executive Recruiter and primary contact for this recruitment. Clay has over 30 years of experience in local government, including serving as City Manager in Pearland, Texas, and Novi, Michigan. His tenure in diverse states and situations, working with cities ranging from 60,000 to one million, has equipped him with experience, perspective and a unique ability to collaborate with elected officials and community leaders.

We are eager to partner with the City of Billings to identify your next leader. We look forward to the opportunity to discuss our proposed approach in more detail and are available for a meeting at your convenience.

Respectfully submitted,

A handwritten signature in black ink that reads "Rebecca L. Fleury". The signature is fluid and cursive, with a large loop at the end of the last name.

Rebecca L. Fleury, President of Executive Recruitment
RebeccaFleury@GovernmentResource.com

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About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 21 full-time employees, 21 recruiters, 22 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise. View all SGR team members and their bios at: [GovernmentResource.com/Meet-the-Team](https://www.GovernmentResource.com/Meet-the-Team)

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Michigan, Montana, Nevada, New York, North Carolina, North Dakota, Ohio, Oklahoma, and South Carolina.

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to nearly 5,000 opt-in subscribers of SGR's City & County Management Job Alerts.
- Your position will appear on SGR's Website which attracts approximately 20,000 visitors per month. [GovernmentResource.com/Open-Recruitments](https://www.governmentresource.com/open-recruitments)
- Your position will be posted on SGR's Job Board which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month. [SGRJobs.GovernmentResource.com](https://www.sgrjobs.governmentresource.com)
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

Equal Opportunity Commitment

SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of underrepresented groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a "boutique" firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility and Communication

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded semifinalist interviews.
- Media search reports incorporating both internet and social media results tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

Executive Recruitment Clients

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

Project Personnel

Clay Pearson, Senior Vice President

Email: claypearson@governmentresource.com

Phone: (713) 816-8639



Clay J. Pearson joins SGR as Senior Vice President after serving more than 30 years in local government. A seasoned city manager, Clay's career includes impactful roles in Fort Worth and Pearland, Texas; Novi, Michigan; and Elgin, Illinois, contributing to his expertise in community and economic development, budget and finance, public safety, and technology. His tenure in diverse states and situations, working with cities ranging from 60,000 to one million, has equipped him with experience, perspective and a unique ability to collaborate with elected officials and assist community leaders in transforming their visions into actionable plans. Clay holds a Bachelor's Degree in Economics from Gustavus Adolphus College (St. Peter, MN) and a Master of Public Administration from The University of Kansas. Clay served as Chair of the International City-County Management Association (ICMA) International Committee for multiple years and held various other leadership positions with ICMA, state associations, and the Alliance for Innovation (AFI). His global perspective and extensive network enhance his contributions to SGR and its clients.

Attending the University of Virginia Weldon Cooper Center for Public Service early in his career provided a foundation for creating High Performance Organizations. He has used that expertise to support teams, leadership at all levels, and understanding strategy to build up organizations across the country to be nimble and effective.

At SGR, Clay specializes in executive recruitment, bringing his wealth of knowledge and experience to support local governments nationwide. Clay is passionate about traveling and engaging with like-minded public servants. He lives near Houston with his wife Jennifer.

Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
 - Project Kickoff Meeting and Develop Anticipated Timeline
 - Salary Survey (if desired, supplemental cost)
 - Stakeholder Interviews and Listening Sessions
 - Develop Recruitment Brochure
- 2. Recruitment Campaign and Communication with Candidates**
 - Advertising and Marketing
 - Sourcing Prospective and Active Candidates
 - Communication with Prospective Applicants
 - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
 - Written Questionnaires
 - Recorded Semifinalist Interviews
 - Media Searches
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
 - Background Investigation Reports
 - DiSC Management Assessments (if desired, supplemental cost)
 - First Year Plan or Other Advanced Exercise
 - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (if desired)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determine Terms of an Employment Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release Announcing New Hire (if requested)

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

Salary Survey (if desired, supplemental cost)

SGR can conduct a salary/compensation survey and provide information for up to six agencies comparable to your organization for individual positions. SGR welcomes suggested comparable organizations, and the final list will be approved by the organization prior to any survey work being conducted. Data typically includes but is not limited to base salary, add to pays, and benefits, but may vary or be limited for some agencies. Employment contracts for each comparable agency will also be provided if readily available. This optional service may extend the timeline. Estimated time to complete: 10-14 business days.

Stakeholder Interviews and Listening Sessions

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

View sample recruitment brochures here: GovernmentResource.com/Open-Recruitments

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will

provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Sourcing Prospective and Active Candidates

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

Communication with Prospective Applicants

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and

facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Evaluation of Semifinalists

The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

Written Questionnaires

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

Recorded Semifinalist Interviews

Recorded one-way or two-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

Media Searches

Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously

disclosed by prospective candidates. The recruiter will communicate any “red flags” or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with links to the recorded online interviews and a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The objective of this meeting is to narrow the list to finalists who will be invited to participate in onsite interviews.

Step 7: Evaluation of Finalists

Background Investigation Reports

Through SGR’s partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

DiSC Management Assessments (if desired, supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate’s preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style.

First-Year Plan or Other Advanced Exercise

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position’s opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists’ communication and presentation skills, as well as critical analysis abilities.

Step 8: Interview Process

Face-to-Face Interviews

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

Stakeholder Engagement

At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

Deliberations

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine Terms of an Employment Offer

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

Press Release (if requested)

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

Satisfaction Surveys

SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

Post-Hire Services

As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to \$4,750)! Leadership development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Team Building
- Strategic Planning
- Strategic Visioning

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please email training@governmentresource.com or visit GovernmentResource.com/leadership-and-professional-development/leadership-development-services/.

Typical Timeline

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted. *

Initial Steps Prior to Posting Position:	
<ul style="list-style-type: none"> ● Contract Execution ● Kickoff Meeting to Discuss Recruitment Strategy and Timeline ● Organization/Position Insight and Analysis ● Salary Survey (if desired, supplemental cost) ● Stakeholder Interviews and Listening Sessions ● Deliverable: Draft Recruitment Brochure ● Deliverable: Recommended Ad Placements ● Organization Approves Ad Placements ● Search Committee Reviews and Approves Brochure 	<p><i>Timing varies. Estimated to take 2 weeks.</i></p>

Task	Week
<ul style="list-style-type: none"> ● Post Position and Firm up Timeline ● Recruitment Campaign and Outreach to Prospective Applicants ● Initial Screening and Review by Executive Recruiter 	Weeks 1-4
<ul style="list-style-type: none"> ● Search Committee Briefing to Review Applicant Pool and Select Semifinalists 	Week 5
<ul style="list-style-type: none"> ● Questionnaires ● Recorded Semifinalist Interviews ● Media Searches 	Week 6
<ul style="list-style-type: none"> ● Deliverable: Semifinalist Briefing Books via Electronic Link ● Deliverable: Recorded Interviews 	Week 7
<ul style="list-style-type: none"> ● Search Committee Briefing to Select Finalists 	Week 8
<ul style="list-style-type: none"> ● Background Investigation Reports ● Disc Management Assessments (if desired, supplemental cost) ● First-Year Plan or Other Advanced Exercise (if desired) 	Weeks 9-10
<ul style="list-style-type: none"> ● Deliverable: Finalist Briefing Books via Electronic Link 	Week 11
<ul style="list-style-type: none"> ● Face-to-Face Interviews ● Stakeholder Engagement (if desired) ● Deliberations ● Reference Checks (may occur earlier in process) ● Negotiations and Hiring Process 	Week 12

* Timeline is dependent upon Search Committee availability, Holidays, and selected supplemental services, if any. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.

Fee Proposal

Not-to-Exceed Price: \$29,419

Not-to-Exceed Price is comprised of:

- **Fixed Fee of \$26,919**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

The Fixed Fee includes:

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
 - Questionnaires for up to 15 Semifinalists
 - Recorded Interviews for up to 15 Semifinalists
 - Media Searches for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Up To Two (2) Onsite Visits by the Recruiter for 1-3 days each, **Inclusive** of Travel Costs

Reimbursable Expenses included in the not-to-exceed price:

- Ad placements up to \$2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price.

Reimbursable Expenses not included in the not-to-exceed price:

- Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the

position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.

- At your request, SGR can conduct an online stakeholder survey for \$1,531 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Additional questionnaires over and above the 15 included in the Fixed Fee - \$230 per candidate.
- Additional recorded interviews over and above the 15 included in the Fixed Fee - \$256 per candidate.
- Additional media search reports over and above the 15 included in the Fixed Fee - \$766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the Fixed Fee - \$511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the Fixed Fee - \$256 per candidate.
- **Recommended:** Salary Survey - \$1,000 per position.
- DiSC Management assessments - \$179 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the quantity included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,021 per day. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the then-current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

Billing

SGR will bill the fixed fee in three (3) installments: 35% upon contract execution, 35% after the

applicant pool is presented, and 30% after finalist interviews. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

Preliminary Salary Recommendation

Preliminary Salary Range

For a city with a population of approximately 120,000, such as Billings, a competitive base salary range for the position of City Administrator is essential to attract and retain high-caliber executive talent. The provided range accounts for the significant responsibilities inherent in managing a primary regional hub and reflects the upward trend in executive compensation for Mountain West municipalities. Further analysis is needed to provide a more accurate recommendation.

Preliminary Recommended Salary Range: \$212,000 – \$276,000

Optional Service: Salary Survey

To ensure the salary range is aligned with current regional benchmarks, SGR offers a salary survey as an optional service. This study provides data-driven confidence by analyzing up to six comparable agencies to determine the exact market positioning for this role. Please see the Approach & Methodology section for more details on this service.

Local Expertise & Regional Insight

A unique advantage of our team is the presence of our salary survey expert who is based near Livingston, Montana. Her proximity to Billings provides her with an intimate understanding of the local cost of living and the specific competitive pressures within the Montana municipal market. This ensures that our recommendations are not just statistically sound, but contextually relevant to the Billings community.

SGR Similar Recruitments

The recruitments listed below are full service executive recruitments, except for those with an asterisk (*) noting a custom or limited scope recruitment engagement.

City & County Management Recruitments, 2021-Present

In Progress

- Milton-Freewater, OR (pop. 7,000) – City Manager*
- Lawrence, KS (pop. 98,000) – City Manager
- Eustis, FL (pop. 26,000) – City Manager
- Giddings, TX (pop. 5,500) – City Manager
- Azle, TX (pop. 15,000) - City Manager
- Bowie, MD (pop. 58,000) - City Manager
- Farmersville, TX (pop. 4,300) - City Manager
- Green Cove Springs, FL (pop. 10,000) - City Manager
- Independence, MO (pop. 123,000) - City Manager
- Iowa Colony, TX (pop. 17,200) - City Manager
- Ketchikan, AK (pop. 8,200) - City Manager/Ketchikan Public Utilities General Manager
- LaVista, NE (pop. 16,746) – City Administrator
- Lisbon, ME (pop. 9,800) – Town Manager *
- Madisonville, TX (pop. 4,630) – City Manager
- Milton-Freewater, OR (pop. 7,000) – City Manager *
- Olathe, KS (pop. 149,000) – City Manager
- Richlands, VA (pop. 5,260) – Town Manager

2026

- Annapolis, MD (pop. 40,000) – City Manager

2025

- Waco, TX (pop. 140,000) - City Manager
- Ottawa, KS (pop. 12,630) – City Manager
- Portland, OR (pop. 650,000) - City Administrator
- Wadena County, MN (pop. 14,400) – County Administrator
- Aledo, TX (pop. 7,000) - City Manager
- Abilene, TX (pop. 125,000) - City Manager
- Argyle, TX (pop. 6,000) - Town Administrator
- Athens-Clarke County Unified Government, GA (pop. 130,000) - County Manager
- Battle Creek, MI (pop. 52,700) - City Manager
- Biddeford, ME (pop. 22,300) - City Manager
- Blaine, MN (pop. 75,900) - City Manager
- Bonner Springs, KS (pop. 7,600) - City Manager
- Cameron, MO (pop. 8,300) - City Manager
- Canadian, TX (pop. 2,300) - City Manager
- Clay County, MO (pop. 260,000) - County Administrator

- Dundee, FL (pop. 5,700) - Town Manager
- Elgin, TX (pop. 12,800) - City Manager
- Finney County, KS (pop. 38,000) - County Administrator
- Florence, CO (pop. 3,800) - City Manager
- Garden Ridge, TX (pop. 5,000) - City Manager
- Heath, TX (pop. 10,400) - City Manager
- Jonestown, TX (pop. 2,500) - City Administrator
- La Junta, CO (pop. 7,200) - City Manager
- Lamar, CO (pop. 7,700) - City Administrator
- North Central Texas Council of Governments, TX - Executive Director
- Oak Point, TX (pop. 6,000) - City Manager
- Pacific, MO (pop. 7,800) - City Administrator
- Plainview, TX (pop. 20,000) - City Manager
- Sedalia, MO (pop. 22,000) - City Administrator
- Springfield, MO (pop. 170,200) - City Manager
- Stevenson, WA (pop. 1,600) - City Administrator
- Trinidad, CO (pop. 8,100) - City Manager

2024

- Brunswick, ME (pop. 21,800) - Town Manager
- Chester County, PA (pop. 540,000) - Chief Executive Officer
- Coffeyville, KS (pop. 8,800) - City Manager
- Des Moines, WA (pop. 32,400) - City Manager
- Duncan, OK (pop. 23,000) - City Manager
- DuPont, WA (pop. 10,200) - City Administrator
- Edwardsville, KS (pop. 4,700) - City Manager
- Leander, TX (pop. 67,000) - City Manager
- Leavenworth, KS (pop. 37,600) - City Manager
- Manhattan, KS (pop. 55,000) - City Manager
- Marysville, KS (pop. 3,500) - City Administrator
- Medford, OR (pop. 90,900) - City Manager
- Miami, OK (pop. 12,200) - City Manager
- New Rochelle, NY (pop. 80,800) - City Manager
- New Smyrna Beach, FL (pop. 32,400) - City Manager
- Orono, ME (pop. 11,400) - Town Manager
- San Juan County, WA (pop. 18,600) - County Manager
- St. Joseph, MO (pop. 72,000) - City Manager
- Topeka, KS (pop. 125,500) - City Manager
- Treasure Island, FL (pop. 6,500) - City Manager

2023

- Camp Verde, AZ (pop. 12,000) - Town Manager
- Cleburne, TX (pop. 33,000) - City Manager
- Bristol, TN (pop. 27,000) - City Manager
- Dobbs Ferry, NY (pop. 11,000) - Village Administrator

- Gatesville, TX (pop. 16,000) - City Manager
- Glastonbury, CT (pop. 35,000) - Town Manager
- Great Bend, KS (pop. 15,000) - City Administrator
- Justin, TX (pop. 5,000) - City Manager
- Lafayette, CO (pop. 30,000) - City Administrator
- Laredo, TX (pop. 256,000) - City Manager
- Largo, FL (pop. 84,000) - City Manager
- Lawton, OK (pop. 90,000) - City Manager
- Mexia, TX (pop. 7,000) - City Manager
- Nassau Bay, TX (pop. 5,000) - City Manager
- Navajo County, AZ (pop. 106,000) - County Manager
- Ottawa, KS (pop. 12,500) - City Manager
- Parker, AZ (pop. 3,500) - Town Manager
- Rowlett, TX (pop. 68,000) - City Manager
- Shawnee, KS (pop. 69,000) - City Manager
- Snoqualmie, WA (pop. 14,000) - City Administrator
- Snyder, TX (pop. 11,000) - City Manager
- Stillwater, OK (pop. 48,000) - City Manager
- Trophy Club, TX (pop. 13,000) - Town Manager
- Williston, ND (pop. 29,000) - City Administrator

2022

- Aledo, TX (pop. 5,500) - City Manager
- Blaine, WA (pop. 6,000) - City Manager
- Crandall, TX (pop. 4,000) - City Manager
- Dalhart, TX (pop. 8,500) - City Manager
- Edinburg, TX (pop. 100,000) - City Manager
- Fort Collins, CO (pop. 175,000) - City Manager
- Frisco, CO (pop. 3,000) - Town Manager
- Graham, TX (pop. 8,000) - City Manager
- Hutto, TX (pop. 40,000) - City Manager
- Johnston, IA (pop. 24,000) - City Administrator
- Kennebunk, ME (pop. 11,000) - Town Manager
- Kennedale, TX (pop. 9,000) - City Manager
- Ketchikan, AK (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, OR (pop. 22,000) - City Manager
- Leawood, KS (pop. 34,000) - City Administrator
- Levelland, TX (pop. 14,000) - City Manager
- Live Oak, TX (pop. 16,000) - City Manager
- Madisonville, TX (pop. 4,500) - City Manager
- Manor, TX (pop. 15,000) - City Manager
- Marshall, TX (pop. 23,000) - City Manager
- Mineral Wells, TX (pop. 15,000) - City Manager
- Mont Belvieu, TX (pop. 8,000) - City Manager
- Montgomery, TX (pop. 2,400) - City Administrator

- Parkville, MO (pop. 7,000) - City Administrator
- Rocky Hill, CT (pop. 21,000) - Town Manager
- Sunnyvale, TX (pop. 8,000) - Town Manager
- Tolland, CT (pop. 15,000) - Town Manager
- Walla Walla, WA (pop. 34,000) - City Manager
- West Lake Hills, TX (pop. 3,000) - City Administrator
- Wethersfield, CT (pop. 26,000) - Town Manager
- Wickenburg, AZ (pop. 7,500) - Town Manager

2021

- Bainbridge Island, WA (pop. 25,000) - City Manager
- Breckenridge, TX (pop. 5,000) - City Manager
- Bridgeport, TX (pop. 6,500) - City Manager
- Briarcliff Manor, NY (pop. 8,000) - Village Manager
- Chandler, AZ (pop. 270,000) - City Manager
- Chanhassen, MN (pop. 27,000) - City Manager
- Chickasha, OK (pop. 16,000) - City Manager
- Choctaw, OK (pop. 12,000) - City Manager
- Clermont, FL (pop. 44,000) - City Manager
- Flower Mound, TX (pop. 79,000) - Town Manager
- Johnson City, TN (pop. 65,000) - City Manager
- Kennett Square, PA (pop. 6,000) - Borough Manager
- Lago Vista, TX (pop. 8,000) - City Manager
- Lamar, CO (pop. 7,500) - City Administrator
- Monett, MO (pop. 9,000) - City Administrator
- North Port, FL (pop. 77,000) - City Manager
- Port Chester, NY (pop. 30,000) - Village Manager
- Sherwood, OR (pop. 20,000) - City Manager
- Spokane, WA (pop. 220,000) - City Administrator



City Manager

Annual Salary:
Up to \$234,000 DOE/DOQ



BlaineMN.gov
Live | Work | Grow

Are you a strategic, collaborative, and forward-thinking public sector leader who can guide a high-growth city through its next era of innovation and development? If so, apply to be the City of Blaine's next city manager.

We are looking for an exceptional consensus-builder who is:

- Experienced in municipal operations and strategic planning
- Skilled in financial management and capital improvement oversight
- Adept at fostering strong relationships with elected officials, staff, and the community

Blaine is one of Minnesota's fastest growing cities – read on to learn more about this opportunity!

About The Community

Blaine is a dynamic, fast-growing city of 75,933 residents that is expected to reach 85,000 by 2030. Blaine is the 9th largest city in Minnesota and is one of the fastest growing cities with over 7 million visitors annually. Known for its family-friendly neighborhoods, robust commercial districts, and expansive park system, Blaine offers an exceptional quality of life in the Twin Cities metro area.

Located just 11 miles north of downtown Minneapolis, Blaine provides convenient access to major highways and urban amenities while maintaining a welcoming, small-town feel. The City is home to world-class attractions including the 650-acre National Sports Center—an Olympic-class training facility and host of the largest youth soccer tournament in the Western Hemisphere—and the TPC Twin Cities golf course, which hosts a PGA Tour event each summer.

Historically a post-WWII suburban destination, Blaine has transformed into a thriving regional hub with over 2.5 million square feet of commercial development, eleven industrial parks, and nearly 1,500 businesses. The community continues to grow, supported by thoughtful planning that balances development with environmental stewardship and recreational space.

Today, Blaine features a diverse housing market, excellent schools across three districts, and a strong commitment to maintaining the natural beauty of its 753 acres of parkland and 826 acres of open space. Residents enjoy over 75 miles of trail corridors and a thriving civic culture supported by active community boards and commissions.



POPULATION
75,933



MEDIAN HOUSEHOLD INCOME
\$103,382



MEDIAN HOME VALUE
\$364,570

AVERAGE MONTHLY RENT:
\$1,561

AAA
AAA bond rating



[Learn More About Blaine's History](#)

[Learn More About Tourism in Blaine](#)

Governance & Organization

Blaine operates under a council-manager form of government. The Mayor is elected at-large for a four-year term, and the City Council consists of six members elected by ward to staggered four-year terms.

The City provides a full range of municipal services including:

- Police
- Fire (via a collaborative intergovernmental nonprofit agency with Spring Lake Park and Mounds View)
- Public Works and Community Development
- Finance, Administration, and Information Technology
- Parks and Recreation
- Engineering



The Job

The city manager serves as the chief executive officer of the City of Blaine, overseeing the day-to-day operations of all municipal functions and departments. This position ensures the effective delivery of services and implementation of City Council policies.

The city manager works closely with a range of advisory boards and commissions, including the Planning Commission, Charter Commission, Natural Resource Conservation Board, and Parks Advisory Board.

Reporting to the City Council, the new city manager will:

- Provide strategic leadership and guidance to department directors
- Support the City Council in policy development and implementation
- Oversee budget development and long-term capital planning
- Foster strong intergovernmental and community partnerships
- Promote a high-performing, collaborative organizational culture



Employees

242

Full-time staff



City Budget

\$50

MILLION

(General Fund, 2025)

Capital Improvement Plan:

\$29.7 million budgeted in 2025 with anticipation of \$160.8 million in projects over the next 5 years.

Key Projects

- Explore innovative funding mechanisms, partnerships, and service opportunities to enhance the city's revenue base
- Ensure successful progress and completion of the 105th Avenue Entertainment District
- Provide oversight to advance improvements on TH65, ensuring alignment with transportation safety, mobility, and regional planning priorities
- Participate in the collective bargaining process for police and public works
- Assess utilities infrastructure and develop short and long term solutions
- Plan for the update of the strategic plan



Ideal Candidate

The next city manager of Blaine, Minnesota will be a:

- Seasoned and visionary leader with the experience to guide a dynamic City Council and the humility to foster trust, collaboration, and respectful dialogue across all levels of the organization.
- Calm, confident, and steady presence—someone who can simplify complex issues, present practical options, and support informed decision-making without overwhelming or offending.
- Creative, forward-thinking problem-solver with an entrepreneurial mindset who embraces innovation and sees opportunities for what Blaine can become.
- Skilled communicator and approachable relationship-builder who listens well, engages authentically, and connects with staff, community members, and elected officials alike.
- Supportive mentor who empowers employees, encourages high performance, and cultivates a positive, resilient workplace culture rooted in mutual respect and accountability.
- Principled public servant who leads with emotional intelligence, integrity, and a strong sense of purpose aligned with the values and aspirations of Blaine’s 75,000 residents and 242 full time employees.

Experience and Qualifications

Required:

- Bachelor’s degree in public administration, finance, or a closely related field
- Minimum of seven years of progressively responsible leadership experience as a city manager, assistant city manager or senior department director in community of similar size or complexity
- Demonstrated expertise in municipal finance, budgeting, human resource management and community development

Preferred:

- Experience with collective bargaining
- Residency: While residency is not required by charter, it is preferred that the new city manager reside in Blaine within twelve months of appointment.



Salary and Benefits

Compensation: Up to \$234,000, dependent on qualifications and experience.

Health Benefits: Comprehensive medical, dental, and vision coverage for employees and their eligible dependents.

Paid Leave: Generous paid time off, including vacation, sick leave, and 12 paid holidays annually.

Retirement: Participation in the Public Employees Retirement Association (PERA) pension plan, with both employee and employer contributions, plus optional deferred compensation plans (457b).

Supplemental Benefits:

- Flexible work arrangements when appropriate
- Professional development support
- Vehicle allowance or mileage reimbursement
- Tuition reimbursement for job-related continuing education
- Access to wellness initiatives and employee assistance programs

Apply Today

For more information, contact:

Debra Stapleton, Senior Vice President

debrastapleton@governmentresource.com | 602-206-3536



BlaineMN.gov

**Agreement for Full Service Executive Recruitment Services (“PROJECT”)
to City of Billings, Montana (“CLIENT”) between
CLIENT and Strategic Government Resources, Inc., DBA SGR (“SGR”)**

SGR and CLIENT (together, “Parties”) agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

1. SGR promises and agrees:

- A. To perform the services described in SGR’s Proposal for PROJECT dated April 15, 2026 (“PROPOSAL”) substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

2. CLIENT promises and agrees:

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR’s reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR’s reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request related to this PROJECT, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.
- I. To comply with the Fair Credit Reporting Act.
- J. To cooperate with SGR and not impede SGR from performing its obligations to CLIENT.

3. Additional Terms and Conditions:

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
 - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
 - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to successfully perform its obligations, including identifying and attracting qualified candidates. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.
- I. This Agreement will be governed by the substantive laws of the State of Montana without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in Yellowstone County of the State of Montana.

- J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.
- K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
- i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
 - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

Legal Notices:

SGR

Attn: Melissa Valentine, Corporate Secretary
 PO Box 1642
 Keller, TX 76244

Melissa@GovernmentResource.com

CLIENT

Attn:
 Address:

Email:

PROJECT Representative:

SGR

Rebecca L. Fleury
 President of Executive Recruitment
RebeccaFleury@GovernmentResource.com
 817-337-8581

CLIENT

Name:
 Title:
 Email:
 Phone:

Billing and Invoicing:

SGR

Attn: Finance

Finance@GovernmentResource.com

817-337-8581

CLIENT

Name:

Title:

Email:

Phone:

- L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, information disclosure, placement guarantee, and any representations and warranties survive this Agreement.
- M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party's respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- N. Time is of the essence to this Agreement.
- O. This Agreement may be executed in counterparts which together will comprise the Agreement.
- P. This Agreement is subject to appropriation of funds by CLIENT.

SGR

CLIENT

Signature

Printed Name:

Title:

Date:

Signature

Printed Name:

Title:

Date: