

****ATTENTION****

The City Council meeting will be held in a hybrid format that may include both in-person AND virtual attendance via Zoom. Unless they have cause to appear virtually, Councilmembers will attend the meeting in person in Council Chambers, fifth floor of City Hall, 316 N. 26th Street. In order to honor the Right of Participation and the Right to Know in Article II, Sections 8 and 9, of the Montana Constitution, the City of Billings and City Council are making every effort to meet the requirements of the open meeting laws.

Citizens are invited to:

- . Review the Agenda Packet on the City's website at: www.billingsmt.gov and click on "Your Government," "City Council," and "Agendas & Minutes".
- . View the meeting:
 - . On Community 7 TV - Channel 7 or Channel 507 -- Spectrum Cable. *(On evenings when there is a conflict with School District No. 2 Board meetings, the City Council meeting will be broadcast on Channel 8 - Spectrum Cable.)* Channel 7 or Channel 978 - TDS Fiber.
 - . Online at www.comm7tv.com and click on the "Watch Live" icon. Community 7 also has links to their Facebook page and YouTube channel.
 - . On the City's website at www.billingsmt.gov and click on "Watch Meetings Online" on the homepage.
 - . In-Person.

Citizens may submit public comment via the following methods:

- . Mail: City Clerk, P.O. Box 1178, Billings, MT 59103
- . Email: Council@billingsmt.gov.
 - . Emails received after 3:00 PM on the day of the meeting, may be posted on the Council's webpage the following day for public viewing.
- . Attend the meeting in person

Please contact Denise Bohlman, City Clerk, at bohlmand@billingsmt.gov, or at 406.657.8210, with any questions.



VISION STATEMENT:
"Leading the Big Sky,
boldly inspiring opportunities
for our community."

WORK SESSION AGENDA

COUNCIL CHAMBERS

JUNE 15, 2026

5:30 P.M.

CALL TO ORDER: Mayor Nelson

PUBLIC COMMENT ON ALL ITEMS. This is the time to comment on any matter (Agenda or Non-Agenda) falling within the scope of the Billings City Council. You may only speak once for each item during the meeting.

Please note, the City Council cannot take action on any item of significant interest to the public that does not appear on the agenda. Comments are limited to three (3) minutes during each public comment period or as set by the Mayor. **Speaker sign-in required.** Please sign the roster located at the back of the Council chambers or at the podium.

1. 21st Street Underpass Study.

-Public Comment

2. Nurse Navigation Program.

-Public Comment

3. Opportunity Zones 2.0 Designation.

-Public Comment

4. City Administrator Job Description Review and Recruiter Selection.

-Public Comment

HIGHLIGHT UPCOMING AGENDA ITEMS OF COUNCIL INTEREST:

COUNCIL DISCUSSION:

PUBLIC COMMENT on "NON-AGENDA ITEMS". Speaker Sign-in required. *(Restricted to ONLY items not on this printed agenda. Comments are limited to 3 minutes or as set by the Mayor. Please sign the roster located at the back of the Council chambers or at the podium.)*

ADJOURN:

Note:

- This meeting is an "informal" meeting of the City Council. The content of the Agenda is subject to change at the meeting.
- In the event there is a Closed Executive Session, the sole purpose is to discuss litigation strategy. The other parties to the case(s) discussed are not public bodies or associations as described in Section 2-3-203(1) and (2), MCA. The meeting is closed, as allowed by Section 2-3-203(4)(a), MCA, "to discuss a strategy to be followed with respect to litigation when an open meeting would have a detrimental effect on the litigating position" of the City of Billings.

City Council Work Session

1.

Meeting Date: 06/15/2026
TITLE: 21st St. Underpass Study Presentation
PRESENTED BY: Elyse Monat
Department: Planning & Community Services
Presentation: Yes
Legal Review: No
Project Number: N/A

RECOMMENDATION

Staff recommends the City Council listen to the presentation of the 21st Street Underpass Study. At the 6/22/2026 Regular Council Meeting, staff will request the City Council forward a recommendation of study adoption to the Policy Coordinating Committee. Adoption of the study does not commit the City of Billings, or any other entity, to action on this issue. Rather, the study provides options and information for future funding opportunities and priority discussion in the CIP process.

EXECUTIVE SUMMARY

Staff asks that the Billings City Council receive a presentation on the 21st St. Underpass Study. The 21st St. Underpass Study explored four options for improving the underpass, including no build, minor improvements with an overheight vehicle warning system, increasing clearance to 11.5 feet with minor pedestrian improvements, and increasing clearance to 13.5 feet with bridge replacement. The study provides options for improvements to the 21st St. Underpass, but does not commit any of the governing bodies to a specific option.

BACKGROUND (Consistency with Adopted Plans and Policies, if applicable)

The 21st St. Underpass is one of two grade-separated railroad crossings that link downtown Billings to the industrial and residential area south of the railroad. The 21st Street crossing is unique because it is the only grade-separated crossing that serves the central downtown area, making it one of the critical railroad crossings in Billings. However, there are significant limitations to the current use of the 21st Street underpass, including:

- Lack of vertical clearance for large vehicles (current clearance is 8 ft.)
- Narrow lanes without shoulders.
- Lack of bicycle lanes or other options for bicycles.
- Narrow, dark, debris-prone sidewalks for pedestrians.
- Periodic roadway drainage problems.
- Steep roadway grades on both approaches to the underpass.

After the Montana Department of Transportation (MDT) concluded that it would not construct a grade-separated crossing at the 27th St. railroad crossing due to community preference, the City considered improving the 21st St. underpass to allow additional types of vehicles to utilize the underpass. The City placed a project to improve the 21st St. underpass in its Capital Improvement Plan (CIP). As a result, the Billings Metropolitan Planning Organization (MPO) offered to assist in the process with a planning-level study of the underpass to provide options for improvements. The City has since identified the 21st Street underpass as part of its long-range CIP projects list.

Through the Request for Proposals (RFP) process, Kittelson & Associates, Inc. was selected as the consultant for the project with HDR as their sub-consultant. The two firms worked together to conduct an existing conditions analysis and two rounds of public outreach. They also communicated with BNSF Railway, which owns the structure. Based on the planning-level technical analysis completed by experts in traffic and structural engineering, and with input from the public and the project advisory committee, the consultants developed six alternatives for the underpass, which were reduced to four alternatives in consultation with the project advisory committee. The purpose of this study was to provide options to the City of Billings for potential improvements, not to select a particular alternative.

The four alternatives include:

1. Alternative 1: No Build

1. Alternative 1 maintains the infrastructure currently in place. This alternative means no actions are taken and no additional cost is incurred. This also means that heavy vehicles, including fire and emergency medical service (EMS) vehicles would still not be able to use the underpass. Additionally, bridge involved crashes may still occur due to limited vertical clearance, drainage issues will persist without an upgraded stormwater system, and sidewalks would continue to experience debris accumulation due to

- unstable slopes.
- 2. Cost Estimate: \$0
- 2. **Alternative 2: Minor Improvements with Overheight Vehicle Warning System**
 - 1. Alternative 2 adds low-cost improvements with the goals of reducing the overheight vehicle crashes into the overpass bridge and improving the pedestrian environment under the bridge. The alternative includes installing an overheight vehicle warning system, modifying the 21st Street underpass to improve the existing drainage system, and stabilizing the bridge abutment embankment slopes to reduce debris on the sidewalks.
 - 2. Cost Estimate: \$600,000-\$800,000
- 3. **Alternative 3: Increase Clearance to 11.5 Feet with Minor Pedestrian Improvements**
 - 1. Alternative 3 includes moderate modifications of the bridge structure to increase the vertical clearance by approximately 3.5 feet to achieve a vertical clearance of approximately 11.5 feet (11'-6"), as well as adding pedestrian improvements and an overheight warning system like Alternative 2. This alternative would accommodate ambulances but continue to not accommodate fire apparatus, large EMS vehicles, and most commercial trucks.
 - 2. Cost Estimate: \$8-10 Million
- 4. **Alternative 4: Increase Clearance to 13.5 Feet with Bridge Replacement**
 - 1. Alternative 4 increases the vertical clearance of the underpass to 13.5 feet. This alternative would allow heavy vehicles, including fire and emergency medical services (EMS), to utilize the underpass. In this alternative, achieving the increase in vertical clearance would require replacing the bridge structure, as the increase in roadway depth would expose existing bridge piles to a depth not meeting structural standards.
 - 2. Cost Estimate: \$26-30 Million

More than 400 people responded to the second survey, which presented the four alternatives. From highest to lowest, the public preferred:

- 1. Alternative 2 (Minor Improvements with Overheight Vehicle Warning System)
- 2. Alternative 3 (Increase Clearance to 11.5 Feet with Minor Pedestrian Improvements)
- 3. Alternative 1 (No Build)
- 4. Alternative 4 (Increase Clearance to 13.5 Feet with Bridge Replacement)

BNSF indicated that it would prefer an option that does not impact railroad operations. Of the two construction options, BNSF would prefer Alternative 3.

Another item that must be considered is the underpass's proximity to the Billings PCE federal Superfund site. Construction would likely require mitigation measures to be taken.

21st Street is not currently designated as an urban route within the Billings MPO and, therefore, is not eligible for federal funding through the MPO. To become eligible for federal funding, a request would need to be submitted to MDT to add the roadway to the urban system.

This study is now going through the MPO's review process, in which the governing bodies forward a recommendation of adoption or denial to the Policy Coordinating Committee (PCC), which makes the final decision on the study for the MPO. The expected review schedule is:

- Technical Advisory Committee - May 28, 2026
- Planning Board - June 9, 2026
- Board of County Commissioners Discussion - June 11, 2026
- Board of County Commissioners Regular - June 23, 2026
- City Council Work Session - June 15, 2026
- City Council Regular - June 22, 2026
- Policy Coordinating Committee - July 21, 2026

FISCAL EFFECTS

There are no fiscal effects to adopting the study, as this is a study only.

If the City of Billings decides to make changes to the 21st St. underpass in the future, there would be a cost to do so, ranging from approximately \$600,000-\$30 Million. This funding would have to be approved at another time by the Billings City Council and be updated within the CIP. Federal grants and other funding sources outside the City would certainly be considerations in developing this project to move it forward. 21st Street is not currently designated as an urban route within the Billings MPO and, therefore, is not eligible for federal funding through the

MPO. To become eligible for federal funding, a request would need to be submitted to MDT to add the roadway to the urban system.

STAKEHOLDERS

Stakeholders were engaged throughout the process. The project advisory committee included representatives from the Billings City Council, the City and County Public Works Departments, MET Transit, local Tax Increment Financing (TIF) districts, the Montana Department of Transportation, Phillips 66, and more. Council Member Roy Neese provided valuable insight and suggestions to the study. Consultants met with additional stakeholders, including the City of Billings Fire and Police Departments, and an EMS provider. More than 400 members of the public responded to each round of surveys, which resulted in almost 900 survey responses. The consultants also engaged with BNSF to get their feedback on the four alternatives.

ALTERNATIVES

This is a presentation only; no action is needed at this meeting.

At the Billings City Council's June 22 meeting, MPO staff will request that the City Council forward a recommendation of study adoption to the Policy Coordinating Committee.

Attachments

Draft 21st St. Underpass Study



BILLINGS 21ST STREET RAILROAD UNDERPASS

BILLINGS, MONTANA

May 6, 2026



Inside front cover

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BILLINGS 21ST STREET RAILROAD UNDERPASS

BILLINGS, MONTANA

Acknowledgements

The Billings – Yellowstone County MPO would like to acknowledge the following committees and individuals for their contributions in the development of this study. Their time and effort devoted to the process was instrumental in the development of this study.

PROJECT MANAGEMENT TEAM (PMT)

- Elyse Monat (Billings – Yellowstone County MPO)
- Lora Mattox (Billings – Yellowstone County MPO)

- Janet Hardy (Phillips 66)
- Michelle Williams (Billings Depot)
- Mehmet Casey (Downtown Billings Alliance)
- Heather Doty (Billings Industrial Revitalization District (BIRD))

PROJECT ADVISORY COMMITTEE (PAC)

- Roy Neese (City Council Ward 2)
- Jay Anderson (Yellowstone County Public Works)
- Dakota Martonen (City Engineer's Office)
- Stephanie Donovan (Bicycle and Pedestrian Advisory Committee)
- Rusty Logan (MET Transit)
- Kurtis Schnieber (Montana Department of Transportation)
- Samantha Wood (Montana Department of Transportation)

CONSULTANT TEAM

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- John Ringert, PE
- Andy Daleiden, PE
- Ly Nguyen
- Mikayla Montoya

HDR

- Lisa Fisher, PE
- Brittany Cremer, MSPR
- Spencer Dodge, MA

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TABLE OF CONTENTS

Introduction.....	1
Area Overview.....	1
Project Background.....	1
Previous Studies.....	2
Project Intent.....	3
Project Process and Breakdown.....	3
Project Assumptions.....	4
Public Outreach.....	6
Project Advisory Committee.....	6
Public Involvement Comments.....	7
Existing Conditions.....	9
Transportation System Inventory.....	9
Transportation Volumes and Operations.....	11
Crash History.....	16
21 st Street Underpass Structure and Drainage Evaluation.....	18
21 st Street Underpass Vertical Design Evaluation.....	19
Future Traffic Conditions.....	22
Alternatives Evaluation.....	26
Initial Alternatives Screening.....	26
Review of Final Alternatives.....	27
BNSF Review Comments.....	42
Alternatives Evaluation Criteria.....	42
Alternatives Evaluation.....	44
Funding Sources & Regulatory Compliance.....	46
Funding and Grant Opportunities.....	46
Regulatory Compliance.....	47

LIST OF FIGURES

Figure 1 Project Study Area.....	1
Figure 2 Project Process.....	3
Figure 3 Existing Year 2025 AM & PM Peak Hour Traffic Volumes.....	13
Figure 4 Existing Conditions Overview	20
Figure 5 Future Year 2045 AM & PM Peak Hour Traffic Volumes	23
Figure 6. Alternative 1: No Build.....	28
Figure 7. Alternative 1: Existing Street Sections	29
Figure 8. Alternative 1: Existing Bridge Structure	29
Figure 9. Example of a Vertical Clearance Warning System	30
Figure 10. Alternative 2: Maintain Existing 8 Feet of Vertical Clearance with Warning System.....	31
Figure 11. Alternative 2: Existing Street Sections and Example Devices.....	32
Figure 12. Alternative 2: Bridge Structure.....	32
Figure 13. Alternative 3 Concept: Increase Vertical Clearance to 11.5' with Pedestrian Improvements	35
Figure 14. Alternative 3 Street Sections.....	36
Figure 15. Alternative 3 Bridge Structure.....	36
Figure 16. Alternative 4 Concept: Increase Vertical Clearance to 13.5'	40
Figure 17. Alternative 4 Cross-Sections	41
Figure 18. Alternative 4 Bridge Structure.....	41

LIST OF TABLES

Table 1: Major Transportation Facilities	9
Table 2: Study Area Rail Crossings	10
Table 3 Existing 24-hour Bidirectional Vehicular Volumes	11
Table 4: Heavy Vehicle Activity Summary – Percentage of Total Traffic	12
Table 5 Existing Year 2025 Weekday AM and PM Traffic Operations.....	12
Table 6: Rail Activity Summary.....	14
Table 7. Existing 24-hour Bidirectional Pedestrian and Bicycle Volumes.....	15
Table 8. Crashes by Collision Type – 2019 to 2023.....	16
Table 9. Crashes by Severity – 2019 to 2023	17
Table 10 Future Year 2045 Weekday AM and PM Traffic Operations	22
Table 11 Initial alternatives.....	26
Table 12 Alternative 2 Cost Estimate.....	33
Table 13 Alternative 3 Cost Estimate.....	37
Table 14 Alternative 4 Cost Estimate.....	39
Table 15 Evaluation Criteria.....	43
Table 16 Alternative Evaluation	44

LIST OF APPENDICES

Appendix A – Public Involvement Plan

Appendix B – PAC Presentations and Meeting Minutes

Appendix C – Public Involvement Summaries and Raw Survey Responses

Appendix D – Existing Conditions Memorandum

Appendix E – Alternatives Evaluation Memorandum

Billings Metropolitan Planning Organization (MPO) Statement

The Billings Metropolitan Planning Organization (MPO) provides continuing, cooperative, and comprehensive (3C) transportation planning services for the Billings Metropolitan Planning Area in accordance with requirements established by the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA). These planning efforts ensure that the regional transportation system supports current and future needs through a balanced, multimodal approach that considers all modes of travel, including roadway, transit, bicycle, and pedestrian facilities.

MPO activities include identifying transportation needs, evaluating potential projects, and developing planning-level concepts to inform decision-making. This may involve assessing existing infrastructure, identifying opportunities for public improvements, and preparing conceptual designs and cost estimates.

The Billings MPO does not advocate for, prioritize, or approve specific infrastructure projects or construction activities. Instead, the MPO's role is to maintain a coordinated, data-driven, and inclusive framework for evaluating transportation options and facilitating collaboration among jurisdictions, agencies, and the public to achieve a safe, efficient, and accessible regional transportation network.

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Section 1 INTRODUCTION

INTRODUCTION

Area Overview

Freight rail is a cornerstone of the City of Billings' history; the city was named for the Northern Pacific Railway president. Montana Rail Link (MRL) operated a railroad with a mainline that runs through downtown Billings until January 1, 2024, when the Burlington Northern Santa Fe Corporation (BNSF) took over control of the line. Rail activity in the City of Billings helps support three regional oil refineries (in Billings, Laurel, and Lockwood), coal extraction in southeastern Montana, other mining and mineral extraction, agricultural products, and a conglomeration of other smaller industries.

While the railroad serves the critical movement of goods through Billings, it also presents a physical barrier to people needing to travel north and south in the city. Several at-grade rail crossings exist in the city including 27th Street (Highway 3), Broadway Avenue, 29th Street, 21st Street, and 13th Street. When a train is present, at-grade rail crossings may result in delays for pedestrians, bicycles, and vehicles, queues accumulating, and diverted EMS vehicles. The 21st Street underpass provides one of the only grade-separated crossings of the railroad downtown and is the subject of this study.



FIGURE 1 PROJECT STUDY AREA

Project Background

Ideally, grade-separated crossings provide unobstructed passages for road users and can serve as alternative routes for users that do not wish to risk being delayed by a train passing through an at-grade crossing. However, the design of 21st Street crossing impacts the use of 21st Street as an alternative and the location of the 13th Street crossing may dissuade or not provide a viable alternative for many users wanting to access downtown.

The 21st Street underpass has low vertical clearance (8 feet) that makes it unusable for most large vehicles and presents a potential safety hazard to the rail infrastructure in the event a vehicle strikes the bridge requiring significant repair or bridge failure. In addition to height restrictions, there are significant concerns shared by the public, City, and local community members regarding the sidewalks, drainage, lighting, and lack of bicycle facilities, which present further barriers to using the corridor.

This study evaluates feasible alternatives to improve the 21st Street grade-separated rail crossing. Alternatives focus on opportunities to improve vehicular access, drainage, and enhancement of the pedestrian and bicycle experience.

Previous Studies

Many completed studies evaluated changes to the transportation system in downtown Billings. These include the following:

YEAR	RELEVANT TRANSPORTATION STUDIES
2023	A 2023 27 th Street Railroad Crossing Final Report looked at short- and long-term alternatives for the 27 th Street crossing, including grade separation options and costs, and ITS concepts.
	The 2021 Fifth Avenue Corridor Feasibility Study evaluated redeveloping the 5 th Avenue North Corridor as a non-traditional and non-motorized corridor through downtown Billings.
2021	The 2021 Billings Downtown Traffic Study evaluated alternatives for improving transportation in the downtown area, including conversion of streets from one-way to two-way. This study included a study of reducing the number of lanes on Montana Avenue from three lanes to two lanes between Division Street and 21 st Avenue.
2018	The Final 2018 Billings Urban Area Long Range Transportation Plan collected feedback from a steering committee and the public at large on many transportation issues facing the City of Billings. Delays and roadway closures near at-grade crossing were identified as one of the public's primary concerns in the downtown area. Potential solutions noted by steering committee and public included constructing new grade-separated crossings, relocating rail out of downtown, installing warning signs with real-time information systems, and improving existing grade-separated crossings.
	The 2016 Montana Rail Grade Separation Study generated a list of at-grade and grade-separated railroad crossings where potential feasible improvements may be considered. The study detailed improvement options for the 13 th Street and 21 st Street underpasses, such as modification to the horizontal and vertical clearances to facilitate legal height truck usage.
2016	The 2016 Montana Rail Grade Separation Study generated a list of at-grade and grade-separated railroad crossings where potential feasible improvements may be considered. The study detailed improvement options for the 13 th Street and 21 st Street underpasses, such as modification to the horizontal and vertical clearances to facilitate legal height truck usage.
2004	A 2004 Railroad Crossing Feasibility Study, commissioned by the City of Billings, identified an underpass at 27 th Street, which included shifting and raising the railroad, as the most beneficial long-term alternative. Additionally, this study identified several short-term improvements which could improve traffic operations in downtown Billings. These included the installation of advance railroad warning signs downtown (which was subsequently implemented), a downtown quiet zone (implemented in 2008) and adding a southbound left-turn phase at the 27 th Street/Montana Avenue intersection (which has been implemented), but did not provide a detailed analysis.
2003	A 2003 Montana Rail Grade Separation Study looked at the feasibility of railroad grade separation at 20 sites across Montana. These sites included 27 th , 28 th , and 29 th Street at grade crossings
2000	A 2000 study looked at the reconstruction of the MRL bridge over 21 st Street which found that clearance for ambulance vehicles would require at minimum 9 feet 6 inches of vertical clearance, but that the city would not achieve this clearance if it meant that a gravity storm system could not be maintained at the site.
1997 - 1958	Additional studies focusing on or including the 27 th Street at-grade crossing have been documented in 1958, 1960, 1962, 1964, 1980, and 1997.

Project Intent

The intent of this study is to expand on previous studies, provide a more detailed analysis of the underpass as it exists and functions today, identify and evaluate opportunities for improvement, and collect public feedback on the costs and benefits associated with improvements.

Project Process and Breakdown

The development of this study included repeated engagement of stakeholders included on the Project Advisory Committee (PAC) and members of the public. This served to inform each stage of the study from its analysis of existing conditions to its development of final alternatives. Figure 2 provides a high-level project process outline.

FIGURE 2 PROJECT PROCESS



INITIAL ALTERNATIVES SCREENING

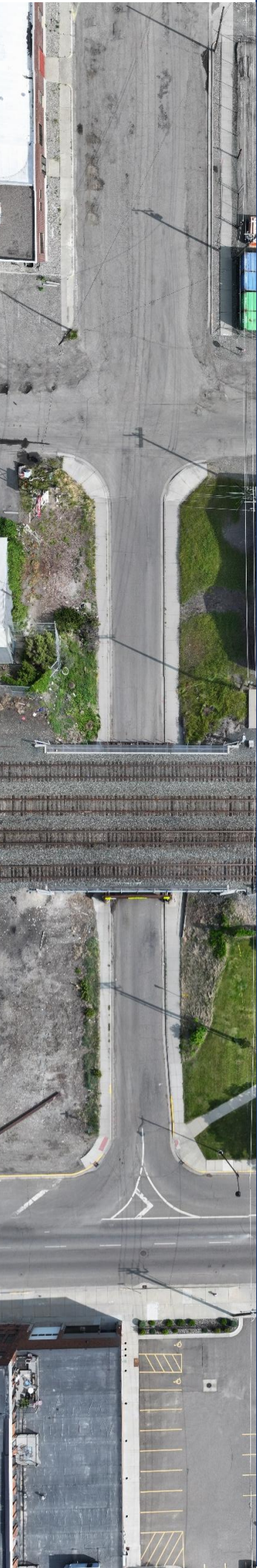
This project initially evaluated six alternatives for 21st Street and its surrounding corridors. These alternatives were evaluated for fatal flaws and presented to the PAC. The PAC recommended four alternatives be carried forward and analyzed as final alternatives.

FINAL ALTERNATIVES

Four alternatives were carried forward after initial screening. These alternatives underwent another round of assessment to refine project details, design considerations, cost estimates, and additional vetting by the public and PAC. A screening analysis was completed for all alternatives whose results are presented in this report. This study presents the evaluation of alternatives that include strategies to enhance the safety, multi-modal accessibility and roadway conditions of 21st Street.

Project Assumptions

While Billings is currently undertaking significant changes to its downtown roadway network, none of the construction projects active during this study's completion impacted the analysis described in this study. This study did not assume any changes to the roadway network impacting the study area. This project also did not account for any planned or desired redevelopment in downtown Billings. The City is actively undergoing an update to its comprehensive plan and is creating a transportation corridor plan, both of which may provide additional vision and context for the city and study area.



Section 2 PUBLIC OUTREACH

PUBLIC OUTREACH

A comprehensive public involvement plan (PIP) was developed and implemented for engaging the community. The (PIP) included the following activities:

- Hosting a project website;
- Conducting two rounds of virtual feedback collection (surveys) in June 2025 and December 2025 / January 2026;
- Engaging with the PAC through four meetings, and;
- Interviewing community members

Feedback from the community was used to aid in the development and assessment of alternatives. The goal was to provide transparency throughout the process and for the public outreach to objectively assist in the effort to identify opportunities and challenges with the existing underpass, and subsequent alternatives. The complete PIP is found in *Appendix A*.

Project Advisory Committee

The PAC served as a guidance and oversight body for the study. They were engaged on four separate occasions. These took the form of hybrid (in-person or virtual) meetings where findings at various study stages were presented to the committee for their review and discussion. Presentations given to the PAC and meeting minutes are included in *Appendix B*. The PAC included the following representatives (excluding MPO and consultant staff):

- Jay Anderson (Yellowstone County Public Works)
- Dakota Martonen (City Engineer's Office)
- Roy Neese (City Council Ward 2)
- Stephanie Donovan (Bicycle and Pedestrian Advisory Committee)
- Rusty Logan (MET Transit)
- Kurtis Schnieber (Montana Department of Transportation)
- Samantha Wood (Montana Department of Transportation)
- Janet Hardy (Phillips 66)
- Michelle Williams (Billings Depot)
- Mehmet Casey (Downtown Billings Alliance)
- Heather Doty (Billings Industrial Revitalization District (BIRD))

Public Involvement Comments

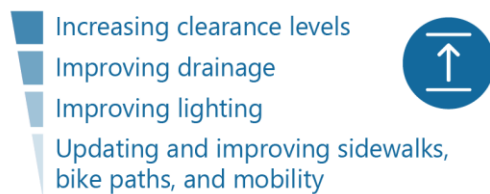
Two public online open houses with surveys were completed as part of the public and stakeholder outreach. Comprehensive public involvement summaries and raw survey responses are included in *Appendix C*.

The first round of public involvement took place from June 9th, 2025 to June 30th, 2025 and gathered input on the current use and suggested improvements to the 21st Street underpass. The survey received 446 individual responses. Key input from the first round of public comments included the following:

The survey received **446** individual responses

Nearly **50%** of the respondents indicated they **didn't use the underpass** on a weekly basis.

The areas for improvements, listed in level of importance, included:



Approximately **25%** of the respondents felt the City **should save money** by not updating the overpass and reallocating the money elsewhere.

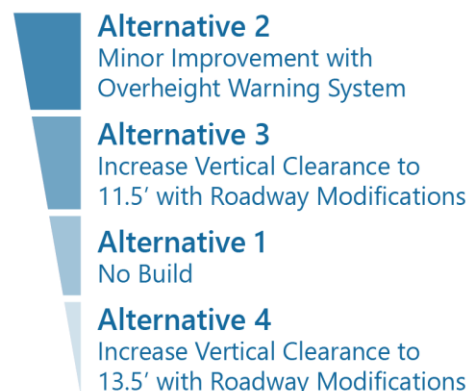
Public involvement round two took place from December 16th, 2025 through January 21st, 2026, and collected feedback on the four final alternatives. In total, 429 individual responses were received with 80% of respondents indicating they currently use the underpass, and 86% of respondents indicating they were residents of the city. Key takeaways are called out below:

The survey received **429** individual responses

Approximately **55%** of open-ended feedback indicated that:

- Cost was a considerable concern
- Upgrading alternate routes are a higher priority
- 27th Street is better connected

Alternatives preference from highest to lowest:



When asked whether funding came from federal sources would change the order of preference, **80% responded, no.**





Section 3 EXISTING CONDITIONS

EXISTING CONDITIONS

The evaluation of the existing conditions provides a baseline for the identification of applicable strategies and the evaluation of alternatives. *Appendix D* contains a comprehensive analysis of existing conditions.

Transportation System Inventory

STUDY AREA AND ROADWAY FACILITIES

The study area includes the 21st Street corridor, 27th Street, Montana Avenue, Minnesota Avenue, and 13th Street. Streets in this area are typically two to four travel lanes with some on-street parking and sidewalks. The downtown area contains a mix of one-way and two-way streets. The 27th Street and 13th Street crossings were included to analyze any potential impacts to their operations resulting from changes to the 21st Street underpass. Table 1 summarizes the characteristics of major roadways within the study area.

TABLE 1: MAJOR TRANSPORTATION FACILITIES

ROADWAY	BILLINGS MPO FUNCTIONAL CLASSIFICATION ¹	FEDERAL FUNCTIONAL CLASSIFICATION ²	NUMBER OF LANES	POSTED SPEED (MPH)	SIDEWALKS	BICYCLE LANES	ON-STREET PARKING
Montana Avenue	Principal Arterial	Other Principal Arterial	3 Lanes	25	Yes	No	Yes
Minnesota Avenue	Local	Local	2 Lanes	25	Partial	No	Yes
27th Street	Principal Arterial	Other Principal Arterial	4-6 Lanes	25	Yes	No	No
N & S 21st Street	Collector	Local	2 Lanes	Not Posted ³	Yes	No	No
N & S 13th Street	Principal Arterial / Collector	Minor Arterial	2-4 Lanes	25	Partial	No	No

1. Per 2023 Billings Urban Area Long Range Transportation Plan.
2. Per MDT Urban Maps – Functional Classifications Maps.
3. Per the City of Billings Municipal Code Chapter 24 Article 24-300 25 miles per hour in the business district or any residential district should not be exceeded where no speed is posted. 25 MPH was assumed for the segment.

INTERSECTIONS

Within the study area, four study intersections were identified and evaluated to understand how they operate and determine possible impacts with any changes to 21st Street. Study intersections along 27th Street and Montana Avenue are under MDTs’ jurisdiction. All other intersections in the study area are under the City of Billings’ jurisdiction.

- 27th Street and Montana Avenue
- 21st Street and Montana Avenue
- 27th Street and Minnesota Avenue
- 21st Street and Minnesota Avenue

PEDESTRIAN AND BICYCLE FACILITIES

As shown in Table 1, most study area roadways provide continuous sidewalks on one or both sides of the road. The notable exceptions are listed below.

- Minnesota Avenue only provides a sidewalk on the south side of the roadway between S 27th Street and 24th Street. It does not provide sidewalks in the vicinity of 21st Street.
- 13th Street only provides a sidewalk on its west side which ends as 13th Street turns into Minnesota Avenue south of the railroad tracks.

Pedestrian facilities exist on both sides of the street at the 21st Street underpass, however the sidewalks are known to flood, collect debris from the adjacent embankments, and be inadequately lit.

No dedicated bicycle facilities are present in the study area.

RAIL FACILITIES

In 2024, BNSF took over operations of the Montana Rail Link (MRL). MRL is now a subdivision of the Montana Division of BNSF. The MRL subdivision operates between Huntley, Montana and Spokane, Washington, passing through Missoula, Livingston, Bozeman, Billings, and Helena. The main rail yard is in Laurel, Montana, approximately 15 miles west of Billings. A smaller rail yard is in Billings. This yard runs parallel to and between Montana Avenue and 1st Avenue S, extending from S 29th Street to Underpass Avenue (6th Street W).

Nine rail crossings are present on the mainline in Billings. These include grade-separated crossings at Mallowney Lane, Laurel Road, Underpass Avenue (6th Street W), 21st Street, 13th Street, and at-grade crossings at Moore Lane, 29th Street, 28th Street/Broadway, and 27th Street. This project's study area focuses on the 21st Street underpass but includes the 27th Street and 13th Street crossings due to their proximity on either side of 21st Street. Table 2 includes a summary of the study area rail-crossings. Table 2 also provides information about warning devices used at at-grade crossings and restricted clearance at grade-separated crossings.

TABLE 2: STUDY AREA RAIL CROSSINGS

CROSSING LOCATION	GRADE-SEPARATED?	WARNING DEVICES	INTERCONNECTED SIGNALS	RESTRICTED CLEARANCE
13th Street	Yes	Clearance Warning on Structure and in Advance	Not Applicable	13'-8"
21st Street	Yes	Clearance Warning on Structure and in Advance as well as warning to Vehicles with Campers and Box Trucks	Not Applicable	8'
27th Street	No	Crossbucks, Pavement Markings, Constant Warning Time System, Gate Arms, Flashing Lights, and Bells	Interconnect with N 27th/Montana Avenue Intersection	-

TRANSIT AND EMS OPERATIONS

Due to height restrictions of 21st Street at the railroad underpass, Billings MET, the transit provider within the study area, does not utilize 21st Street between Montana Avenue and Minnesota Avenue. MET operates along a portion of the 27th Street corridor in the study area. It is unknown whether MET would utilize 21st Street if vertical clearance increased, as many factors influence transit routing.

The project team met with members of the Billings Fire Department, Billings Police Department and American Medical Response (AMR) (a division of Global Medical Response) to discuss their use and constraints utilizing the 21st Street railroad underpass. Findings from those interviews included:

- Billings Fire and AMR do not allow their vehicles to utilize the 21st Street corridor due to the height restrictions of the underpass.
- Billings Fire needs 13.5 feet of vertical clearance before they will allow their vehicles on 21st Street.
 - Not all fire vehicles require 13.5' clearance, but because Billings Fire alternates drivers on vehicles, they avoid the underpass completely in order to prevent confusion.
- Billings Fire has a station/crew south of the tracks, will pull resources from both north and south of the tracks during a structure fire.
 - If the 27th Street crossing is blocked by a train, they route vehicles to the 13th Street underpass.
- AMR exclusively route their vehicles to the 13th street underpass to avoid the probability of delays at the 27th street crossing.
 - AMR needs 10 feet of clearance before allowing their vehicles to utilize the 21st Street corridor.
- Billings Police does not have vehicle constraints currently but do respond to crashes on 21st Street associated with a vehicle versus bridge incident.

Transportation Volumes and Operations

AUTOMOBILE & TRUCK

Daily automobile traffic volumes were collected along 27th Street and 21st Street. Table 3 summarizes 24-hour traffic volumes along the 27th and 21st Street corridors.

TABLE 3 EXISTING 24-HOUR BIDIRECTIONAL VEHICULAR VOLUMES

CROSSING	VEHICULAR VOLUMES (TWO-WAY)		
	AM	PM	TOTAL
Rail Crossing at 27th Street	5,256	7,528	12,784
Rail Crossing at N 21st Street	321	638	959

Most vehicles classified as “heavy” are not able to utilize the 21st Street underpass due to height restrictions. These vehicles typically include buses, single unit box-type trucks, and large trucks with trailers. Table 4 shows the heavy vehicle activity at study intersections during the weekday AM and PM peak hours.

TABLE 4: HEAVY VEHICLE ACTIVITY SUMMARY – PERCENTAGE OF TOTAL TRAFFIC

INTERSECTION	WEEKDAY AM PEAK HOUR				WEEKDAY PM PEAK HOUR			
	NORTH-BOUND	SOUTH-BOUND	EAST-BOUND	WEST-BOUND*	NORTH-BOUND	SOUTH-BOUND	EAST-BOUND	WEST-BOUND
27th Street / Montana Ave	9%	6%	5%	0%	3%	3%	1%	0%
21st Street / Montana Ave	0%	0%	7%	0%	0%	0%	2%	0%
27th Street / Minnesota Ave	7%	7%	0%	0%	3%	3%	25%	0%
21st Street / Minnesota Ave	0%	0%	33%	0%	0%	0%	0%	0%

*Montana Avenue is a one-way street with eastbound traffic only.

Daily, 21st Street at the underpass was found to have a heavy vehicle percentage of approximately 2.8% (FHWA classification of 4+ axles) with a total of approximately 27 heavy vehicles. Daily, 27th Street was found to have a heavy vehicle percentage of approximately 5.4%, with a total of approximately 695 heavy vehicles. Therefore, 27th Street is utilized by approximately 96% of the heavy vehicles that utilize either 21st Street or 27th Street and 21st Street only serves approximately 4% of the heavy vehicles.

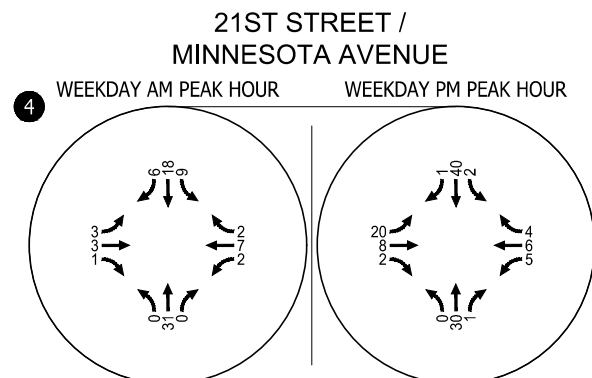
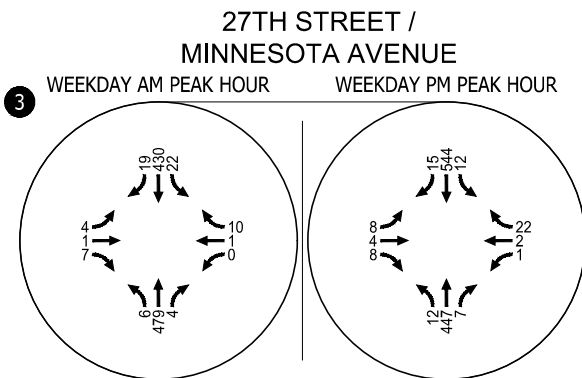
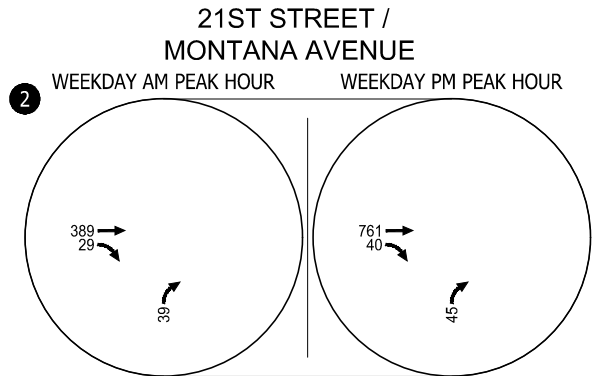
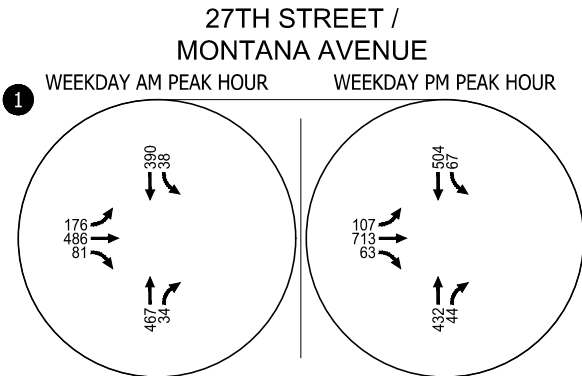
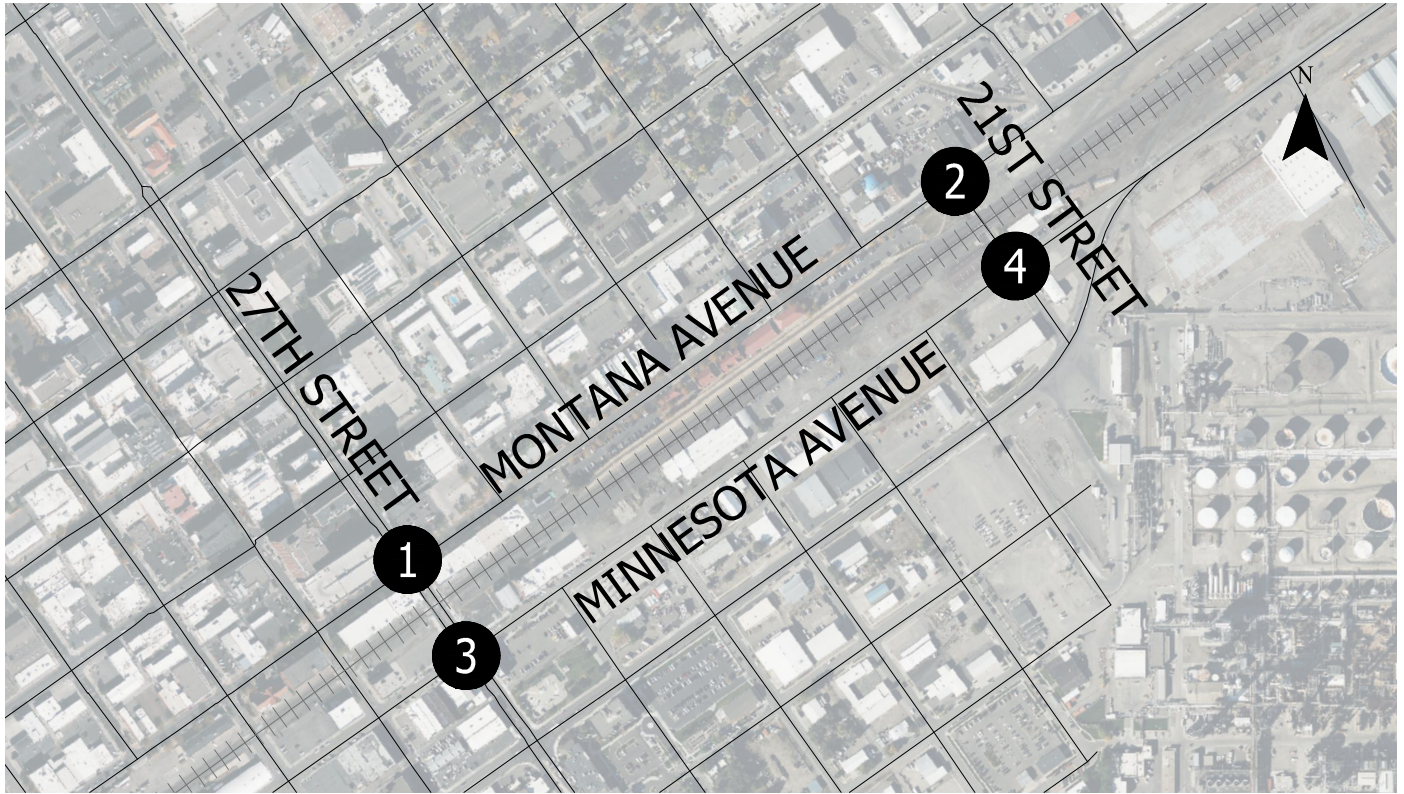
Table 5 summarizes the existing traffic operations at each of the study intersections during existing year 2025 weekday AM and PM peak hours. All four study intersections operate acceptably during the existing year 2025 AM and PM peak periods. Existing traffic volumes at study intersections are shown in Figure 3. Count volumes are located in *Appendix D*.

TABLE 5 EXISTING YEAR 2025 WEEKDAY AM AND PM TRAFFIC OPERATIONS

ID	Intersection	Intersection Control	Existing AM Peak Hour			Existing PM Peak Hour		
			V/C	LOS	Delay	V/C	LOS	Delay
1	27 th Street / Montana Avenue	Signal	0.51	B	16.3	0.51	B	15.4
2	21 st Street / Montana Avenue	OWSC ¹	0.07	B	10.2	0.12	B	12.6
3	27 th Street / Minnesota Avenue	TWSC	0.04	C	15.5	0.10	C	22.4
4	21 st Street / Minnesota Avenue	TWSC	0.01	A	9.6	0.05	A	9.5

V/C ratio is defined as vehicle-to-capacity ratio, which calculates the number of vehicles divided by the capacity of the roadway/intersection during the peak 15 minutes of the peak hour. LOS stands for Level of Service. Delay is reported in seconds per vehicle. Cells in the table above that are **bolded**, *italicized*, and highlighted indicate an intersection and/or lane group operating below the jurisdictional standards.

¹Only the northbound approach is stop controlled.



- Study Intersection

Year 2025 Existing Traffic Volumes
Weekday AM & PM Peak Hours
Billings, Montana

Figure
3

Traffic Diversion During Railroad Crossing

The traffic data on 21st Street and 27th Street were analyzed to determine whether real-time traffic diversion takes place between 27th Street and 21st Street when a train crossing interrupts the 27th Street crossing. A review of video footage captured during the count collection process identified five trains that passed through the 27th Street at-grade crossing in the AM (2) and PM (3) peak hours:

- 8:11:03 AM – 8:14:57 AM
 - 00:03:54 wait time
- 8:28:00 AM – 8:29:37 AM
 - 00:01:37 wait time
- 5:13:35 PM – 5:16:55 PM
 - 00:03:20 wait time
- 5:35:18 PM – 5:36:17 PM
 - 00:00:59 wait time
- 5:45:55 PM – 5:46:35 PM
 - 00:00:40 wait time

Based on a review of the traffic counts, there was not a corresponding increase in traffic volumes on 21st Street intersections when train crossings occurred at 27th Street. This indicates that during train crossings on 27th Street, traffic waits for the train or utilizes alternative routes other than 21st Street to cross the railroad. While active diversion to 21st Street from 27th Street during a train crossing was not observed based on a shift in traffic volumes, it is likely that some drivers choose to use 21st Street at certain times of the day that they anticipate 27th Street may be impacted by a train crossing.

RAILROAD ACTIVITY

Railroad activity in the study area was obtained from the Federal Railroad Administration (FRA) online highway-rail crossing inventory. Table 6 summarizes activity at at-grade crossings in the study area. Grade separated crossings like 21st Street and 13th Street do not have this information available, however, given their proximity to the 27th Street at-grade rail crossing, the characteristics are likely similar.

TABLE 6: RAIL ACTIVITY SUMMARY

CROSSING	DAILY THROUGH TRAINS (DAY/NIGHT)	DAILY SWITCHING TRAINS	MAX SPEED (MPH)	MIN SPEED (MPH)	NUMBER OF TRACKS (TYPE)
27 th Street	18/18	6	25	5	2 (Main) ¹

Source: FRA

¹The 21st Street rail bridge holds four tracks on top of it.

BICYCLE AND PEDESTRIAN VOLUMES AND LEVEL OF TRAFFIC STRESS

Pedestrian and Bicycle Activity

Pedestrian and bicycle activity along the 21st Street corridor is generally low. Table 7 summarizes the existing bidirectional peak hour pedestrian and bicycle volumes at rail crossings along 27th Street and 21st Street.

TABLE 7. EXISTING 24-HOUR BIDIRECTIONAL PEDESTRIAN AND BICYCLE VOLUMES

CROSSING	PEDESTRIAN VOLUMES			BICYCLE VOLUME		
	AM	PM	TOTAL	AM	PM	TOTAL
Rail Crossing at 27 th Street	169	256	425	350	345	695
Rail Crossing at N 21 st Street	1	16	17	8	19	27

Existing Pedestrian & Bicycle Level of Traffic Stress

Level of Traffic Stress (LTS) refers to the concept that users of a transportation facility have different tolerance levels for traffic stress. Traffic stress refers to a combination of factors including vehicle speeds, volumes, noise, fumes, etc. that can impact how different user groups (e.g., experienced bicyclist vs. new rider, adult vs. child, etc.) feel on a transportation facility. LTS scores range from 1 to 4 with 1 corresponding to high comfort/low stress for all users, and 4 indicating low comfort/high stress.

Pedestrian Level of Traffic Stress

Based on the presence of sidewalks on both sides of 21st Street, the two-lanes of traffic, and a speed of 25 mph, the study section was found to have a pedestrian LTS score of 2. This corresponds to a “high comfort for adults” definition according to the *Livable Streets Performance Measures* report. This procedure does not account for the lack of lighting and condition under the railroad structure.

Bicycle Level of Traffic Stress

Based on the speeds, lack of center line on 21st Street, and traffic volume level, the bicycle LTS was determined to also be a 2 in the study area segment of 21st Street. This corresponds to the following definition:

“Presenting little traffic stress and therefore suitable to most adult cyclists but demanding more attention than might be expected from children. On links, cyclists are.... on a shared road where they interact with only occasional motor vehicles (as opposed to a stream of traffic) with a low speed differential...Crossings are not difficult for most adults.”

Crash History

MDT provided crash data (2019 to 2023) for the study intersections and segments. A total of 74 crashes occurred at the four study intersections on 21st Street and 27th Street and on the study segment of 21st Street. Approximately 69% of those crashes occurred at the study intersections on 27th Street, which included one incapacitating injury crash at the 27th Street / Montana Avenue intersection.

Of the 23 crashes reported on 21st Street, approximately 13% occurred at the two study intersections. Approximately 87% of the crashes on 21st Street occurred along the 21st Street segment (i.e. not at an intersection), including approximately 12 crashes identified by MDT as involving the bridge/rail structure. Table 8 displays a summary of all crashes by collision type and displays a summary of all crashes by severity.

TABLE 8. CRASHES BY COLLISION TYPE – 2019 TO 2023

LOCATION	CRASH TYPE									TOTAL	ESTIMATED CRASH RATE ¹
	REAR END	ANGLE	TURNING	SIDESWIPE	FIXED OBJECT	HEAD ON	PEDESTRIAN	BICYCLISTS	OTHER		
27th St / Montana Ave	8	17	2	3	3	1		1	3	38	1.08
Montana Ave / 21st St			1							1	0.06
27th St / Minnesota Ave	5	5		2			1			13	0.66
21st St / Minnesota Ave		1							1	2	0.92
21st Street Segment ²				3	17					20	11.42
Total	13	23	3	8	20	1	1	1	4	74	

¹Crashes per million entering vehicles

²Crashes between Intersections with Montana Avenue to the north and Minnesota Avenue to the South.

TABLE 9. CRASHES BY SEVERITY – 2019 TO 2023

LOCATION	CRASH TYPE						TOTAL
	FATALITY	INCAPACITATING INJURY	NON- INCAPACITATING EVIDENT INJURY	POSSIBLE INJURY	PROPERTY DAMAGE ONLY	UNKNOWN	
27th St / Montana Ave		1	7	9	19	2	38
Montana Ave / 21st St					1		1
27th St / Minnesota Ave			1	4	8		13
21st St / Minnesota Ave				1	1		2
21st Street Segment Crashes ¹			1	2	17		20
Total	0	1	9	16	46	2	74

¹ Crashes between Intersections with Montana Avenue to the north and Minnesota Avenue to the South.

Based on the data presented above, the following trends were noted.

- The 21st Street segment between its intersections with Montana Ave to the north and Minnesota Ave to the south saw a significant number of crashes, given the relatively low traffic volumes.
 - The majority (approximately 60%) of the crashes along the segment involved the bridge structure.

The 2023 Billings LRTP project identified high crash corridors and intersections throughout the City of Billings. One of the project study intersections (27th Street and Montana Avenue) was the fifth highest Equivalent Property Damage Only (EPDO) value intersections in the LRTP.

In addition to MDT crash data, Billings Fire provided high-level response records for crashes occurring at the 21st Street Bridge (classified as bridge-involved). That data was from January 2019 through April 2025 and identified 26 bridge-involved crashes, three of which had an identified injury. One of the bridge hits involved an ambulance which corresponded with a change in use of the corridor described in the Transit and EMS provider section of this report. Figure 4 highlights some of the key findings from the existing conditions analysis.

21st Street Underpass Structure and Drainage Evaluation

Based on information from as-built plans and other design information for 21st Street and the railroad bridge structure provided by the City, an evaluation was conducted to provide insight into the ability to increase vertical clearance and make improvements for pedestrians and bicycles.

The as-built bridge plans and geotechnical information indicate that the existing bridge pier piles are supported in a relatively soft shale bedrock formation approximately 18 feet below the roadway with a pile tip (elevation of approximately 3088±). This information suggests that the piles develop a significant amount of their vertical strength from end bearing in the shale and that soil could be excavated adjacent to the pile at existing ground line with negligible impacts to the vertical strength. As-built plans also indicate that the minimum embedment required for lateral stability is approximately 15 feet, which would require a minimum groundline Elev. 3103±.

Surface drainage for the existing 21st Street roadway below the underpass is provided by two combination curb inlets located just south of the underpass at a sag curve low point. Based on as-built drawings from the *Replace Bridge 224 Over 21st Street Near Billings, MT project (as-builts)* and the City of Billings *Map Library Stormwater Drawings Viewer*, the combination curb inlet connects to a manhole located along the street that gravity drains via a 12" PVC storm drainpipe to the south and connects to a storm drain system running from west to east along Minnesota Avenue.

The existing 21st Street underpass is in an area of Billings known to have high groundwater. Using publicly available groundwater well logs obtained from the Montana Bureau of Mines and Geology Ground Water Information Center, wells surrounding the 21st Street underpass were reviewed to draw preliminary conclusions regarding groundwater in the area. Information from the six closest existing wells ranging in distance from approximately 500 to 800 feet from the 21st Street underpass were reviewed and identified static water levels ranging from 7 to 16 feet below ground. Using the approximate locations and elevations from the Montana Lidar Viewer produced estimated groundwater elevations ranging from approximately 3,105 to 3,109 feet.

As-built drawings indicate that the 12-inch PVC storm drainpipe has minimal upstream cover at the manhole near the underpass and a total elevation drop of 0.54 feet over a length of 168 feet, equating to a slope of 0.321%. From this information, maintaining a gravity storm drain system is not anticipated to be feasible if the storm drain inlets along 21st Street below the underpass are lowered. Additionally, due to the elevation of the sag point where the storm drain inlets are located, this would put the groundwater close to existing grade. Although this information is estimated preliminary information, it indicates a high likelihood of groundwater being located at a very shallow depth below the 21st Street roadway surface at the underpass. If the roadway profile is lowered, a pump system will likely be necessary to accommodate the storm drain system. Groundwater elevations will need to be considered as part of the design of improvements.

Based on the existing structural and drainage conditions, it is anticipated that lowering the 21st Street roadway below the underpass no more than three to four feet is feasible with minor modifications to the piers based on bridge as-builts. Widening the sidewalks under the existing structure are likely limited to a

small amount due to difficulty with installing retaining walls within the area of the existing bridge foundations.

Any stormwater improvements would be designed to maintain surface water collection in the storm drain system separate from groundwater to avoid soil contamination concerns from the nearby Billings PCE federal Superfund site. Construction of a storm drain and/or structural improvements would likely warrant dewatering and may require contaminated soil removal, both which would require proper mitigation measures.

Further investigation is required to understand impacts related to groundwater, utilities, storm drain, and sidewalk requirements associated with lowering the roadway profile.

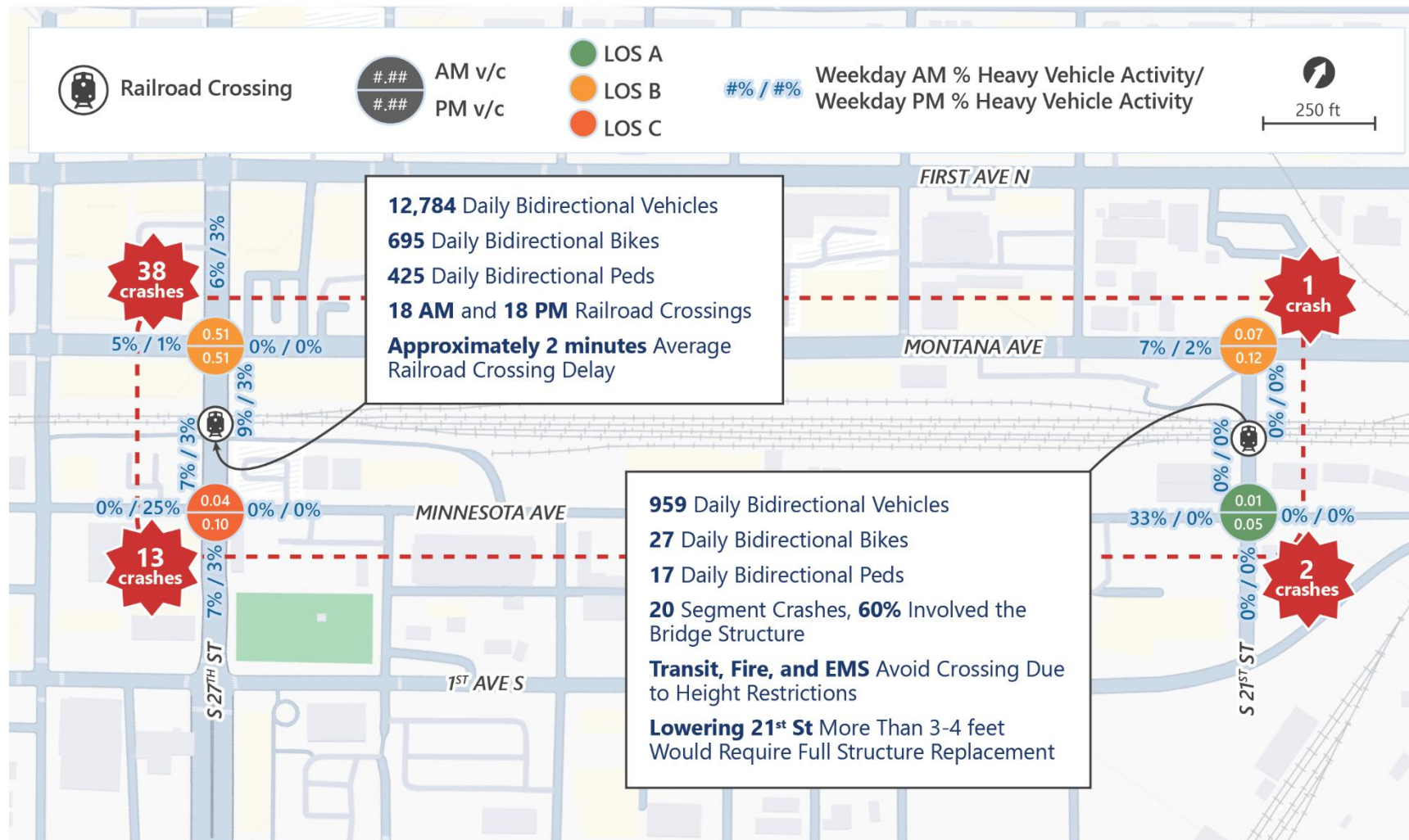
21st Street Underpass Vertical Design Evaluation

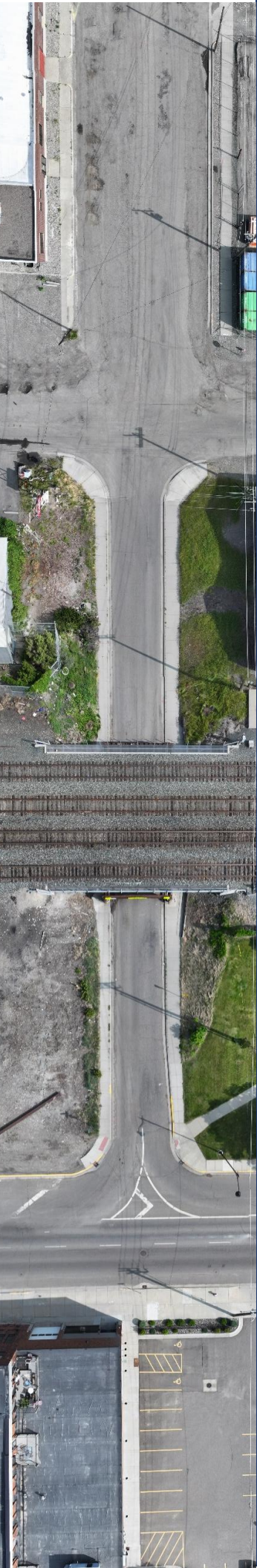
Based on review of the as-built drawings for 21st Street between Minnesota Avenue and Montana Avenue, the vertical curvature does not meet current AASHTO design policies with respect to the vertical curve lengths used to lower the roadway under the overpass. Vertical design elements that do not meet current policies include:

- **Grades at Pedestrian Crossings** - The vertical grade on 21st Street at the locations of the existing pedestrian ramps that serve the south pedestrian crossing across 21st Street at Montana Avenue and the north pedestrian crossing at Minnesota Street are approximately 4% and 5-6%, respectively. This is greater than the recommended 2% maximum cross-slope for crosswalk areas.
- **Vertical Curvature** - The lengths of the vertical curves on 21st Street between Montana Avenue and Minnesota Avenue are less than recommended for a speed of 25 mph, creating a lack of stopping sight distance during night driving as vehicles enter the sag curves under the railroad bridge.

Due to the limited distance between the railroad tracks and intersections of Montana Avenue and Minnesota Avenue, improving the existing curvature to meet stopping sight distance criteria in nighttime conditions is not possible without significant changes to Montana Avenue and Minnesota Avenue. The most effective option would be lowering the Montana Avenue and Minnesota Avenue intersections with 21st Street to reduce the vertical curvature on 21st Street. But that would require significant investment and would be in addition to lowering the intersections to provide additional clearance. Other low-cost options to improve stopping sight distance safety, while maintaining a similar vertical curvature, include installing street lighting to improve stopping sight distance at night and reducing the speed limit on 21st Street.

FIGURE 4 EXISTING CONDITIONS OVERVIEW





Section 4 FUTURE TRAFFIC CONDITIONS

Future Traffic Conditions

To analyze future year traffic conditions (2045), growth was forecast by reviewing travel demand model volumes and applying a growth rate to individual links. No projects were identified that would change the lane configurations at any of the study intersections before the year 2045. The complete analysis of future conditions analyzed is found in *Appendix D*.

FUTURE YEAR 2045 TRAFFIC OPERATIONS

A LOS analysis was conducted at the study intersections to assess how well they can accommodate forecast future traffic demands. The analysis methodology was the same as used in the existing conditions analysis. Table 10 shows the forecast traffic operations at each of the study intersections during future year 2045 weekday AM and PM peak hours. Figure 5 shows future year intersection volumes. Raw volumes used in this analysis can be found in *Appendix D*.

TABLE 10 FUTURE YEAR 2045 WEEKDAY AM AND PM TRAFFIC OPERATIONS

ID	Intersection	Intersection Control	Future AM Peak Hour			Future PM Peak Hour		
			V/C	LOS	Delay	V/C	LOS	Delay
1	27 th Street / Montana Avenue	Signal	0.65	B	19.6	0.74	B	18.0
2	21 st Street / Montana Avenue	OWSC ¹	0.22	B	12.5	0.29	C	16.5
3	27 th Street / Minnesota Avenue	TWSC	0.05	C	19.0	0.13	D	29.6
4	21 st Street / Minnesota Avenue	TWSC	0.02	B	10.4	0.08	B	10.7

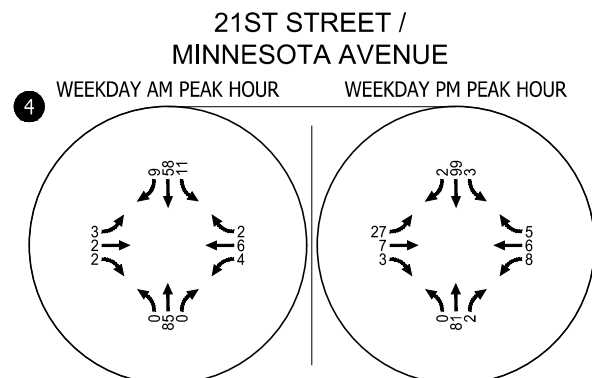
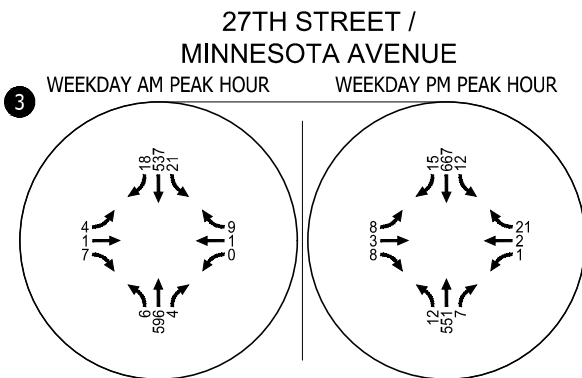
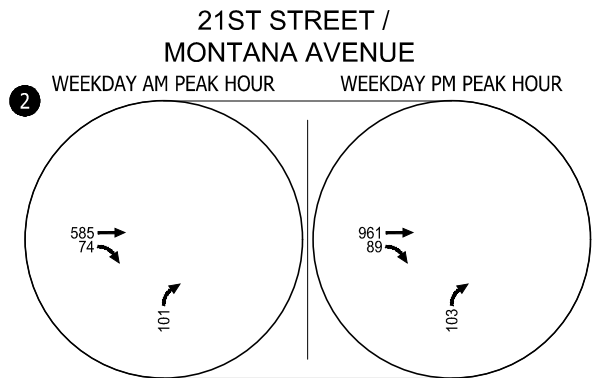
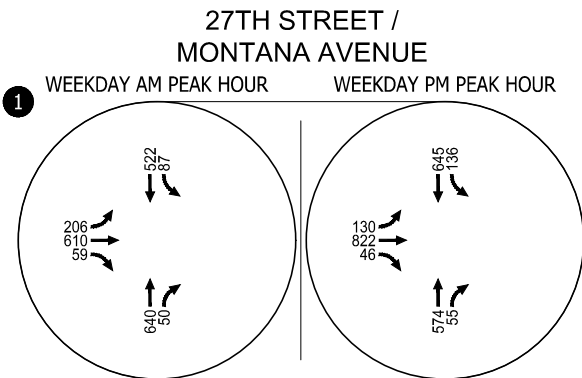
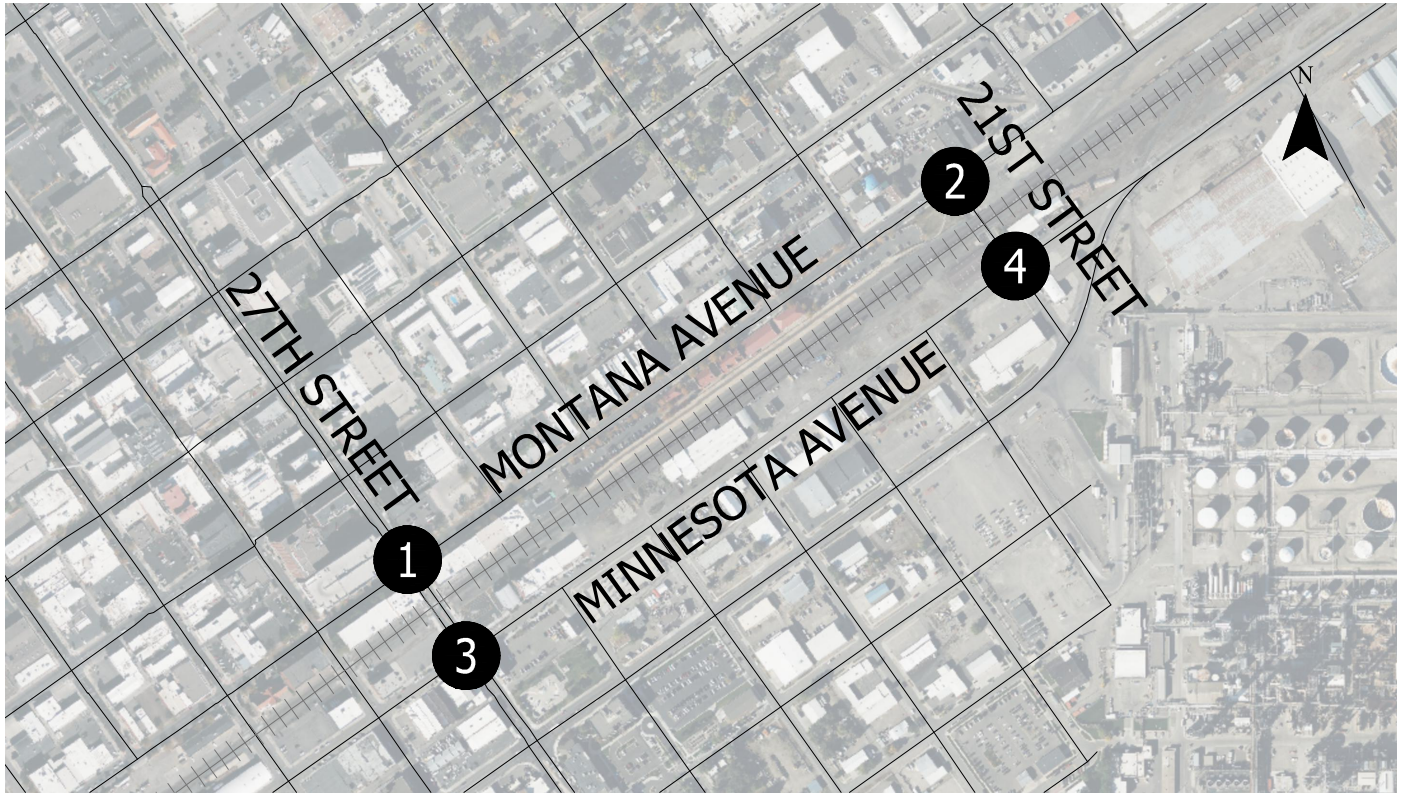
V/C ratio is defined as vehicle-to-capacity ratio, which calculates the number of vehicles divided by the capacity of the roadway/intersection during the peak 15 minutes of the peak hour. LOS stands for Level of Service. Delay is reported in seconds per vehicle. Cells in the table above that are **bolded**, *italicized*, and **highlighted** indicate an intersection and/or lane group operating below the jurisdictional standards.

¹Only the northbound approach is stop controlled.

All four intersections were found to operate acceptably in the year 2045 AM except for one intersection, which exceeds operations standards during the forecast year 2045 PM peak period:

- The 27th Street and Minnesota Avenue Intersection is expected to operate at LOS D during the weekday PM peak hour. All movements operate at LOS B or better except the eastbound left turn movement. This movement has a v/c of 0.13 indicating it is significantly under capacity, so despite delay, drivers can find gaps to make their turn.

A planning-level signal warrant analysis was completed and found volume based warrant criteria were not met. Therefore, no operational improvements are recommended for the intersection as the delayed movement operates significantly undercapacity, and a signalized intersection is present one block south that drivers may use if they find recurring delays when repeatedly trying to make the eastbound left turn.



- Study Intersection

Year 2045 Future Traffic Volumes
Weekday AM & PM Peak Hours
Billings, Montana

Figure
5

INCREASE IN FUTURE YEAR 2045 TRAFFIC VOLUMES IF CLEARANCE WAS INCREASED TO ACCOMMODATE HEAVY TRUCKS

While the Travel Demand Model does not assume improvements to the 21st Street underpass or evaluate changes to heavy vehicle volumes based on vertical design elements, the approximate increase in heavy vehicle use was estimated assuming the underpass is improved to approximately 13.5 feet of clearance that would accommodate most types of trucks.

It is reasonable to assume that a change to the vertical clearance or addition of other multi-modal improvements would not significantly impact the use of 21st Street by passenger vehicles that are accommodated by the 8-foot clearance. But increasing the clearance would increase the use of the 21st Street by large trucks that exceed the current clearance. Assuming percent of trucks between 27th Street and 21st Street is similar, at approximately 5.4%, the truck percentage on 21st Street would increase from approximately 2.8% to 5.4% based on existing conditions. This difference equates to an increase of approximately 57 daily truck trips in 2045.



Section 5 ALTERNATIVES EVALUATION

ALTERNATIVES EVALUATION

Post completion of the existing conditions analysis, public involvement round one, and an initial meeting with the PAC, the project team developed a short list of six alternatives. Those six alternatives were screened down to four alternatives for detailed evaluation. *Appendix E* includes the complete alternatives evaluation.

Initial Alternatives Screening

The six initial alternatives evaluated as part of the initial screening process are described in Table 11.

TABLE 11 INITIAL ALTERNATIVES

ALTERNATIVE		DESCRIPTION
Alternative 1	No-Build	This alternative is the base alternative. It does not include any changes to the railroad underpass or 21st Street.
Alternative 2	Minor Improvements with Overheight Vehicle Warning System	This alternative adds an automated overheight vehicle warning system to reduce crashes involving overheight vehicles and the undercrossing structure. It also includes lighting, drainage, and other minor modifications to improve the pedestrian and vehicle environment.
Alternative 3A	Increase Clearance to 11.5 feet with Minor Pedestrian Improvements	This alternative includes the improvements in Alternative 2, lowers the grade of 21st Street by approximately 3.5 feet to increase the vertical clearance of the uncrossing to approximately 11.5 feet, changes stormwater management to a pump system, and widens sidewalk (minor) where feasible. The increased vertical clearance accommodates most small emergency vehicles such as ambulances. This alternative does not modify the length of the bridge structure.
Alternative 3B	Increase Clearance to 11.5 feet with 10' Sidewalks on 21 st Street	This alternative includes the improvements in Alternative 3A and adds wider sidewalks on 21st Street. This alternative requires lengthening the bridge spans due to the wider sidewalks.
Alternative 4	Increase Clearance to 13.5 feet with 10' Sidewalks on 21 st Street	This alternative is similar to Alternative 3B but lowers 21st Street by two additional feet to obtain a standard minimum vertical clearance of 13.5 feet. This alternative would accommodate most trucks and emergency vehicles such as large fire trucks.
Alternative 5	Increase Clearance to 16.0 feet with 10' Sidewalks on 21 st Street	This alternative is similar to Alternative 4 but lowers 21st Street by approximately 2.5 additional feet (8 feet total) to obtain a vertical clearance of 16.0 feet. This alternative should accommodate all trucks and emergency vehicles. This vertical clearance is recommended for new federal projects.

The initial alternatives were presented to the PAC for feedback. Based on the PAC review, Alternatives 1, 2, 3A, and 4 were chosen to be forwarded as alternatives for further concept development.

Alternative 3B was not included due to having the same vertical clearance as Alternative 3A but requiring much more substantial work on the railroad bridge. This alternative would likely require temporary track be constructed to re-route the trains while the structure is reconstructed.

Alternative 5 was not included for the following reasons:

- A clearance of 16 feet is not required to accommodate all the emergency service vehicles and most trucks.
- The railroad bridge would require a full replacement. It would require a detour structure and shoofly to accommodate trains throughout construction.
- Due to the impacts of railroad traffic, approval from BNSF (railroad/bridge owner and operator) may be difficult to obtain.
- The section of 21st Street under the structure would be substantially below the groundwater level. This would require a substantial pumping system and modifications to the stormwater infrastructure in the surrounding area that serves 21st Street.
- The easternmost lane on Montana Avenue would need to be lowered approximately 8-9 feet. This would impact access and parking for an additional block to the east and west affecting the 22nd Street and 20th Street intersections.
- The estimated cost is very high due to the level of improvements, replacement of the structure, and building significant temporary track and structure facilities to maintain railroad operations.

Review of Final Alternatives

The four initial alternatives chosen to be carried forward for additional analysis were evaluated as the "Final Alternatives".

ALTERNATIVE 1:

No-Build

Alternative 1 maintains the existing infrastructure currently in place. Figure 6 shows the no-build condition alternative. Figure 7 shows the existing no-build street cross-sections. Figure 8 shows a rendering of the existing railroad bridge structure. The areas proposed for improvements are summarized below.



Improvement Areas:

- Bridge Structure, 21st Street, Surrounding Roadways: No change

+ Advantages:

Maintaining the current roadway configuration minimizes costs and allows the City and MPO to prioritize funding in other areas where a greater need for investment has been identified. No construction in the area avoids impacting BNSF railroad operations and Montana Department of Transportation (MDT) facilities in the project area.

FIGURE 6. ALTERNATIVE 1: NO BUILD

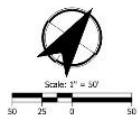


FIGURE 7. ALTERNATIVE 1: EXISTING STREET SECTIONS

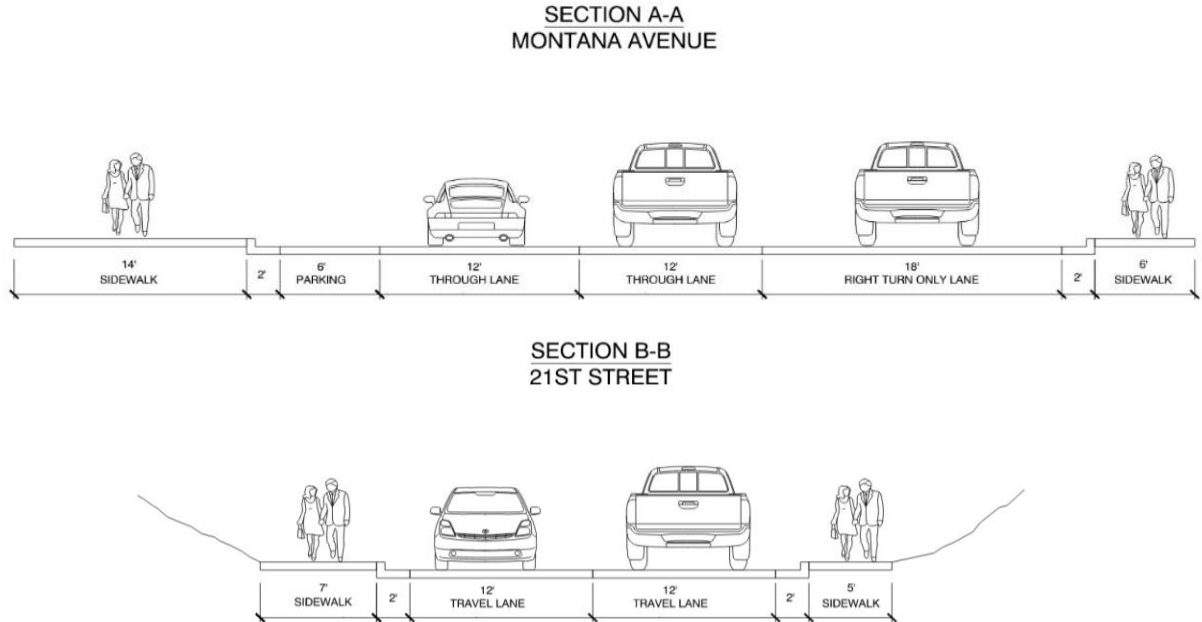
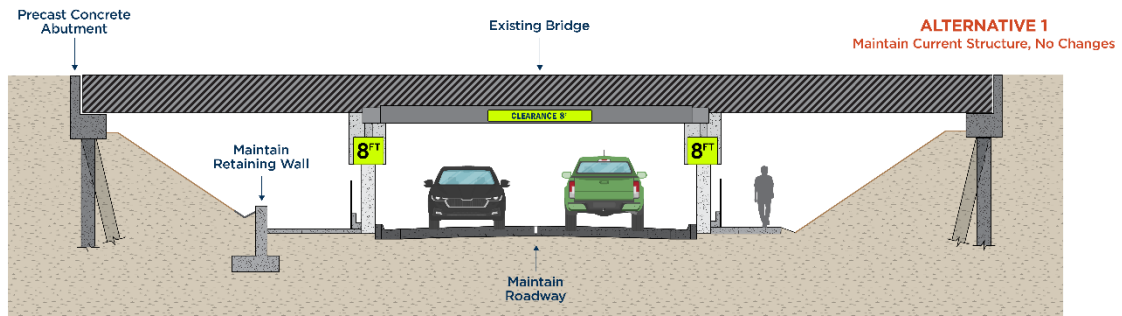


FIGURE 8. ALTERNATIVE 1: EXISTING BRIDGE STRUCTURE



Disadvantages:

The primary disadvantages is that no safety or multi-modal access improvements to the underpass will improve the existing deficiencies. The current configuration experiences frequent crashes involving the bridge structure and maintains the height restrictions that do not allow for buses, emergency vehicles, and heavy vehicle traffic to utilize the corridor. The earthen bridge abutment slopes will continue to result in increased debris on the sidewalks. The lack of sufficient drainage during storm events will continue to be an issue for short periods.

ALTERNATIVE 2:

Minor Improvements with Overheight Vehicle Warning System

This alternative adds low-cost improvements with the goals of reducing the overheight vehicle crashes into the overpass bridge and improving the pedestrian environment under the bridge.

The alternative includes installing an overheight vehicle warning system, modifying the 21st Street underpass to improve the existing drainage system, and stabilizing the bridge abutment embankment slopes to reduce debris on the sidewalks.

Figure 9 shows an example of a warning system which utilizes signing and flashers to warn overheight vehicles prior to reaching the structure. These systems typically include sensors or mechanical devices to determine if a vehicle is overheight and signing to warn the driver and potentially provide information to the driver on how to avoid the low-height structure.



FIGURE 9. EXAMPLE OF A VERTICAL CLEARANCE WARNING SYSTEM

Figure 10 shows a concept for the proposed warning system. Figure 11 shows cross-sections of Montana Avenue and 21st Street. Figure 12 shows a rendering of the existing bridge structure with the proposed warning system.

This alternative includes the following modifications to 21st Street, the bridge structure, and the surrounding area:

Improvement Areas:

- Bridge Structure:
 - No change
- 21st Street:
 - Installing signage and flashers as part of an overheight vehicle warning system.
 - Stripe centerline.
 - Paving of the bridge abutment slopes to reduce debris on the sidewalks.
 - Adding pedestrian and vehicle lighting on 21st Street to increase light under the bridge and provide improved nighttime sight distance for drivers.
 - Adding drainage inlets to reduce stormwater flow to existing inlets.
- The Surrounding Roadways:
 - Installing signage and flashers for the overheight vehicle warning system.

FIGURE 10. ALTERNATIVE 2: MAINTAIN EXISTING 8 FEET OF VERTICAL CLEARANCE WITH WARNING SYSTEM

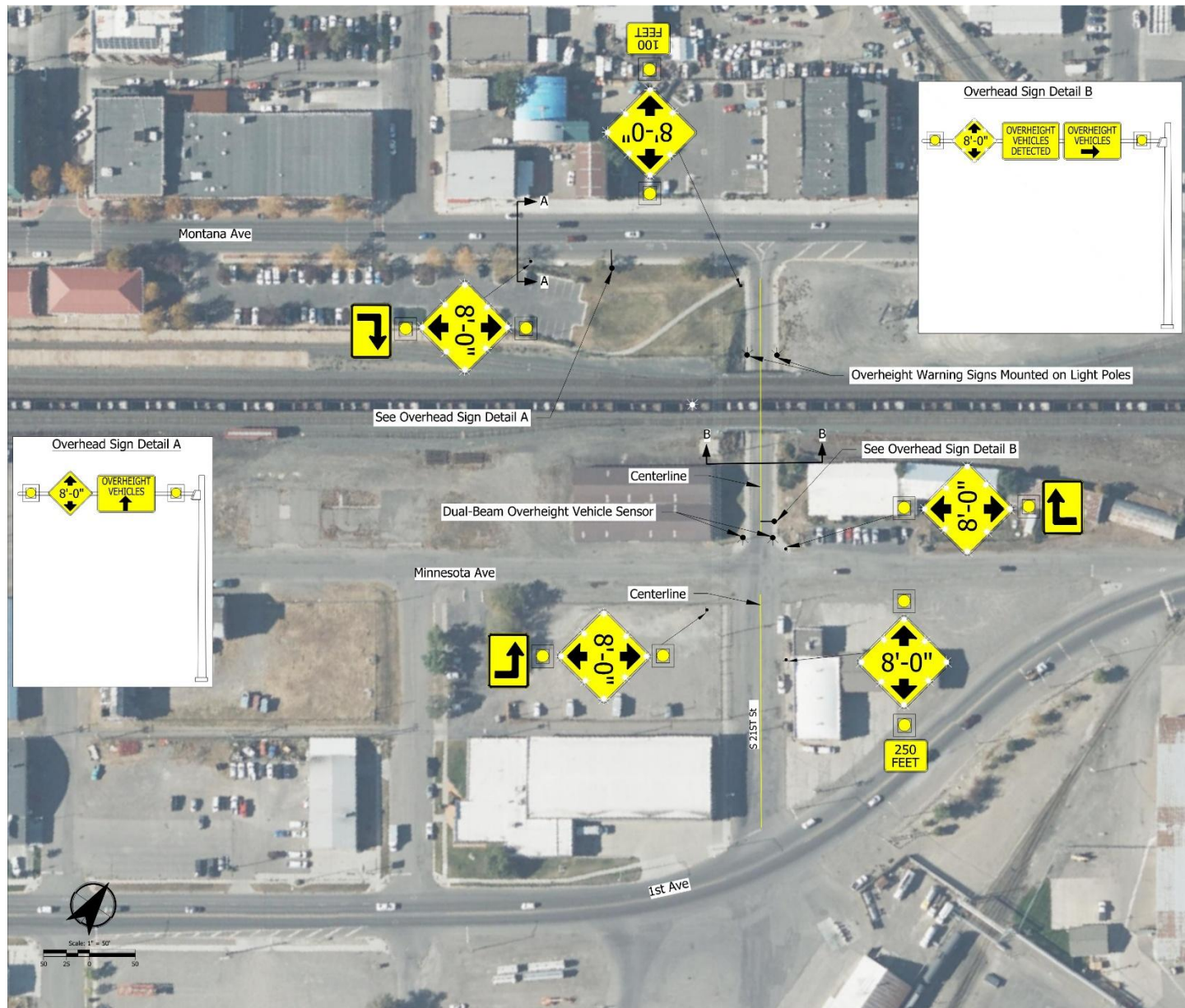


FIGURE 11. ALTERNATIVE 2: EXISTING STREET SECTIONS AND EXAMPLE DEVICES

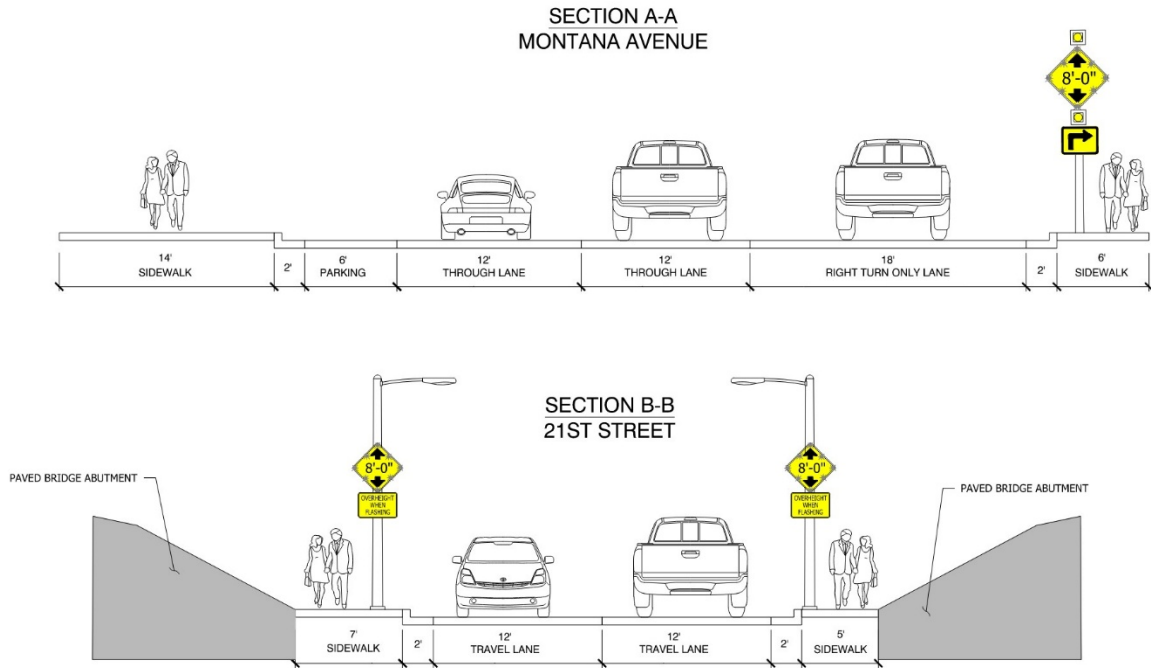
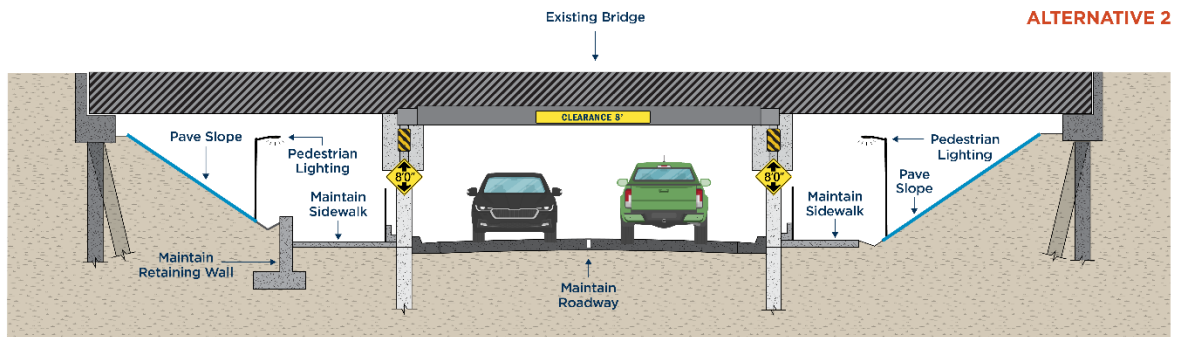


FIGURE 12. ALTERNATIVE 2: BRIDGE STRUCTURE



Additionally, due to the vertical curvature of the roadway impacting stopping sight distance, installing warning signage, such as "Hill Blocks View" (W7-6) with a speed advisory sign (W13-1P) could be considered based on an engineering evaluation. Warning and advisory signage is not included due to the concept level design conducted for this study, recommendation for lighting, the default speed being 25 mph, the roadway and underpass age and history, and speed not being identified in most crashes as a primary factor.

⊕ Advantages

The overhead vehicle warning system is expected to reduce vehicle/bridge crashes through advanced warning/flashing signage. As described in existing conditions section, in the five years from 2019 to 2023, approximately 20 crashes were reported on 21st Street between Minnesota Avenue and Montana Avenue with approximately 60% of the crashes involving the bridge structure.

Paving the abutment slopes under the underpass would reduce sediment from running off the slope and collecting on the sidewalk and clogging the drainage inlets. Additional inlets on both underpass approaches may reduce the occurrence of flooding by providing more points for water to enter the system.

Adding pedestrian and vehicle lighting on 21st Street will enhance the pedestrian experience and safety under the bridge and improve the nighttime sight distance for drivers on 21st Street.

Disadvantages:

At this time, it is unknown if there are drainage constraints downstream, so additional inlets may not be very effective in preventing flooding. No improvements to vertical clearance continue to provide the opportunity for vehicle/bridge crashes, and restricts emergency, transit, and heavy vehicles from being able to utilize 21st Street.

Cost:

Table 12 shows the estimated cost for this alternative. It is estimated this alternative would cost between \$600,000 and \$800,000, depending on the scale of the improvements. If this alternative is carried forward the cost estimate will be refined.

TABLE 12 ALTERNATIVE 2 COST ESTIMATE

ITEM	ESTIMATED COST
1. Roadway & Lighting Improvements	\$570,000-\$750,000
2. Drainage & Stormwater Improvements	\$30,000-\$50,000
3. Railroad Bridge Improvements	Not Applicable
4. Railroad Temporary Traffic Control	Not Applicable
Total	\$600,000 - \$800,000

ALTERNATIVE 3:

Increase Clearance to 11.5 Feet with Minor Pedestrian Improvements

Alternative 3 (3A in initial screening) includes moderate modifications of the bridge structure to increase the vertical clearance by approximately 3.5 feet to achieve a vertical clearance of approximately 11.5 feet (11'-6") as well as adding pedestrian improvements and an overheight warning system like Alternative 2. This alternative would accommodate ambulances but continue to not accommodate fire, large EMS vehicles, and most commercial trucks. With this alternative vertical curvature and grades would remain similar to the existing condition and therefore would continue to not meet current design standards.

This alternative is shown in Figure 13. Figure 14 shows cross-sections of Montana Avenue and 21st Street. Figure 15 depicts a rendering of the bridge structure with the proposed warning system.

This alternative includes the following modifications to 21st Street, the bridge structure, and the surrounding area:



Improvement Areas:

- Bridge Structure:
 - Pier encasement or retaining wall to support lowered roadway
 - Controlled density backfill behind pier encasement/retaining wall to maintain a shared use path along 21st Street
 - New cross bracing on piers for added support
 - New concrete slope paving below bridge
- 21st Street:
 - Lowering the existing roadway approximately 3.5 feet to obtain a vertical clearance under the bridge structure of 11.5 feet.
 - Lowering the intersections at Montana Avenue and Minnesota Avenue by approximately 3 feet.
 - Stripe centerline.
 - Installing new drainage pumping system due to the high groundwater level.
 - Adding pedestrian and vehicle lighting on 21st Street.
 - Eliminating on-street parking on 21st Street south of Minnesota Avenue to accommodate a retaining wall and avoid elevation conflicts.
- The Surrounding Area:
 - Minnesota Avenue will be cut-off to the east and west of 21st Street and a cul-de-sac installed at each end to provide room for vehicles to turn around.
 - Requires the east lane on Montana Avenue to be lowered by ~3-4 feet
 - Access restrictions and removal of parking on Montana Avenue between 22nd Street and 20th Street.
 - Sidewalk and travel lanes will have to be reconfigured to maintain through lanes and on-street parking.
 - Work with private property owners to remove some parking in the lot south of Montana Avenue.

FIGURE 13. ALTERNATIVE 3 CONCEPT: INCREASE VERTICAL CLEARANCE TO 11.5' WITH PEDESTRIAN IMPROVEMENTS

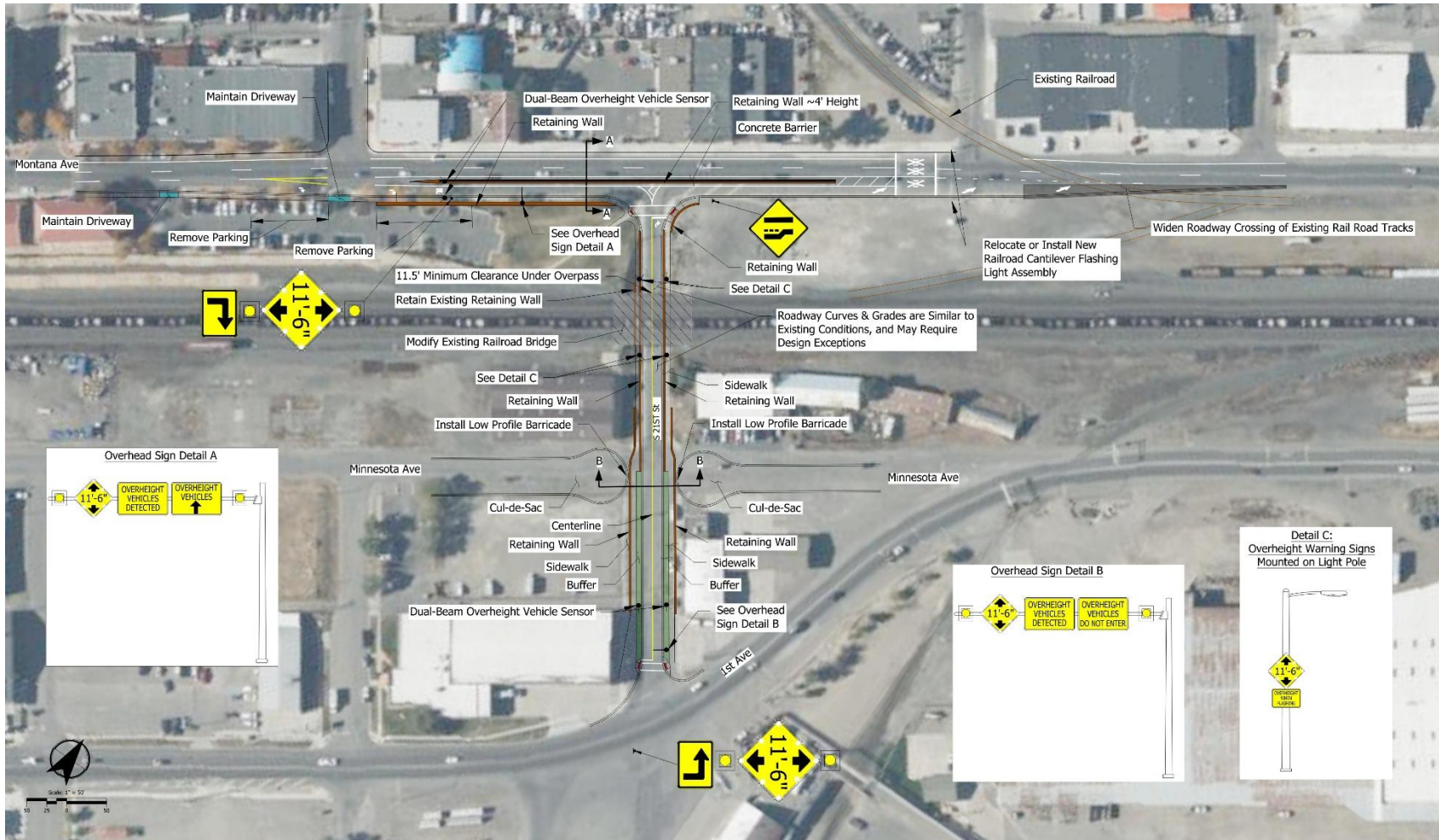


FIGURE 14. ALTERNATIVE 3 STREET SECTIONS

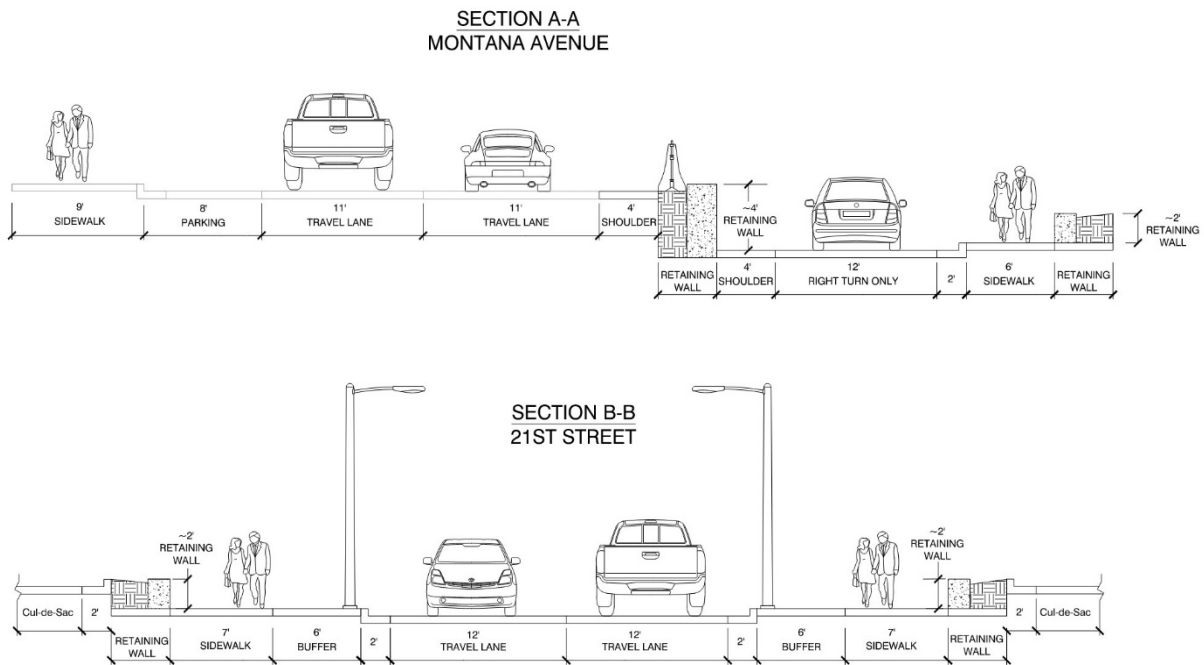
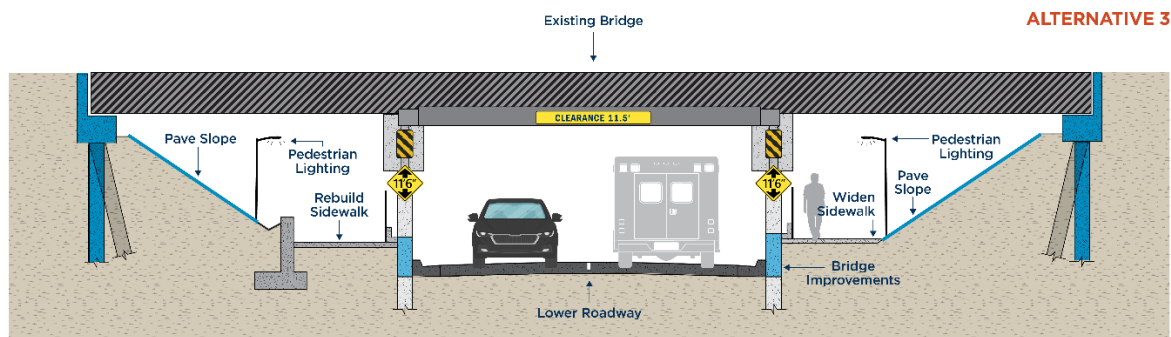


FIGURE 15. ALTERNATIVE 3 BRIDGE STRUCTURE



As shown in Figure 14, a key element of Alternative 3 is constructing a retaining wall on Montana Avenue to separate out the right-turn traffic movements turning to and from 21st Street. The retaining wall is necessary to maintain approximately the same grade and vertical alignment of 21st Street as under existing conditions which already exceed recommended urban street design policies. While the vertical alignment of 21st Street will continue to not meet current AASHTO policy for the vertical curve lengths, installing the roadway and pedestrian lighting will provide improved stopping sight distance in nighttime hours. Input from the City of Billings and stakeholders did not identify concerns regarding the existing grades and curvature of 21st Street. If it is determined that improving the vertical curvature of 21st Street to meet AASHTO policy is desired, improving the cross-slopes across the crosswalks, or generally improving the existing alignment, further lowering of Montana Avenue and Minnesota Avenue would be required which would lengthen the retaining wall on Montana Avenue and extend the access and parking impacts further to the east and west along Montana Avenue and result in higher and longer retaining walls.

+ Advantages:

Increasing vertical clearance by 3.5 feet to 11.5 feet would allow for ambulances, smaller transit vehicles, and some moderately sized trucks to utilize the corridor. An increase in vertical clearance reduces the likelihood of structure involved crashes which were a majority of the 20 crashes reported between 2019 and 2013 on 21st Street between Minnesota Avenue and Montana Avenue. There is the potential for the type of vehicles involved in a collision with the structure to change as increased vertical clearance may result in drivers of taller vehicles thinking they can now utilize the underpass. For this reason, this alternative would include the overheight vehicle warning system to further reduce crashes involving overheight vehicles.

A full reconstruction of the drainage system including the addition of a pumping system would significantly improve drainage assuming downstream drainage infrastructure can accommodate the additional demand.

Similar to Alternative 3, paving hillslopes under the underpass would reduce sediment from running off the slope and collecting on the sidewalk. Adding pedestrian lighting on 21st Street will enhance the pedestrian experience and feelings of safety and provide light under the bridge.

- Disadvantages:

Achieving this increase in vertical clearance (3.5 feet) would include the lowering of 21st Street at its intersections with Montana Avenue and Minnesota Avenue intersections by at least 3 feet, which will impact on-street parking and nearby business access. A drainage system with pumps to overcome the high groundwater level would be expensive to install/maintain and may require upgrades to off-site facilities downstream. This option would have some impact on BNSF railroad operations for brief periods as temporary shoring of the bridge will be necessary during excavation and reinforcing the piles that hold up the bridge structure.

\$ Cost:

Table 13 shows the estimated cost for this alternative. It is estimated this alternative would cost between \$8-10 million, depending on the scale of the improvements. If this alternative is carried forward the cost estimate will be refined.

TABLE 13 ALTERNATIVE 3 COST ESTIMATE

ITEM	ESTIMATED COST
1. Roadway and Pedestrian Improvements	\$6.2 – 7.3 Million
2. Drainage & Stormwater Improvements	\$700,000 - 1 Million
3. Railroad Bridge Improvements	\$1 - \$1.5 Million
4. Railroad Temporary Traffic Control	\$100,000 - \$200,0000
Total	\$8 - 10 Million

ALTERNATIVE 4:

Increase Clearance to 13.5 Feet with Bridge Replacement

Alternative 4 increases the vertical clearance of the underpass to 13.5 feet. This alternative would allow heavy vehicles, including fire and emergency medical services (EMS), to utilize the underpass. In this alternative, achieving the increase in vertical clearance would require replacing the bridge structure, as the increase in roadway depth would expose existing bridge piles to a depth not meeting structural standards. This alternative is shown in Figure 16. Figure 17 shows cross-sections of Montana Avenue and 21st Street. Figure 18 depicts a rendering of the new bridge structure with the proposed warning system.

This alternative includes the following modifications to 21st Street, the bridge structure, and the surrounding area:



Improvement Areas:

- Bridge Structure:
 - New 4 track 112'-2" bridge featuring 3 - 30" deep box beam spans
 - 10' multi-use paths on both sides of 21st Street under bridge
 - Maintain 11' travel lanes along 21st Street
 - New concrete slope paving below bridge
- 21st Street:
 - Lower 21st Street to increase vertical clearance to 13.5 feet.
 - Widen sidewalks to 10 feet multi-use paths to accommodate pedestrians and bicycles.
 - Stripe centerline.
 - Modify drainage system by transitioning to a pump system.
 - Eliminate on-street parking south of Minnesota Avenue to accommodate a retaining wall and avoid elevation conflicts.
 - Add new/enhanced pedestrian lighting.
- Surrounding Areas:
 - Lower Montana Avenue right-turn lane. Shift through lanes north and reduce the width of the northern sidewalk.
 - Minnesota Avenue will be cut-off to the east and west of 21st Street and a cul-de-sac installed at each end to provide space for vehicles to turn around.
 - Sidewalk and travel lanes will have to be reconfigured to maintain through lanes and on-street parking.
 - Work with private property owners to remove some parking in the lot south of Montana Avenue.

The primary differences between Alternative 4 and Alternative 3 are the full replacement of the bridge structure and additional lowering of the rightmost lane on Montana Avenue which extends the parking and access impacts.

+ Advantages:

Increasing vertical clearance by approximately 5.5 feet to 13.5 feet would accommodate large fire trucks and all typical emergency service vehicles. An increase in vertical clearance reduces the likelihood of

structure involved crashes which were a majority of the 20 crashes reported between 2019 and 2023 on 21st Street between Minnesota Avenue and Montana Avenue.

In addition to accommodating emergency vehicles, the 13.5 feet of clearance would accommodate most semi-trucks and trailers, although very long vehicles may be limited by the vertical curvature of 21st Street in the approaches to the underpass. The existing traffic counts at 27th Street identified a heavy vehicle percentage of approximately 7% in the weekday AM peak hour and approximately 3% in the weekday PM peak hour. Assuming a similar percentage of trucks would utilize 21st Street with the increased clearance, it is estimated that approximately 22 trucks would be served in the weekday AM peak hour and 19 trucks would be served in the weekday PM peak hour under existing traffic conditions.

A full reconstruction of the drainage system including the addition of a pumping system would significantly improve drainage assuming downstream drainage infrastructure can accommodate the additional demand.

Similar to Alternative 3, paving the abutment slopes under the underpass would reduce sediment from running off the slope and collecting on the sidewalk. Adding pedestrian and roadway lighting on 21st Street will enhance the pedestrian experience, safety, and improve nighttime sight distance for drivers.

 **Disadvantages:**

Achieving this increase in vertical clearance (5.5 feet) would include the lowering of 21st Street at its intersections with Montana Avenue and Minnesota Avenue intersections by at least 5 feet, which will impact on-street parking and nearby business access. This option requires a robust drainage system with pumps to overcome the high groundwater level which would be expensive to install/maintain and is expected to require upgrades to off-site facilities downstream. This option would also have significant impact on BNSF railroad operations for an extended period and therefore an alternative shoofly track with a temporary crossing of 21st Street would need to be constructed during the removal of the existing bridge and construction of the new bridge structure.

 **Cost:**

Table 14 shows the estimated cost for this alternative. It is estimated this alternative would cost between \$26-30 million, depending on the scale of the improvements. If this alternative is carried forward the cost estimate will be refined.

TABLE 14 ALTERNATIVE 4 COST ESTIMATE

ITEM	ESTIMATED COST
1. Roadway and Pedestrian Improvements	\$6 – 7.5 Million
2. Drainage & Stormwater Improvements	\$1-1.5 Million
3. Railroad Bridge Improvements	\$17.5 - \$19 Million
4. Railroad Temporary Traffic Control	\$1.5 - \$2 Million
Total	\$26 - 30 Million

FIGURE 16. ALTERNATIVE 4 CONCEPT: INCREASE VERTICAL CLEARANCE TO 13.5'

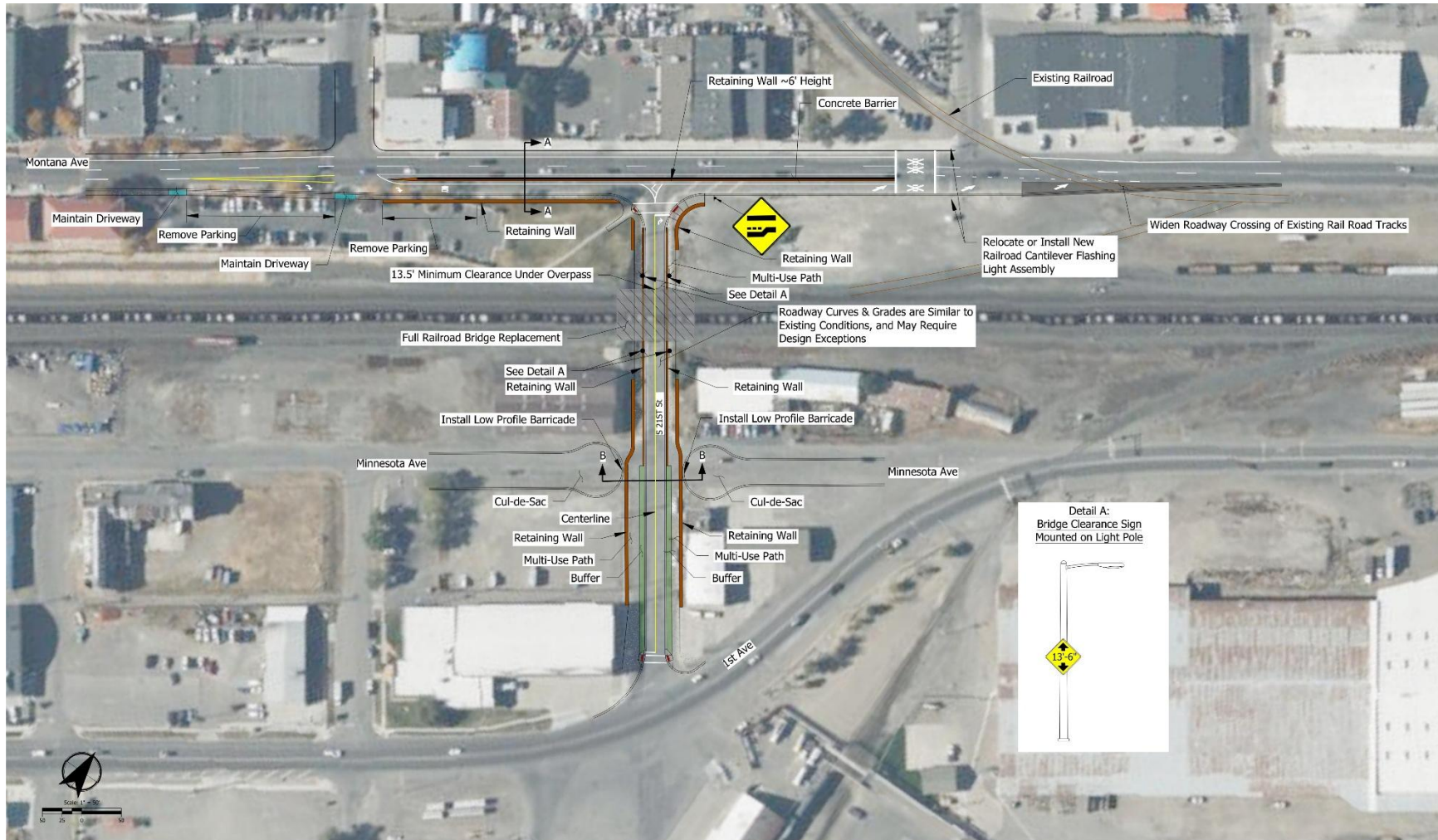


FIGURE 17. ALTERNATIVE 4 CROSS-SECTIONS

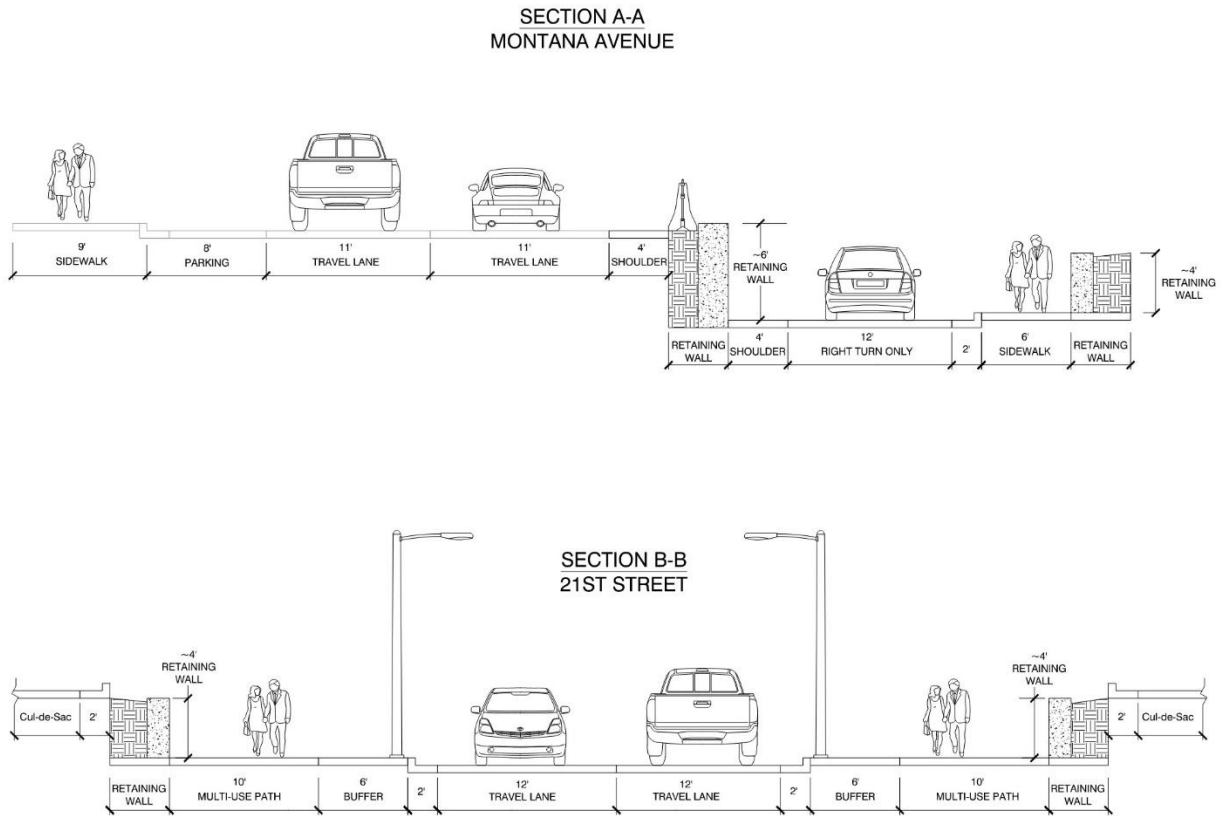
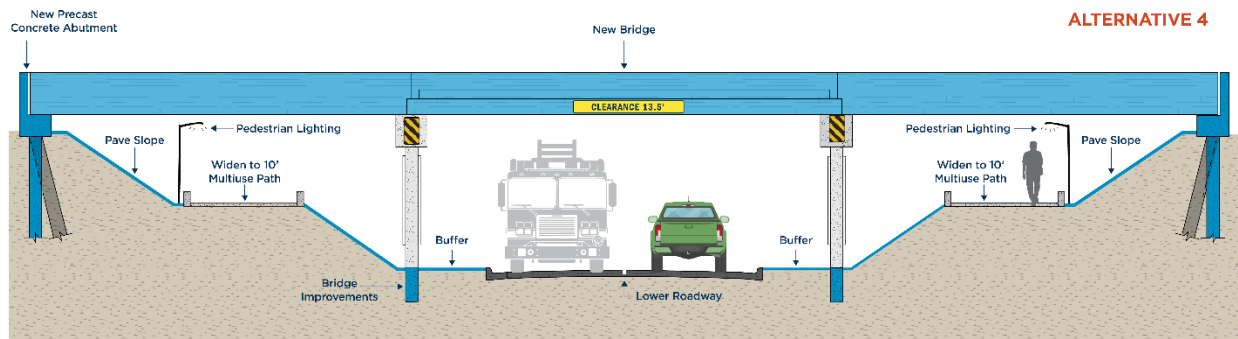


FIGURE 18. ALTERNATIVE 4 BRIDGE STRUCTURE



Similar to Alternative 3, if it is determined that improving the vertical curvature of 21st Street to meet AASHTO policy, improve the cross-slopes across the crosswalks, or generally improve the existing alignment, is desired, further lowering of Montana Avenue and Minnesota Avenue would be required which would lengthen the retaining wall on Montana Avenue and extend the access and parking impacts further to the east and west along Montana Avenue and result in higher and longer retaining walls.

BNSF Review Comments

BNSF has a vested interest in project design and potential impacts. As such, the project team engaged them through the duration of this study. BNSF's main focus is on ensuring safe, reliable, and efficient freight movements. This could be impacted by significant construction.

BNSF staff did have some concerns related to structure strike(s) associated with the existing 21st Street Underpass but have not seen significant issues to date that threaten the integrity of existing infrastructure. The final alternatives were shared with BNSF staff who provided high level comments back, summarized below:

- BNSF prefers Alternative 3.
- BNSF prefers any alternative that does not impact or alter the existing structure.
- No utilities (lighting and signage) will be accepted on the structure.
- A preliminary engineering agreement will be required for all future submittals.
 - *BNSF requires these agreements when they are asked to review engineering plans that may require them to utilize third party reviewers. The City will be required to fund third party review costs incurred by BNSF. Additional costs may also be identified in discussions with BNSF.*

Alternatives Evaluation Criteria

The evaluation criteria are used for two key purposes:

- Evaluating existing conditions and along with treatments included in each of the four alternatives
- Comparing alternatives and ultimately advancing a preferred alternative.

Table 15 outlines a broad set of evaluation criteria that were developed based on the existing conditions analysis, PAC concerns, and project feedback from BNSF and the public.

Each criterion will be used to assess how alternatives compare to one another and the current conditions of the underpass. Each evaluation criterion is given one of three scores represented by a colored dot as described below:

 **+2 points**  **+1 point**  **+0 point**

TABLE 15 EVALUATION CRITERIA

ALTERNATIVE (S)	EVALUATION CRITERIA	SCORING KEY	
Alternative (s)	Feasibility of Implementation & Railroad Approval	●	The alternative has few physical, legal, or other obstacles to implementation.
		●	The alternative has some physical, legal, or other obstacles to implementation.
		●	The alternative has significant physical, legal, or other obstacles to implementation.
	Built Environment Constraints	●	The alternative is expected to have no or little built environment impacts.
		●	The alternative is expected to have moderate built environment impacts.
		●	The alternative is expected to have significant built environment impacts.
	Roadway Impacts	●	The alternative is expected to have no or little roadway impacts.
		●	The alternative is expected to have moderate roadway impacts .
		●	The alternative is expected to have significant roadway impacts.
	Railroad Bridge Impacts	●	The alternative is expected to have no or very little impacts to the existing bridge.
		●	The alternative is expected to have moderate structural impacts to the existing bridge.
		●	The alternative is expected to have significant structural impacts to the existing bridge.
	Drainage Impacts	●	The alternative is expected to improve drainage at the underpass.
		●	The alternative may improve drainage at the underpass with proposed improvements.
		●	The alternative is not expected to improve drainage at the underpass.
	Conceptual Cost Estimate	●	Cost estimate is significantly lower than other alternatives.
		●	Cost estimate is similar to other alternatives.
		●	Cost estimate is significantly higher than other alternatives.
	Community Priorities Alignment	●	The alternative is expected to significantly align with community feedback.
		●	The alternative is expected to have some aspects align with community feedback.
		●	The alternative is expected to have little to no alignment with community feedback.
	Safety & Emergency Service Access	●	The alternative is expected to have a positive safety impact for all users.
		●	The alternative is expected to have a positive safety impact, but only for some users.
		●	The alternative is expected to have no impact or measurable safety benefit.
	Mobility & Freight	●	The alternative is expected to improve mobility for all roadway users.
		●	The alternative is expected to improve mobility for some roadway users.
		●	The alternative is not expected to improve mobility.

Alternatives Evaluation

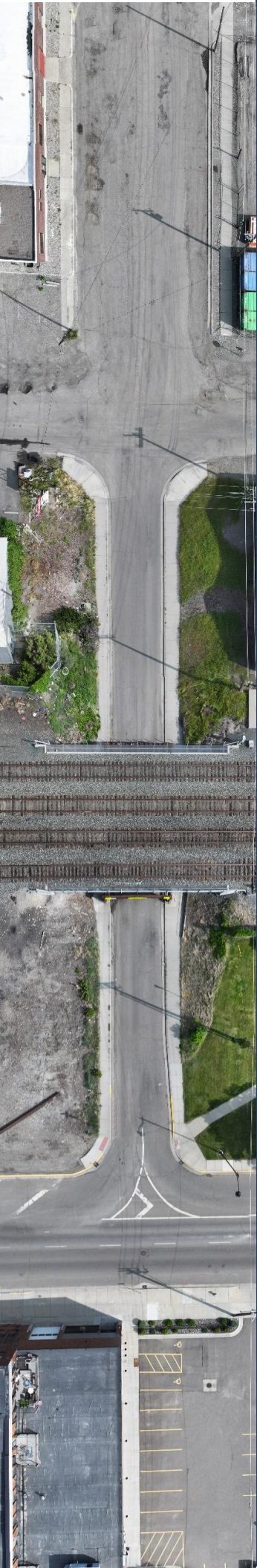
The evaluation criteria described above were used to evaluate alternatives as shown in Table 16. Based on the evaluation criteria, alternatives scored highest in the following order:

- Alternative 2 (Highest Score): Minor Improvements With Over-height Vehicle Warning System
- Alternative 1: No Build
- Alternative 3: Increase Clearance to 11.5 Feet With Minor Pedestrian Improvements
- Alternative 4 (Lowest Score): Increase Clearance to 13.5 Feet With Bridge Replacement

TABLE 16 ALTERNATIVE EVALUATION

EVALUATION CRITERIA	ALTERNATIVES			
	1. NO-BUILD	2. MINOR IMPROVEMENTS WITH OVER-HEIGHT VEHICLE WARNING SYSTEM	3. INCREASE CLEARANCE TO 11.5 FEET WITH ROADWAY MODIFICATIONS	4. INCREASE CLEARANCE TO 13.5 FEET WITH BRIDGE REPLACEMENT
Feasibility of Implementation & Railroad Approval	●	●	●	●
Built Environment Constraints	●	●	●	●
Roadway Impacts	●	●	●	●
Railroad Bridge Impacts	●	●	●	●
Drainage Impacts	●	●	●	●
Conceptual Cost Estimate	●	●	●	●
Community Priorities Alignment	●	●	●	●
Safety & Emergency Service Access	●	●	●	●
Mobility & Freight	●	●	●	●
Point Total	11	14	10	7

- +2 points
- +1 point
- +0 points



Section 6 FUNDING SOURCES AND REGULATORY COMPLIANCE

FUNDING SOURCES & REGULATORY COMPLIANCE

Funding and Grant Opportunities

There are two sources of federal funding that could provide additional funding to complete elements of the proposed improvements; the Federal Railroad Authority (FRA) and US Department of Transportation (USDOT) surface transportation funding.

FRA GRANT PROGRAMS

Much of the FRA funding for smaller projects is primarily focused on improving safety by eliminating rail crossings. As the bridge/roadway is already grade separated, the project would not be eligible for grade-separation funding from the Rail Crossing Elimination (RCE) program, and less competitive for other rail funding such as the Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program. As the bridge is a railroad bridge, and the roadway a city road, the project is not eligible for other rail funding programs.

USDOT FUNDING

The USDOT administers two surface transportation funding programs that may be appropriate for the project.

Better Utilizing Investments to Leverage Development (BUILD) Grant Program

The BUILD grant program provides grants for surface transportation infrastructure projects with significant local or regional impact. Several of the alternatives analyzed may be competitive for the BUILD program. Additional analysis and a Benefit Cost Analysis in conformity with USDOT requirements would help determine the competitiveness of the project. Competitive projects must score a “high” rating on the eight merit criteria.

- **Safety** - Improve substandard vertical clearance for fire trucks and ambulances. Reduce repeated crashes with higher-profile vehicles.
- **Environmental Sustainability** – Improve stormwater management and reduce flooding.
- **Quality of Life** – Enhance bicycle and pedestrian experiences by widening the sidewalks and installing lighting.
- **Mobility and Community Connectivity** – Improve vehicular roadway capacity by increasing access for higher-profile trucks. Reconnect communities divided by the low bridge.
- **Economic Competitiveness** – Promote economic growth by allowing box trucks, buses, pickups with campers, and motorhomes and vehicles pulling travel trailers access through the underpass.
- **State of Good Repair** – Improve the condition and safety of core infrastructure.
- **Partnership and Collaboration** – Coordination and local community groups on reviewing alternatives and soliciting feedback. Coordination with BNSF on alternatives, impact to the railroad and construction timing.

- **Innovation** – Implementing solutions that are unique to the community with dynamic messaging and ITS.

Safe Streets and Roads For All (SS4A)

The other competitive grant program that may be a good fit for some of the alternatives is the SS4A program, which funds grants to prevent roadway fatalities and serious injuries.

Depending on the safety data, Billings could ensure that the project is included in a Safety Action Plan and request either planning or implementation funding to complete elements of the project designed to improve safety for vehicles, pedestrians, and bicyclists. The Safe Streets and Roads for All grant program may not be renewed after its scheduled sunset in Federal Fiscal Year 2026.

Regulatory Compliance

The regulatory compliance requirements will vary depending on the selected alternative and the funding source. The No-Build Alternative does not involve any improvements and is therefore not addressed in this section. Alternative 2, because it does not appear to require new right-of-way or substantial ground disturbance, would involve the lowest level of regulatory compliance when compared to the other build alternatives. In general, Alternatives 3 and 4 are expected to have similar impacts related to new right-of-way, ground disturbance (i.e., overall project footprint), and changes in local access and would therefore involve very similar levels of regulatory compliance and environmental documentation. The following information provides details on the potential regulatory compliance requirements based on federal, state, and local regulations applicable to the proposed action.

FEDERAL COMPLIANCE

Any project that requires federal approval, funding, or permits, will need to be evaluated in accordance with the National Environmental Policy Act, or NEPA. The project is likely to involve federal funding from the U.S. Department of Transportation Federal Highways Administration (FHWA) and, as such, the project would be required to comply with regulations found at 23 CFR 771, Environmental Impact and Related Procedures. Additional federal laws and regulations that would be applicable to the NEPA evaluation include a review for compliance with the following:

- **National Historic Preservation Act (Section 106)** - Section 106 of the National Historic Preservation Act (NHPA) requires federal agencies to “take into account the effects of their undertakings on historic properties.” The purpose of the Section 106 process is to identify historic and archaeological properties that could be affected by the undertaking; assess the effects of the project; and investigate methods to avoid, minimize, or mitigate adverse effects on historic properties. Historic resources, if either listed on or eligible for the National Register of Historic Places (NRHP), are also generally afforded protection under Section 4(f).
 - **Applicability** - Alternative 2 would require minimal review under the NHPA because improvements are occurring within existing right-of-way. Alternatives 3 and 4 would require an historic properties inventory within the project’s area of potential effect to identify any NRHP-eligible properties and assess effects to those properties. The existing railroad is likely a significant historic resource.

- **Section 4(f) of the Department of Transportation Act:** Section 4(f) protects publicly owned parks, recreational areas, wildlife and waterfowl refuges, and public and private historic sites of local, state, and national significance. Federally funded transportation projects cannot “use” Section 4(f) properties unless there are no feasible and prudent avoidance alternatives and all possible planning to minimize harm has occurred.
 - **Applicability** - Alternative 2 is not anticipated to have any impact on Section 4(f) resources. Alternatives 3 and 4 may have impacts on Section 4(f) resources depending on the status of adjacent historic resource determinations and overall effects on the historic railroad. Section 4(f) applicability would be determined during the NEPA evaluation.
- **Endangered Species Act (Section 7)** - Section 7 of the Endangered Species Act (ESA) directs federal agencies to ensure that actions they authorize, fund, and/or conduct are not likely to jeopardize the continued existence of any federally proposed or listed species or result in destruction or adverse modification of critical habitat for such species. A Biological Assessment must be prepared if actions by a federal agency, or permits issued by a federal agency, will result in effects to threatened and endangered (T&E) species that occur in the vicinity of a proposed project.
 - **Applicability:** Given the limited scope of effects, urban setting, and no suitable habitat for T&E species, none of the alternatives are anticipated to have an adverse effect on ESA listed species. A determination of “no effect” can be made early in the project development phase within the biological resource baseline report prepared for the selected alternative.

The project area overlaps the Billings PCE (tetrachloroethene) federal Superfund site, which contains contaminated shallow groundwater and soils over large plume in downtown Billings. Available well logs in the vicinity of the project suggest groundwater is approximately 10 feet below ground surface. Alternatives 3 and 4, due to excavation of the roadway, could potentially encounter contamination. If Alternative 3 or Alternative 4 were advanced into the design phase, it is recommended that a Preliminary Site Investigation be conducted through geotechnical borings to collect representative soil and groundwater samples in order to better characterize the contamination and assess potential risk associated with construction. Coordination with the U.S. Environmental Protection Agency would be required during the design phase to identify constraints and construction methods.

STATE COMPLIANCE

The project alternatives include improvements to Montana Avenue, which is a federal-aid route under the jurisdiction of the Montana Department of Transportation (MDT). With the assumption that state funding would partially fund improvements, the projects would also be required to comply with the Montana Environmental Policy Act, or MEPA, by following MDT’s environmental process. Implementation of any of the build alternatives would require a MEPA review. Documentation requirements for Alternatives 3 and 4 would be more substantial given the increased impacts of these alternatives.

The Montana State Historic Preservation Office (SHPO) would be involved in the effect determination process during the Section 106 review. MEPA compliance with the Montana Antiquities Act, if required, would also be accomplished through the same process as Section 106.

The project would require compliance with the appropriate water quality requirements of the Montana Water Quality Act as it relates to stormwater management during construction and long-term operation. The Montana Department of Environmental Quality (DEQ) administers the Montana Pollutant Discharge Elimination System (MPDES) project and an MPDES stormwater general permit and preparation of a Stormwater Pollution Prevention Plan (SWPPP) would likely be required for Alternatives 3 and 4 if the disturbance area is equal to or greater than 1 acre. The DEQ also administers the Municipal Separate Storm Sewer Systems (MS4) program; however, compliance with this regulation on a project-level basis would occur at the local level, as described below.

Both Alternatives 3 or 4 would be considered “development” or “redevelopment” and, following MDT’s process for MS4 compliance, implementation of either alternative would require an evaluation of the feasibility of using low impact development (LID) practices. The LID practices would need to infiltrate, evapo-transpire, and/or capture for reuse, the post-construction runoff generated from the first 0.5 inches of rainfall from a 24-hour storm preceded by 48 hours of no measurable precipitation. Completion of this analysis would be in coordination with Yellowstone County MS4 regulations, as described below.

LOCAL COMPLIANCE

Alternatives 3 and 4 would require stormwater compliance and reviews at the local level. The City of Billings is a regulated MS4; the project is located within the City of Billings City Limits and MS4 boundary area, and thus, subject to local MS4 permit requirements. The project will be required to comply with local MS4 permit requirement, including the City of Billings Stormwater Management Manual. Alternatives 3 and 4 would require a City of Billings MS4 compliance review. Additionally, approval of the SWPPP for Alternatives 3 and 4 would require a City of Billings compliance review.

No other local permits relative to the implementation of the build alternatives have been identified.

City Council Work Session

2.

Meeting Date: 06/15/2026
TITLE: Nurse Navigation
PRESENTED BY: Sara Naylor
Department: Fire
Presentation: Yes
Legal Review: No
Project Number: N/A

RECOMMENDATION

Authorize city staff to begin the formal process of integrating the GMR (Global Medical Response) Nurse Navigator system into the (EMD) Emergency Medical Dispatch system at the Billings City/County 911 Communication Center. This system will allow low acuity Omega and Alpha emergency calls to be handled over the phone by a nurse versus sending emergency resources.

EXECUTIVE SUMMARY

The Billings Fire Department is requesting authorization for City staff to begin the formal process of integrating the Global Medical Response (GMR) Nurse Navigation Program into the Emergency Medical Dispatch system at the Billings City/County 911 Communication Center.

A significant portion of 911 calls are medically appropriate but do not require an immediate emergency response from fire or EMS resources. These lower acuity calls often involve patients who need medical guidance, access to a clinic, telehealth support, transportation to an appropriate care setting, or assistance navigating the healthcare system. Historically, the primary option for these callers has been to dispatch emergency resources and, in many cases, transport the patient to an emergency department, even when the patient's condition may not require that level of care.

The GMR Nurse Navigation Program provides an alternative pathway for selected low-acuity 911 calls, specifically Omega and Alpha-level calls identified through the Emergency Medical Dispatch process. Instead of automatically dispatching emergency resources, eligible callers may be transferred to a licensed nurse navigator who uses established clinical protocols to assess the caller's condition and connect the patient with the most appropriate care option. This may include self-care instructions, referral to urgent care, coordination with a Federally Qualified Health Center, telehealth evaluation, or other non-emergency healthcare resources. If the nurse navigator determines the patient does require an emergency response, fire and EMS resources can still be dispatched.

Implementation of this program is intended to improve system efficiency, preserve emergency response resources for higher-acuity incidents, reduce unnecessary emergency department utilization, and provide patients with care options better matched to their actual medical need. The program also directly supports Recommendation #20 from the 2021 CPSE Report, which states that BFD should work with the 911 Dispatch Center to implement response protocols that alter the BFD response mode when calls are determined to be minor or non-emergency.

Representatives from GMR will provide City Council with an overview of the Nurse Navigation Program, anticipated integration with the existing Computer Aided Dispatch system, implementation steps, clinical safeguards, and the estimated number of annual calls that may be eligible for nurse navigation.

BACKGROUND (Consistency with Adopted Plans and Policies, if applicable)

Representatives from GMR will present to the council their proposal to integrate their nurse navigation system into the existing CAD (Computer Aided Dispatch system) utilized by the Billings City/County 911 Communication Center. GMR will provide a background and overview of the system, how it will integrate with the current system, implementation steps, and the number of calls annually we anticipate being moving to this system. This system will also meet the CPSE 2021 Report Recommendation #20 stating "BFD should work with the 911 Dispatch Center to implement response protocols that alter the BFD response mode when calls are determined to be minor or non-emergency."

FISCAL EFFECTS

There is no cost to the city to integrate this service. GMR currently serves the City of Billings and BUFSA with their ambulance transport company, American Medical Response (AMR).

STAKEHOLDERS

ALTERNATIVES

Council May:

-Directing staff to begin the formal process of integrating the Nurse Navigation system into the Billings City/County 911 Communication Center

-Not direct staff to begin the formal process of integrating the Nurse Navigation system into the Billings City/County 911 Communication Center

Attachments

Presentation

A grayscale photograph of a woman, likely a nurse, wearing a headset and working at a computer workstation. She is looking at a monitor displaying data. The image is partially obscured by a white text box.

AMR 911 Nurse Navigation Low Priority Call Management Program Overview

A Healthcare Challenge



- Call **volumes are increasing**, driven by low priority calls ¹



- Response times have **little to no impact** on patient outcomes for the majority of EMS calls ²



- **93% of EMS calls do not require** potentially life-saving interventions ³



- **88% of EMS calls did not require** time-critical Emergency Department interventions ⁴



- Provider **turnover and attrition** is at near record high levels ⁵

1: Internal company data

2: Swor R, Cone D. Emergency medical services advanced life support response times: Lots of heat, little light. Acad Emerg Med. 2002;9(4):320–321. <https://pubmed.ncbi.nlm.nih.gov/11927458/>

3: Jarvis J, Taigman M. Using Red Lights and Sirens for Emergency Ambulance Response: How Often Are Potentially Life-Saving Interventions Performed? Prehospital Emergency Care, 25(4), 549–555. <https://pubmed.ncbi.nlm.nih.gov/32678993/>

4: Levy et al. Dispatch Categories as Indicators of Out-of-Hospital Time Critical Interventions and Associated Emergency Department Outcomes. Prehosp Emerg Care. 2025;29(1):79-84. doi: 10.1080/10903127.2024.2342015. Epub 2024 Apr 29. PMID: 38626286.

5: Kurth et al. Evaluating changes in the emergency medical services workforce: A preliminary multistate study. J Am Coll Emerg Physicians Open. 2023 May 25;4(3):e12975. doi: 10.1002/emp2.12975. PMID: 37251350; PMCID: PMC10211462.

Introduction

Challenges &
Solution

Reducing
Demand

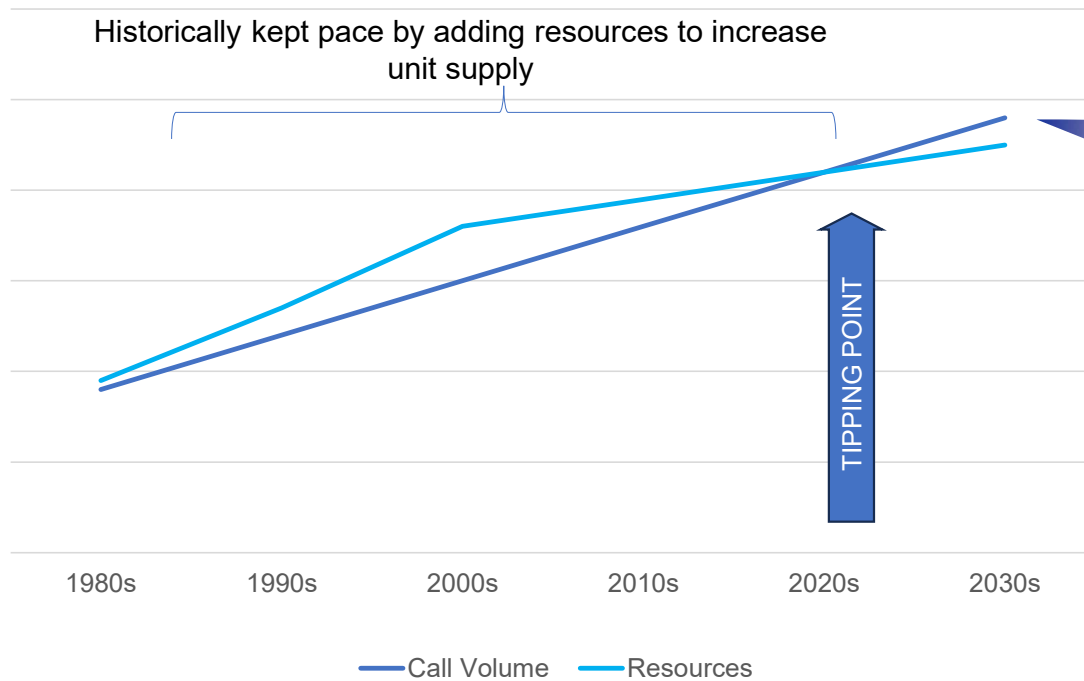
Increasing
Supply

Operational
Details

Experience

Rethinking EMS delivery

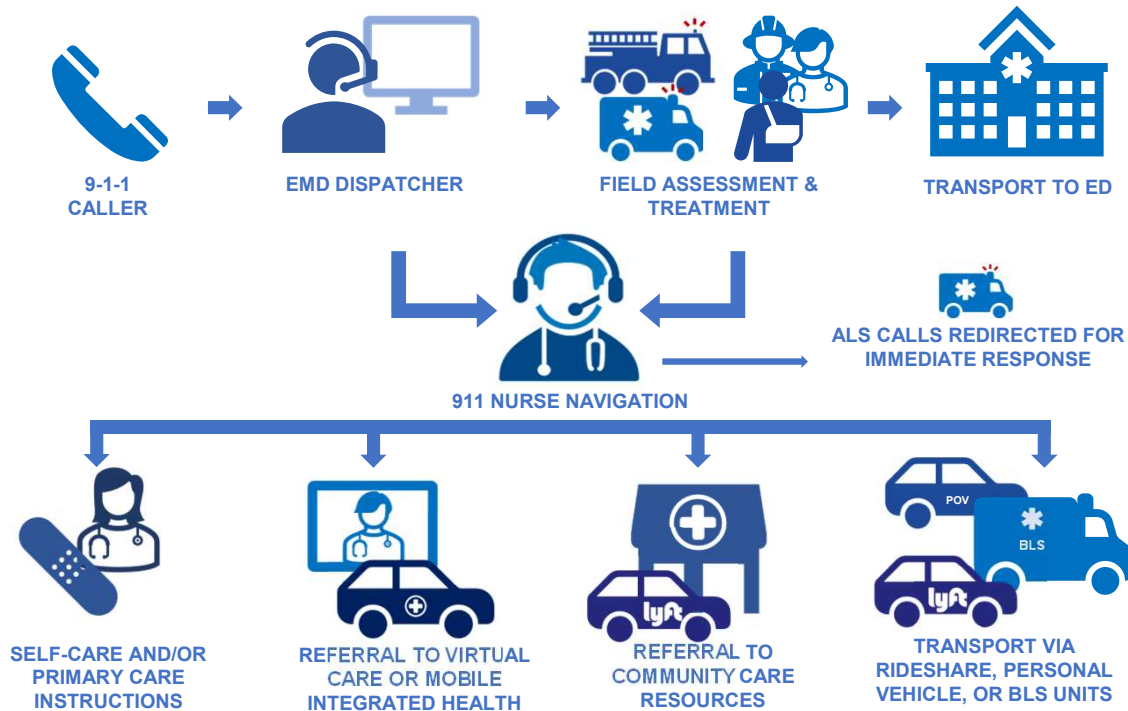
EMS Supply vs. Demand



Reduce Demand

- Divert select low priority calls to **911 Nurse Navigation** prior to dispatching units.
- Nurses identify callers that can be cared for with non-911 / ED options.
- Nurses connect callers to community resources and provide rideshare transport if needed.

Nurse Navigation Model



NMTARA algorithm:

Needs Matched

- Emergency Dept.
- Virtual Care
- Mobile Urgent Care
- MIH

What is the right clinical delivery model?

- Urgent Care
- Behavioral Health
- FQHC Clinic
- Self Care

Time Appropriate

- Immediately
- Within an hour
- Within two to four hours

How soon should this patient receive care?

- Within twelve hours
- Within twenty-four hours
- Within forty-eight hours

Resource Allocation

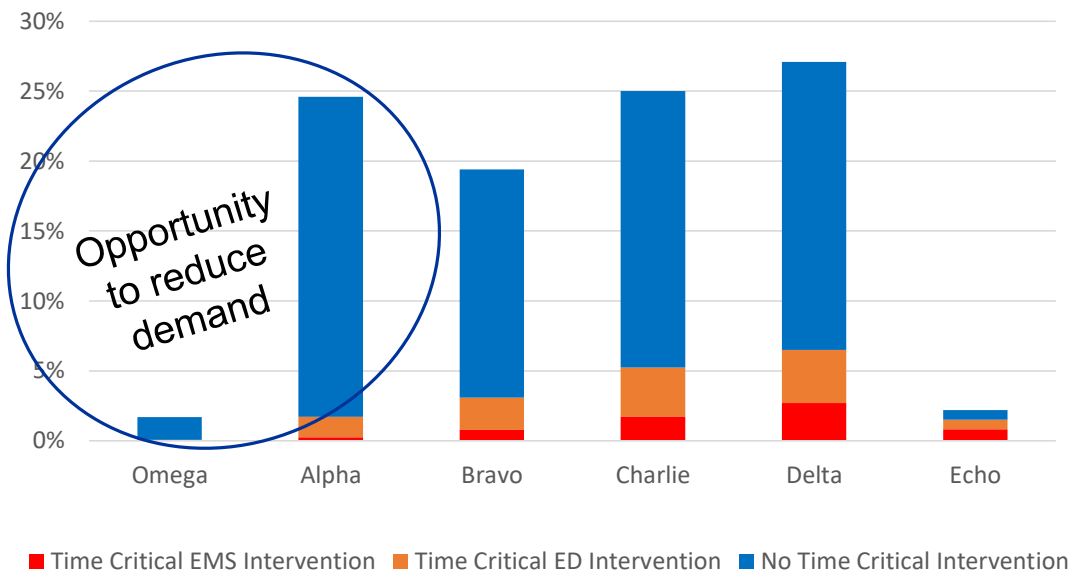
- First responders and ALS
- BLS with 911 resources
- BLS with non-911 resources

What resources are required, considering payer / cost?

- Rideshare
- POV / friend/family
- Telehealth link

911 Prioritization Study

**ESO Study -
EMS Dispatches By Determinant with Interventions:
(1,715,612 responses)**

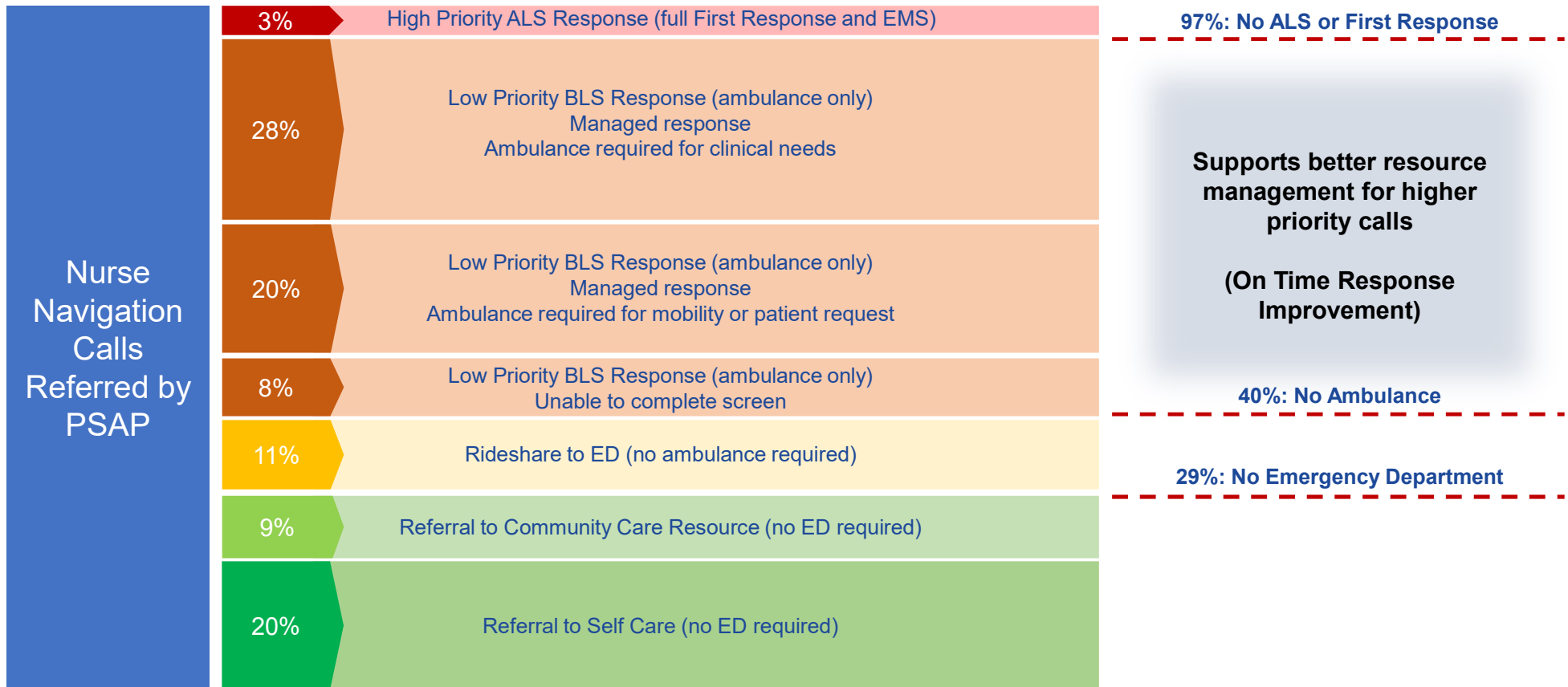


Key Takeaways:

- **SAFE TO HOLD:**
 - 78% of ALPHA determinant codes had less than 10% of responses requiring time-sensitive interventions (EMS or ED).
- **SAFE TO TIER:**
 - Use of effectively managed BLS transports should be considered for many determinants.
- **SAFE TO REFER:**
 - Systems can set thresholds to identify determinants appropriate for additional screening and potential referral to alternate dispositions

Source: "When Do Minutes Matter? Prioritizing 911 Calls when demand exceeds availability" ESO, 2024. <https://www.eso.com/resources/>

Navigation Outcomes & Benefits: PSAP Referrals

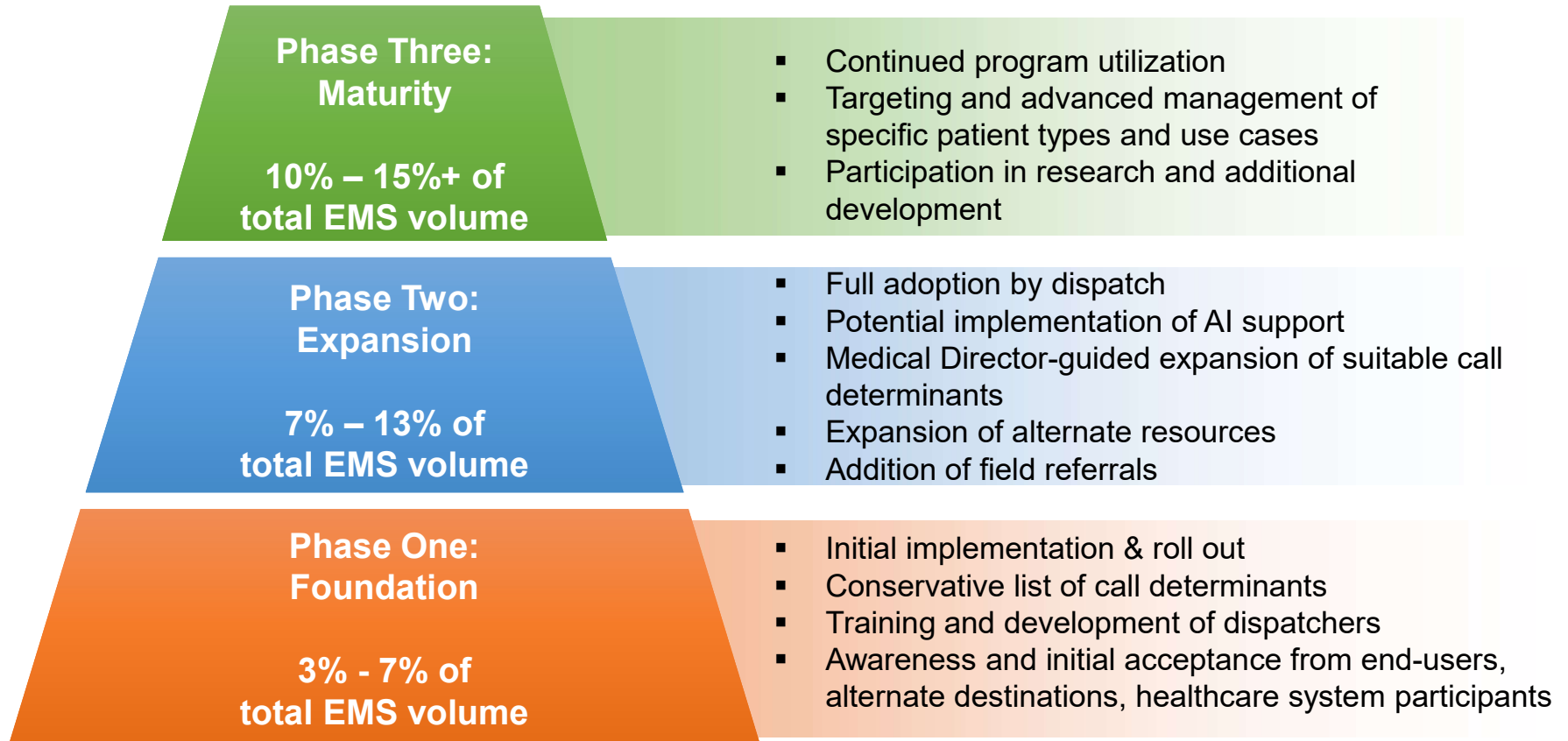


Supporting Infrastructure

- **Proprietary NMTARA protocols**
 - Designed for 911 calls
 - Physician approved
- **24/7 Nurse Communications Centers**
 - 70+ Nurse Navigators on staff
 - 300+ calls / day
- **Technology Stack:**
 - LOGIS CAD system for event tracking
 - Transport.Net platform for RS / BLS scheduling
 - Genesys phone system for telephony
 - PowerBI for data reporting

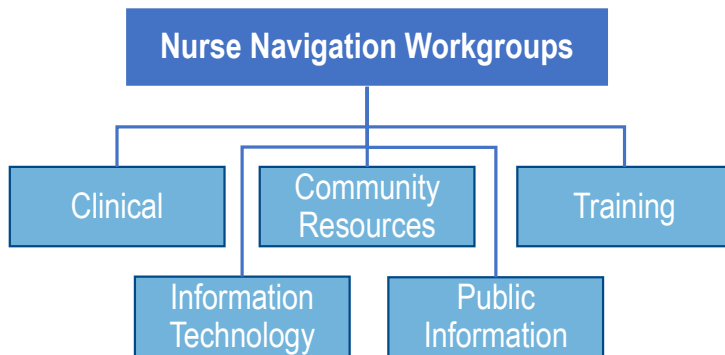


Program Maturity Process



Implementation Process

Typical:
90 - 120 days



- AMR Project Manager oversees implementations
- 911 PSAP dispatch center coordination and training
- Medical Director alignment on clinical determinants
- CAD / data integrity management plan
- Community Care Resources engagement and web-based portal trainings
- Configuration of protocols and platform
- Engagement with appropriate public safety, public health, and elected officials
- IT hardware acquisition and software licensing
- Public information / public relations / program marketing

Patient Experience

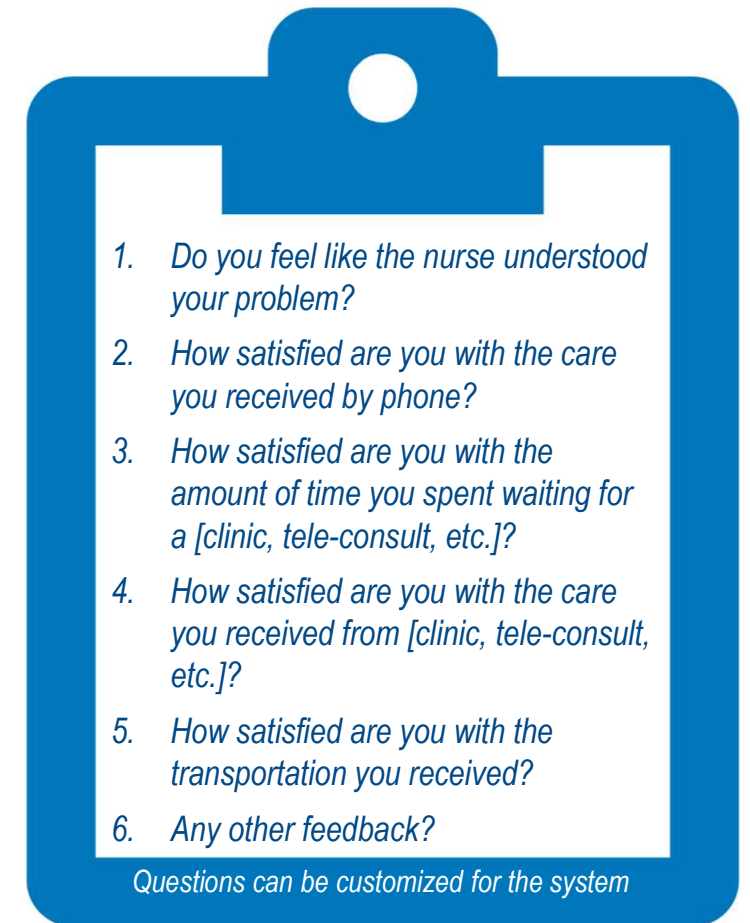


Timely Service Delivery Model:

- :25 seconds to connect from 911 to NN
- 8 - 9 minutes for NN call and instructions
- 18 minutes for telehealth consult
- 42 minutes for transport (via Lyft) to clinic

Exceptional Survey Scores:

- Nurses call the patient back 24 hours after the initial call
- Ensure needs were met (patients can be re-navigated if necessary)
- Assess patient satisfaction with nurse, clinic (if applicable), transport (if applicable)
- National average score: 4.8 out of 5



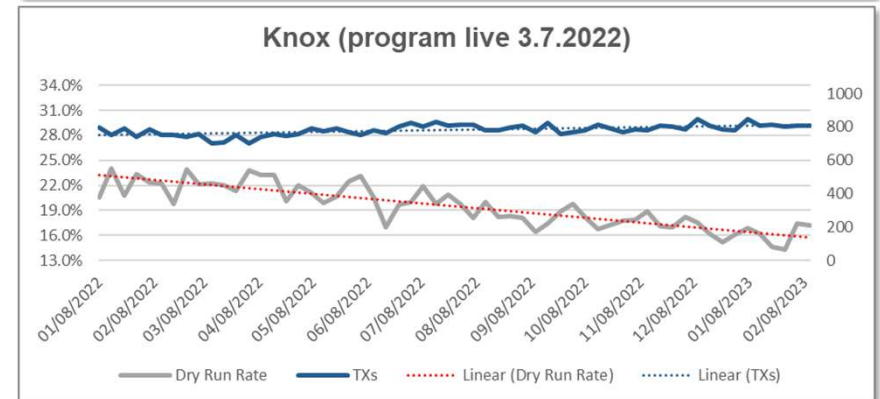
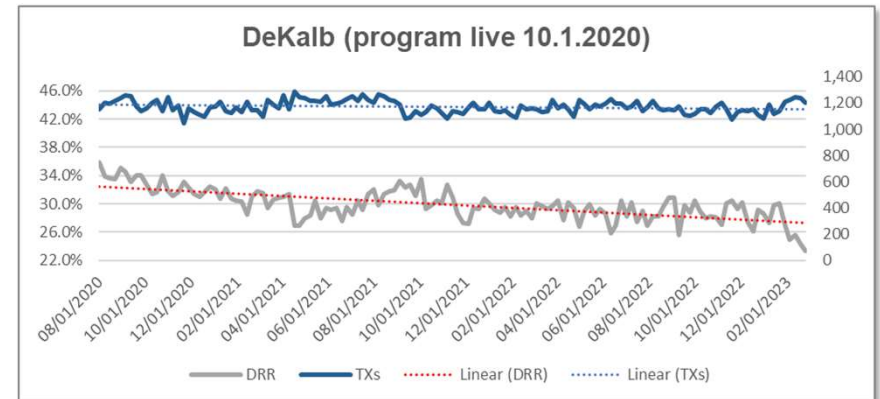
Operational Benefits: Experience and Availability

Provider Retention:

- **4.5% increase** in field providers reporting job is important.
- **6.0% increase** in field providers feeling training and skills are well utilized.
- **11.6% increase** in field providers who report high job satisfaction.

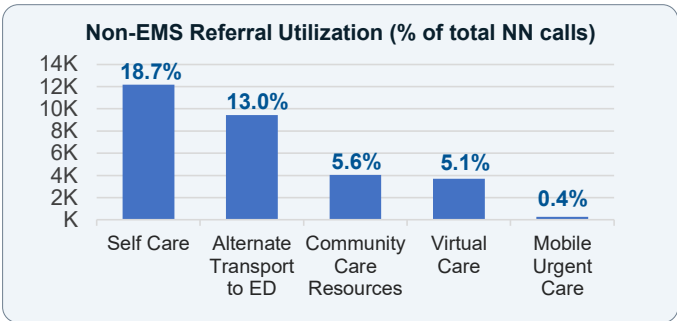
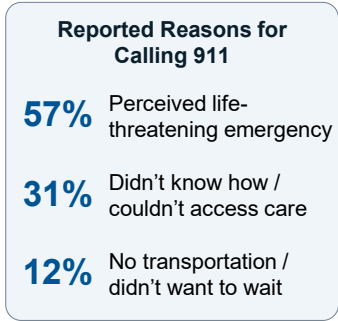
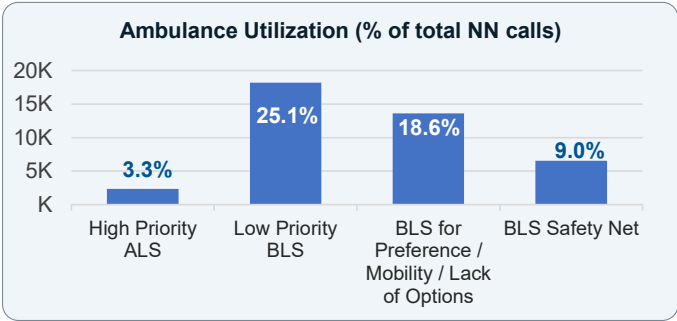
Operational Efficiencies:

- Improved unit availability
- Reduced “dry runs”
- Improved response times
- Effectively remove 10 – 20% of lowest priority calls



Current Experience – CY2025

Calls Navigated 76,077 Calendar Year 2025 <i>(280,000+ all time)</i>	Avoided ALS 96.8%	Avoided Ambulance 42.1%	Avoided ED Visits 29.1%	Rideshare Transports 15,472	Caller Satisfaction  4.8 / 5
	Licensed Nurses on Staff 104	Average Speed to Answer 15 seconds	Unique Referral Sites 460	Estimated Net Savings \$23M+	



Data based on company utilization metrics as gathered and reported to program sites. Estimated savings assumes \$50 cost per first response, \$500 billed fee per ambulance transport, \$2500 billed fee per ED visit, an incurred cost of \$250 per community care resource visit, and navigations resulting in self care would have resulted in an EMS refusal if a resource had responded. Provider Job Satisfaction data from internal company data 2024.

Summary:

Nurse Navigation will create a positive impacts for our patients, our emergency responders, our hospitals, and our community.

Contact:

Steve Moffatt
314-735-3649
stephen.moffatt@gmr.net

City Council Work Session

Meeting Date: 06/15/2026
TITLE: Opportunity Zones 2.0 Designation Process
PRESENTED BY: Andy Zoeller, Finance Director
Department: Finance
Presentation: Yes
Legal Review: No
Project Number: n/a

RECOMMENDATION

Staff will provide a presentation on Opportunity Zones. If City Council wants to submit an application for designation, a recommendation to staff will need to be made, and specific zones prioritized.

EXECUTIVE SUMMARY

In 2017 Opportunity Zones were created as a new economic development program that was designed to encourage long-term private investments in low-income communities. Opportunity Zones provide a federal tax incentive for taxpayers who reinvest unrealized capital gains into "Qualified Opportunity Zones."

Designations last for 10 years, and the next round of zone designations will begin in July, when state governors begin nominating specific eligible census tracts for consideration. There are 8 eligible census tracts within the City of Billings.

BACKGROUND (Consistency with Adopted Plans and Policies, if applicable)

In 2017 Opportunity Zones were created as a new economic development program that was designed to encourage long-term private investments in low-income communities. Opportunity Zones provide a federal tax incentive for taxpayers who reinvest unrealized capital gains into "Qualified Opportunity Fund," which are specialized vehicles dedicated to investing in low-income areas called "Opportunity Zones."

The Zones themselves are comprised of low-income community census tracts and designated by governors of each State. The City of Billings currently has one designated Opportunity Zone located in downtown Billings.



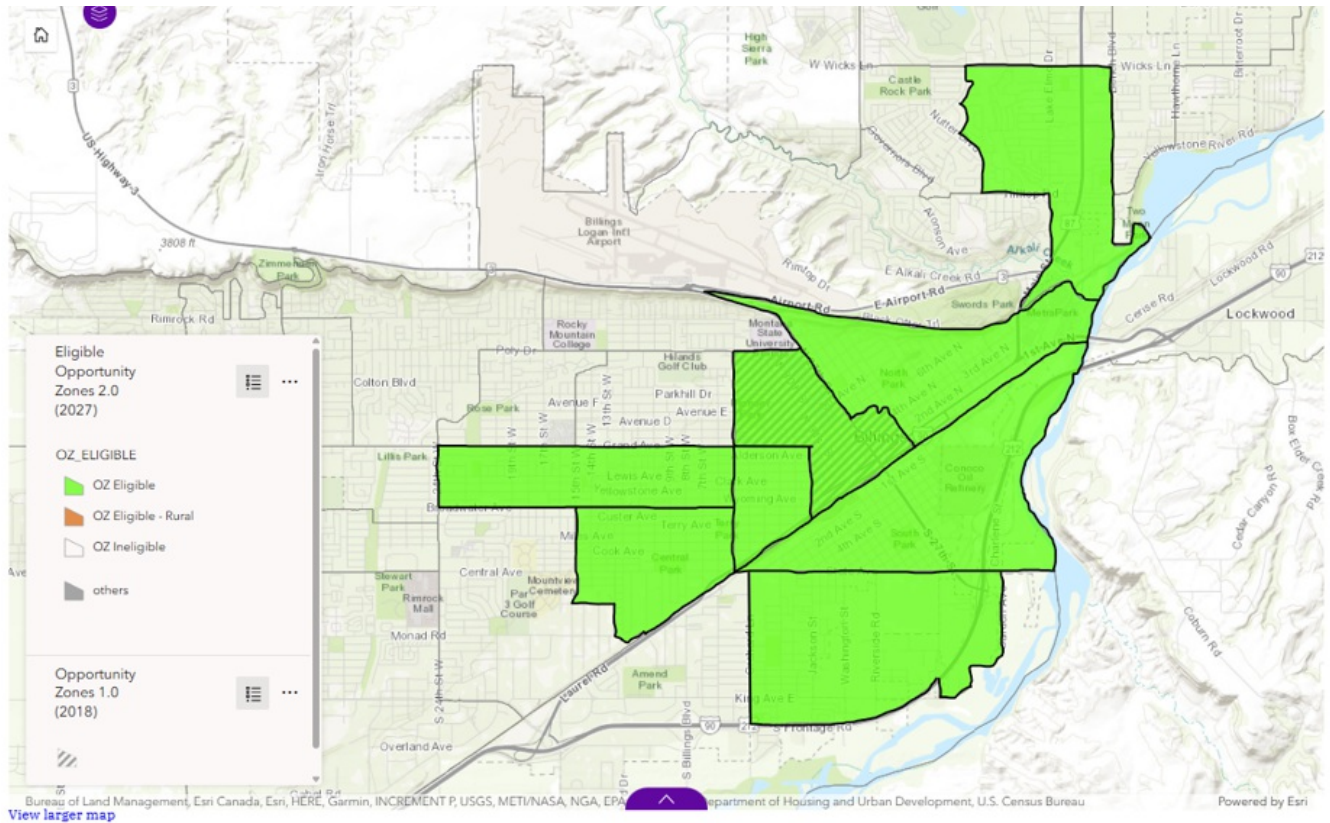
The designation of an Opportunity Zone was only to last for 10 years, and the one located in downtown Billings is set to expire at the end of 2026. Currently there are 25 qualified Opportunity Zones in Montana, set to expire on December 31, 2026.

Opportunity Zone 2.0

The One Big Beautiful Bill Act of 2025 made Opportunity Zones a permanent feature of the tax code, rather than a one-time benefit. The next round of zone designations kicks off July 1, 2026, when state governors begin a 90-day nomination window. New zones will subsequently take effect January 1, 2027 and last through December 31, 2036.

There have been some changes from the prior eligibility requirements. The Department of Housing and Urban Development has identified the following census tracts in Billings as those that are eligible for designation under the new requirements.





The City of Billings has 8 eligible census tracts that could be considered by the Governor, identified above. A map has been posted online which identifies all the eligible census tracts in the State of Montana: <https://experience.arcgis.com/experience/8bf3114bcc744aad8ce4a787c0302bcc>

Process:

In Montana there are 58 eligible census tracts, based upon the U.S. Census Bureau data. The Governor can nominate up to 25 of these tracts for final OZ 2.0.

The Governor's office has released the application, and will require one application for each census tract to be considered. Applications are due **July 7, 2026** and final selections will be made in September.

The City of Billings should identify:

- 1.) Do we want to submit an application for designation as an Opportunity Zone?
- 2.) If so, which tracts should be considered?
- 3.) If multiple applications will be submitted (one required for each tract), what will the priority be?

FISCAL EFFECTS

There is no direct fiscal impact to the City of Billings for identifying and applying for Opportunity Zone designation.

STAKEHOLDERS

ALTERNATIVES

- Submit no applications;
- Submit an application for one eligible census tract;
- Submit applications for multiple eligible census tracts and prioritize them for the Governor's consideration.

City Council Work Session

4.

Meeting Date: 06/15/2026

TITLE: City Administrator Recruitment Firm Selection and Job Description Review

PRESENTED BY: Karla Stanton, Human Resources Director

Department: Human Resources

Presentation: No

Legal Review: No

Project Number: N/A

RECOMMENDATION

Staff recommends City Council select one of the four recruitment firms that have expressed interest in handling the City Administrator recruitment process. The four recruitment firms are listed below and their proposals are attached:

- Clear Career Professionals
- Colin Baenziger & Associates
- GMP Consultants
- Strategic Government Resources (SGR)

This recruitment process is expected to take at least 12–14 weeks once the firm is selected and work begins.

EXECUTIVE SUMMARY

Due to Chris Kukulski's retirement, the City Council will need to review and revise the City Administrator job description, if needed. In addition, City Council will need to hire an Executive Recruitment firm to lead the recruitment process for the next city administrator. Selecting the right firm is essential to ensuring the City attracts a highly qualified candidate who aligns with the City's strategic direction, organizational culture, and long-term priorities. Given the importance of this hiring decision, the City Council should have a clear understanding of the firm's capabilities, track record, and alignment with the City's organizational needs. Some key elements for City Council consideration include:

- Review the firm's history of successful placements and reach out to client references.
- Understand the firm's approach to finding, screening, and evaluating candidates.
- Evaluate the breadth and depth of the firm's network, including national reach, as well as their ability to engage candidates who may not be actively seeking a new role.
- Evaluate the experience level of the firm's team that will lead the recruitment process.
- Review the firm's fee structure, payment schedule, and any guarantees regarding candidate placement or search continuation.

The recruitment process is expected to take 12–14 weeks, once the firm is selected and work begins. City of Billings Purchasing Procedures, PROCUREMENT THRESHOLDS, section B.1.5 states: *Contracts for architectural, engineering, land surveying, software, consultant, and miscellaneous professional contracts, for which the fees are estimated not to exceed \$49,999.99 may contract for those professional services by direct negotiation.* Therefore, the City is **not** required to conduct a formal Request for Proposals (RFP) process.

BACKGROUND (Consistency with Adopted Plans and Policies, if applicable)

City Administrator Chris Kukulski retired from the City of Billings on May 29, 2026. The current job description has been attached and is available for City Council review.

In addition, the City Council will be hiring an Executive Recruitment firm to lead the recruitment process for the next city administrator. Please see a summary of the four recruitment firms in the FISCAL EFFECTS section of this memo.

FISCAL EFFECTS

Please see the following summary of the firms' recruitment experience, fee structures and guarantees:

Clear Career Professionals:

- Established in 2022, with a regional office in Polson, Montana. The position would be advertised on The Clear Voice podcast, which is distributed across LinkedIn, Apple Podcasts, Spotify, and is embedded in all job announcements and email outreach.

- The \$20,000 fixed-fee structure includes all services and expenses, including graphic design for the recruitment brochure, position podcasts, national and statewide job postings, background verifications, and consultant travel.
- Travel, meals, and hotel costs for finalists are not included.
- Guarantee: If the selected candidate leaves the position for any reason within the first 12 months, then the firm will conduct a new recruitment at **no** additional cost to the City.

Colin Baenziger & Associates:

- Established in 1998, and has conducted over 420 recruitments with over 250 for City and County Managers.
- The \$34,500 fixed fee includes all consultant travel costs and recruitment expenses.
- Travel, meals, and hotel costs for finalists are **not** included.
- Guarantee: If the selected candidate leaves the position for any reason within the first 12 months, then the firm will conduct another search to find a replacement. The city will only be charged for expenses.

GMP Consultants:

- Established in 1999, and has conducted over 450 local government searches.
- The \$24,000 fee for professional services includes consultants' services that are required to conduct the recruitment.
- Additional expenses are submitted at actual cost with no markup. (Job boards, direct mail announcements, and background checks are estimated at \$4,875)
- Travel, meals, and hotel costs for the consultant and finalists are **not** included.
- Guarantee: If the selected candidate leaves the City for any reason within the first 18 months, then the firm will conduct another search to find a replacement. The city will only be charged for expenses.

Strategic Government Resources:

- Established in 1999, and has conducted over 450 local government recruitment searches.
- The position is advertised in SGR's Servant Leadership e-newsletter, which reaches 35,000 subscribers, and on their website, reaching 20,000 visitors per month.
- The executive recruiter has over 30 years of experience in local government, including serving as City Manager.
- The \$26,919 fixed fee and up to \$2,500 in advertising costs, with a not-to-exceed fee of \$29,419, inclusive of two (2) onsite consultant visits up to 3 days each.
- Travel, meals, and hotel costs for finalists are not included.
- Guarantee: If the selected candidate leaves the City for any reason within the first 12 months, then the firm will conduct another search to find a replacement. The city will only be charged for expenses.

STAKEHOLDERS

City Council, City employees and City of Billings' residents.

ALTERNATIVES

City Council may:

- Select from one of the firms listed to lead the City's recruitment process to find the next City Administrator;
- Request additional information or explore additional recruitment firms who did not respond initially; or
- Request that the City's Human Resources Department handle the recruitment.

Attachments

City Administrator Job Description
 Clear Career Professionals
 Colin Baenziger & Associates
 GMP Consultants
 Strategic Government Resources - SGR

Department: Administration
Supervisor: Mayor and City Council
FLSA Status: Exempt
Work Comp Classification Code: 8743
Grade: 100
Group: Non-Bargaining
Date: April 2026
Prepared by: AEM/EA, KS, KS

Job Summary:

As the Chief Administrative Officer of the City, the City Administrator provides leadership to the City staff and helps the Mayor and City Council to define, establish and attain overall goals and objectives of local government. The City Administrator serves at the will of the Mayor and Council and is responsible for carrying out policies established by the City Council. The City Administrator may appoint, suspend, and remove all employees of the local government and is responsible for supervising all city staff and consultants directly or indirectly through department heads. The City Administrator is responsible for working with the department heads to establish operating practices and policies for all departments, agencies and offices of the City and to prepare and administer the affairs of the city, including the overall City budget subject to Council approval. The City Administrator is responsible for delivering quality service to citizens and is responsible for compliance with all legislative, judicial and administrative obligations established by higher authority and performance of all duties required by ordinance, resolution or City Charter.

Scope of Responsibility:

The City Administrator is directly or indirectly responsible for all functions of the City within the limits of authority established by the City Charter. There are approximately 1,100 employees. The annual consolidated operating budget, including enterprise operations, is approximately \$437 million.

Essential Duties and Responsibilities:

Council Relations and Strategic Direction

Using knowledge of the scope of services provided by local government and personal leadership skills, the Administrator communicates with the City Council to develop priorities for new and existing activities of government.

- Evaluate services provided by the City and develop options for improving services or matching services more closely to citizen needs; options are presented, blended with Council input and established as annual Council/Administrator goals.
- Educate the City Council about City services and present optional approaches for improvement of services.
- Direct research at the request of the Council and present analysis of the strengths and weaknesses of various options.
- Seek to identify common ground among competing interests and facilitate a productive working relationship among staff and Council.
- Take a leadership role in projects involving development initiatives approved by the Council.
- Negotiate and administer contracts for City services with outside agencies, subject to Council approval.
- Recommend measures for Council action.
- Report regularly to the Council on administrative actions or as required by Council

Budget Management and Fiscal Oversight

Oversee the budget function of the City.

- Analyze, interpret, and communicate financial operating results for the information and guidance of the Council, and provide fiscal direction to all City departments.
- Ensure through subordinate staff that financial records and budgets are maintained and that Council is properly advised regarding the fiscal position of the City, with a public presentation at least quarterly.
- Provide leadership in budget preparation under the direction of the City Council.
- Administer the annual budget and recommend changes in spending on line-items based on changing conditions in order to balance revenues with expenditures.
- Recommend appropriate fee schedules for City services and ensure that project costs are accurately tracked and charged to the correct accounts.
- Review investment policies and ensure through subordinate staff that idle monies are invested according to legally approved investment policies and practices, and act in a direct leadership role in debt management and bond issuance to ensure the most efficient utilization of monies available.

Public and Intergovernmental Relations

Represent the City in front of the public, news media and government agencies in a manner that conveys a positive image of city government and that fosters cooperation and support.

- Using respect for individual ideas and interests, the Administrator is sensitive to diverse audiences in communicating about city business.
- Provide well-defined information to the local media and foster cooperative professional relationships with members of the media in order to facilitate accuracy of information regarding matters of importance and interest.
- Follow all legal communication requirements including those relating to public access to information and open meetings and counsel others regarding appropriate procedure and content.
- Listen to various individuals and groups, including citizens and other units or agencies of government and brings that information into the formulation of positions and directions.
- Seek cooperation from others in the form of actions, grants or other desired outcomes by framing requests in a concise and favorable form.
- Build working relationships with elected and appointed officials at the federal, state, county and regional level in order to be in a position to advocate for the best interests of the City.

Operational Oversight and Legal Compliance

Oversee the technical operations of City government and is responsible for compliance with all legal requirements.

- Ensure that the staff in each department follow appropriate procedures and comply with City policies and general government requirements.
- Ensure that the City Clerk is performing all statutory City Clerk duties; that all election laws and procedures are followed and that elections are conducted in an efficient manner; and that all records are maintained in a manner consistent with best practices and that regulations involving data privacy are followed.
- Under Council authority, supervise the enforcement of all laws, codes, ordinances and resolutions in a manner that protects and safeguards the welfare of the public and enhances quality of life in the City.

Hiring Authority and Workforce Management

Directs hiring of qualified senior staff, involving department heads as appropriate.

- Administer the hiring process for senior positions and delegate the hiring process for others, ensuring that appropriate procedures are followed.
- Manage daily and annual performance of senior staff directly and others indirectly through department heads.
- Take a leadership role in the development of employment policy, staff compensation and benefit plans.
- Under direction of the Council, administer the use of outside consultants for those functions of government that are contracted.
- Ensure that all employees are trained in workplace safety and work through department supervisors to ensure that best practices are followed.
- Appoint, with the approval of the City Council, a qualified acting administrator to exercise the powers and perform the duties of the Administrator during temporary absences.

Perform other duties as needed.

Required Qualifications and Skills:

- A bachelor's degree in public administration, business administration, public policy, or related field
- Ten (10) or more progressively responsible years of related experience, or equivalent
- Key characteristics are knowledge of government, knowledge of financial management in a government setting, strong leadership, interpersonal relationship skills at a level that is able to set a positive overall tone for employee and public relations, and strategic problem-solving skills
- The Administrator shall not be the mayor or a Councilmember at the time of employment
- Federal and State criminal history background check and driving records check

Preferred Qualifications and Skills:

- A master's degree in public administration

Physical Demands & Working Conditions:

Most work is in a normal office environment. Intermittent lifting of ten pounds or less is required. Travel within the City or region to view properties or attend meetings is likely to occur numerous times weekly. There is intermittent exposure to field or construction site conditions when visiting properties within the City. Attendance and participation at Council meetings and related meetings is required.

The City Administrator is responsible for diverse matters, many of which have deadlines and require significant attention to detail. Approximately 45% to 70% of the time, work is performed at the highest level of detail and pressure of deadlines.

Some requirements in this job description may exclude individuals who pose a direct threat or significant risk to the health and safety of themselves or other employees. All requirements are subject to modification to reasonably accommodate individuals with disabilities.

Requirements are representative of minimum levels of knowledge, skills, and experience required. To perform this job successfully, the worker must possess the abilities and aptitudes to perform each duty proficiently.

This document does not create an employment contract, implied or otherwise. City Council retains the discretion to add duties or change the duties of this position at any time.



PROPOSAL TO PROVIDE
RECRUITMENT SERVICES FOR THE
CITY OF BILLINGS, MONTANA
CITY ADMINISTRATOR

DATE: MAY 22, 2026

MARK SHRIVES, MPA, VICE PRESIDENT, NW REGIONAL DIRECTOR
48901 HWY 93 SUITE A217, POLSON, MT 59860
MARK@CLEARCAREERPRO.COM

Table of Contents

TAB A Firm Introduction & Summary

Letter of Interest
What sets us apart

TAB B Qualifications & Recent Recruitments

Recent Recruitments
References

TAB C Approach & Scope

Recruitment Foundation
Recruitment Strategy
Candidate Engagement
Position Podcast
Identify Top Candidates
Background Verification
Interview & Hire
Timeline

TAB D Cost Proposal

Proposed Cost & Fee Structure
Placement Guarantee

TAB E Team & Expertise

Your Recruitment Team

TAB F Market Salary

Summary & Comparison
Approach and Recommendations

TAB G Attachments

Brochure Example: Great Falls, Montana



Clear Career Professionals



INTRODUCTION

TAB A

City of Billings, Montana
Attn: City of Billings

5/22/2026

Dear Mayor and Members of the City Council:

Clear Career Professionals, LLC is pleased to submit this Proposal in response to the City of Billings' Request for Proposals for professional services to assist in the recruitment and selection of the City's next City Administrator.

We understand that the City of Billings is seeking an experienced executive leader with strong leadership, communication, and collaborative skills. The successful candidate will need to work effectively with the Mayor, City Council, staff, residents, and regional partners while maintaining a strong commitment to transparency, accountability, and high-quality service delivery.

Clear Career Professionals is uniquely positioned to support the City in identifying and securing a highly qualified candidate who aligns with these priorities. Our firm specializes exclusively in public sector executive recruitment, with a focus on City Administrator, City Manager, and senior municipal leadership placements. Our consultants are former City Managers and senior public-sector executives who bring firsthand experience with local government leadership and the complex dynamics of municipal governance.

This practitioner-led approach allows us to guide governing bodies through a structured, transparent, and defensible recruitment process, while also ensuring candidates are evaluated for their ability to meet the City's operational, organizational, and community leadership needs.

Consistent with the City's needs, our services emphasize:

- Collaborative engagement with the Mayor, City Council, City staff, and community stakeholders;
- Development of a clear position profile and recruitment strategy tailored to Billings' context and long-term vision;
- Proactive sourcing and screening of candidates with relevant leadership experience;
- Structured evaluation, including reference and background verification; and
- Support throughout interviews, selection, and compensation negotiation.

We appreciate the opportunity to submit our qualifications for this important engagement and welcome the opportunity to further discuss how Clear Career Professionals can assist the City of Billings in identifying a City Administrator who will lead with professionalism and a strong commitment to the community.

Respectfully submitted,



Michael Boese, President



THE CLEAR ADVANTAGE

CLEAR CAREER PROFESSIONALS

THE FUTURE OF RECRUITMENT SOUNDS DIFFERENT

Clear Career Professionals is a Plano, Texas-based executive recruitment and consulting firm founded in 2022, with an additional Northwest regional office in Polson, Montana. Staffed by a team of more than 25 seasoned professionals—including former city managers and public-sector executives—we specialize in leadership recruitments for local governments and special districts across the country, customizing each search to align with the unique needs, culture, and long-term goals of our clients. With real-world operational experience, we move beyond résumé matching to identify candidates who build trust, strengthen organizational culture, and deliver measurable results.

We understand the complexities of local government leadership because we have served in these environments ourselves. Our recent recruitments include the City Manager for Freeport, Texas, and the City Manager for Nederland, Texas, as well as strategic advisory work on governance and organizational management for the newly created City of Starbase, developed in partnership with SpaceX. Whether leading a full executive search or supporting internal recruitment efforts, our focus remains unwavering: to provide a highly qualified candidate pool and ensure the selection process is structured, informed, and tailored to each client's goals.

What sets Clear Career Professionals apart is our commitment to expert-led service, direct outreach to top-tier talent, and a possible one-year guarantee that reinforces our dedication to long-term success. We are also pioneers in position-specific recruitment podcasts, giving our clients access to a broader and more engaged pool of candidates uniquely suited to their communities and organizations.

OUR NETWORK & APPROACH

Our network spans a broad spectrum of public management professionals nationwide, cultivated through ongoing relationships and active engagement with key organizations such as the International City/County Management Association (ICMA), and other state and national public management associations. We also maintain strong connections through regional leadership cohorts and specialized public-sector networks, ensuring our reach encompasses both functional and executive talent in local government.

We don't rely on passive applicants. Instead, we proactively engage qualified professionals through targeted outreach, peer referrals, and direct contact, often connecting with leaders who are not actively seeking new opportunities. Our recruitment podcast, The Clear Voice is the industry's first position-specific audio feature, with over 50,000 nationwide listeners. For each role, we produce a custom podcast episode that tells your city's story and allows candidates to hear directly from the leaders they would be working with, providing a rare opportunity to understand the team, culture, and expectations before they ever apply.

We do more than deliver candidates, we expand your reach to top talent across the country while ensuring a deep understanding of municipal leadership and governance. Our experience allows your team to focus the selection process and confidently identify the best fit for your organization.



Clear Career Professionals



QUALIFICATIONS & RECENT RECRUITMENTS

TAB B

RECENT RECRUITMENTS

Clear Career Professionals has successfully led recruitments for a variety of public management leadership roles across the nation. While titles vary, each of these positions required experience in operations, strategic planning, fiscal management, and municipal service delivery, core skill sets essential to the City Administrator role.

Recent Executive & Municipal Leadership Placements

State	Position	Placement / Organization
Montana	City Manager	City of Columbia Falls (population approx. 6,700)
Montana	Deputy City Manager	City of Great Falls (population approx. 60,400)
California	Chief Executive Officer	CPSHR Consulting, Sacramento(120 to 200 employees, 200 Consultants)
Texas	City Manager	City of Fairfield (population approx. 2,800)
Texas	City Manager	City of Freeport (population approx. 10,500)
Texas	City Manager	City of Kerrville (population approx. 25,000)
Texas	City Manager	City of Murphy (population approx. 21,000)
Texas	City Manager	City of Kingsville (population approx. 25,000)
Texas	City Manager	City of Liberty (population approx. 8,400)
Texas	City Manager	City of Hondo (population approx. 9,000)
Texas	City Manager	City of Aransas Pass (population approx. 8,000)
Texas	City Manager	City of Navasota (population approx. 7,900)
Texas	City Manager	City of Merkel (population approx. 2,600)
Texas	City Manager	City of Whitesboro (population approx. 4,300)
Texas	City Manager	City of Dalhart (population approx. 8,200)
Texas	City Manager	City of Abernathy (population approx. 2,800)
Texas	City Manager	City of Marshall (population approx. 25,000)
Texas	City Manager	City of Nederland (population approx. 19,000)

These recruitments reflect our broad reach across public sector operations and our ability to engage qualified professionals in technical, supervisory, and executive-level roles within infrastructure-focused departments.

REFERENCES

City of Brownsville, TX

Alan Guard, Deputy City Manager
Phone: (956) 548-6007
alan.guard@brownsvilletx.gov

City of Great Falls, MT

Greg Doyon, City Manager
Phone: 406-455-8450
Email: gdoyon@greatfallsmt.net

City of Liberty, TX

John Hebert, Mayor
Phone: (936) 334-2528
Email: Mayor@cityofliberty.org

City of Hondo, TX

John McAnelly, Mayor
Phone: (830) 426-3378
Email: mayor@hondo-tx.org

City of Fair Oaks Ranch, TX

Joanna Merrill, Director of Human Resources & Communications
Phone: (210) 698-0900 ext. 203
Email: jmerrill@fairoaksranchtx.org

City of Plano, TX

LaShon Ross, Deputy City Manager
Phone: (972) 941-5310
Email: lashon@plano.gov

City of Columbia Falls, MT

Mayor Don Barnhart
Phone: (406) 253-5712
Email: donniedirt@gmail.com





Clear Career Professionals



APPROACH & SCOPE

TAB C

RECRUITMENT FOUNDATION

Our recruitment process is built on understanding your organization and the leadership demands of the role before we begin candidate outreach.

Our recruiter conducts an on-site visit early in the process (the first of two on-site visits). We meet with the Mayor, City Council, the executive team, key department leaders, and selected community stakeholders. That time on the ground matters because it surfaces expectations, operating realities, and the leadership approach that will succeed in your organizational culture.

From those conversations, we establish clear selection criteria that leadership and governing officials can support, then translate that into a candidate profile that guides our screening and presentation to candidates. We also produce a custom recruiting brochure that accurately represents your organization, the community, and the opportunity, helping attract the right candidates and set clear expectations from the start.



RECRUITMENT ACTION

At Clear Career Professionals, every recruitment begins with a tailored strategy designed to attract the right candidates, not just applicants. We combine targeted outreach with high-impact marketing tools so your opportunity reaches top-tier professionals across city management and public administration. Whether you're recruiting an experienced City Administrator or a rising leader, we focus on long-term fit.

What sets our approach apart is PositionCast™, powered by our exclusive recruitment podcast, The Clear Voice. We are the only firm in the industry producing a professionally crafted, position-specific episode for each recruitment at no additional cost. Each episode features your leadership team and gives candidates direct insight into your priorities, culture, governing environment, and expectations, often prompting strong candidates to engage who would not have otherwise considered the role. Since July 2025, The Clear Voice has generated 50,000+ plays across podcast platforms and short-form video.

Our network spans municipal government professionals nationwide through ongoing relationships and active engagement with ICMA and other state and national associations, plus regional leadership cohorts and specialized public-sector networks. We don't rely on passive applicants, we proactively engage qualified professionals through targeted outreach, peer referrals, and direct contact, including candidates who are not actively searching.

We implement a four-part recruitment strategy built to maximize quality and visibility:

A CUSTOM RECRUITMENT BROCHURE:

Professionally designed to market the organization, role, and community.

POSITIONCAST™ (THE CLEAR VOICE):

A position-specific episode with your leaders to help candidates understand fit before applying.

DIRECT OUTREACH:

Relationship-based contact with experienced executive directors and municipal leaders nationwide.

STRATEGIC ADVERTISING:

Targeted placement through ICMA, MLCT, and other public administration job boards.



CANDIDATE ENGAGEMENT & EXPERIENCE

WHEN CANDIDATES FEEL VALUED, THEY APPLY.

Applying for a new leadership position takes real mental energy. There's uncertainty, vulnerability, and often anxiety, not just about whether they'll be selected, but about how they'll be treated. At Clear, we've been in their shoes. As former candidates ourselves, we understand the emotional weight that comes with putting your name forward for a public-facing role.

That's why we've made candidate care a cornerstone of our recruitment process. We don't just process applications, we invest in relationships. Every active candidate receives weekly contact from our team, offering updates, guidance, and a human point of connection throughout the process. We answer questions. We provide clarity. We ensure no one is left wondering where they stand.

This approach isn't just kind, it's strategic. When candidates feel respected and supported, they perform better. They communicate more authentically. And they recommend Clear to their peers. The result? Broader reach, stronger candidate pools, and a reputation that draws in professionals who otherwise wouldn't apply. Our candidate-first philosophy creates momentum, trust, and better outcomes for everyone involved.

engagement

experience



INNOVATIVE ENGAGEMENT

THE CLEAR VOICE PODCAST

At Clear Career Professionals, we believe that recruitment is not just about job postings, it's about connection. PositionCast™ is one of our most unique and powerful tools in collaboration with The Clear Voice podcast, our in-house podcast that amplifies the reach of your leadership opportunity beyond traditional recruitment.

As part of our executive search process, we record a custom podcast episode for your position featuring:

A conversation with city leaders (e.g., the mayor, HR director)

Insight into community values and vision

A narrative of the role's impact and strategic priorities

This podcast is distributed across LinkedIn, Apple Podcasts, Spotify, and embedded in all job announcements and email outreach. Candidates can listen during their commute or while exercising, creating an emotional and authentic connection to your organization before they apply.

WHY IT WORKS:

Reaches passive candidates who prefer authentic storytelling

Humanizes the community and council

Boosts visibility across digital and social channels

Let your next team member hear your voice and share your vision.

PODCAST LINKS

<https://youtu.be/Zky33nyYFgE>

<https://podcasts.apple.com/us/podcast/the-clear-voice-podcast/id1824562318>

<https://open.spotify.com/episode/1FyCYlcpOZyjd22eNozWrP?si=9fd3e02952c64cb1>



IDENTIFY TOP CANDIDATES

With a strong national candidate pool in hand, Clear shifts to helping you identify the leaders who are best positioned to succeed in your organization.

We screen and compare each candidate against the established selection criteria using an operational lens shaped by real executive experience. That means we look beyond titles and tenure to assess leadership judgment, communication ability, professional maturity, and readiness to work effectively with elected officials and staff.

At the close of the application period, Clear recommends 8–10 semi-finalists. Each semi-finalist then completes a recorded 30-minute virtual interview with former municipal executives from the Clear team providing far more insight than a résumé or cover letter can. These interviews are structured to show how candidates communicate, explain decision-making, demonstrate leadership style and ethics, and connect their experience to the realities of the role and community.

The City receives a complete semi-finalist package that includes:

- Master list of applicants
- For each semi-finalist: cover letter, résumé, and recorded interview

Using this decision-ready set of materials, Clear then recommends finalists for in-person interviews with the selection committee and/or governing body.



VERIFY CANDIDATE BACKGROUND

Once you approve of finalists for on-site interviews, our team obtains a leadership profile from each candidate and initiates a thorough background verification process encompassing comprehensive reference checks, background examinations, detailed social media reviews, and academic verifications. A comprehensive report summarizing all findings will be presented to you for thorough review prior to the commencement of finalist interviews and the selection process. This ensures that you have a complete and informed perspective before making the ultimate decision.

For the background checks, we will collect information on the candidates in the following areas:

- City/County/State Criminal
- Federal District Criminal
- City/County/State Civil Litigation
- Employment Verification
- Reference Verification
- Social Media Review
- Federal District Civil Litigation
- Judgment/Tax Lien
- Sex Offender Registry
- Motor Vehicle Driving Record
- Educational Verification
- Professional Association Verification



INTERVIEW AND HIRE

Clear works with the City to design and execute a finalist interview process that is organized, consistent, and focused on the outcomes you need from your next leader.

We coordinate finalist interview scheduling and provide a structured interview plan, including recommended questions tailored to the position and aligned with the selection criteria. Prior to interviews, the City receives a complete finalist package for each candidate, including the cover letter, résumé, unique leadership profile, semi-finalist recorded interview, and completed verification materials as applicable.

During finalist interviews, Clear is present to facilitate the process and manage logistics so the selection committee and governing body can stay focused on evaluation. We help maintain consistency across interviews, support panel members with process guidance, and keep the process moving on schedule.

Following interviews, we assist the City with finalist selection steps, communications, and close-out, helping ensure a professional experience for candidates and a smooth transition into appointment and onboarding. Clear assists with offer negotiation, transition communication, and onboarding support as requested.



GENERAL RECRUITMENT TIMELINE

CLEAR CAREER PROFESSIONALS CUSTOMIZES THE RECRUITMENT PROCESS TO ALIGN WITH YOUR GOALS, ENSURING SUCCESSFUL OUTCOMES.

RECRUITMENT
FOUNDATION
2 WEEKS

- Meetings with executive team, mayor, and council
- Meetings with community stakeholders
- Determine the Selection Criteria
- Create a Custom Candidate Profile
- Create a Customized Recruiting Brochure

RECRUITMENT
ACTION
4 WEEKS

- Record and Promote Position Podcast on "The Clear Voice"
- Direct Outreach to Network & Candidates
- National, State, & Regional Position Postings

CANDIDATE ENGAGEMENT & EXPERIENCE

IDENTIFY TOP
CANDIDATES
2 WEEKS

- Screen Candidates
- Identify Semi-Finalists
- Complete Virtual interviews with Semi-Finalists
- Recommend Finalists

VERIFY & CHECK
FINALISTS
2 WEEKS

- Obtain Unique Leadership Profiles
- Complete Detailed Reference & Background Verifications on Finalists
- Complete Social Media and News Investigation for each Finalist
- Complete Academic Verifications

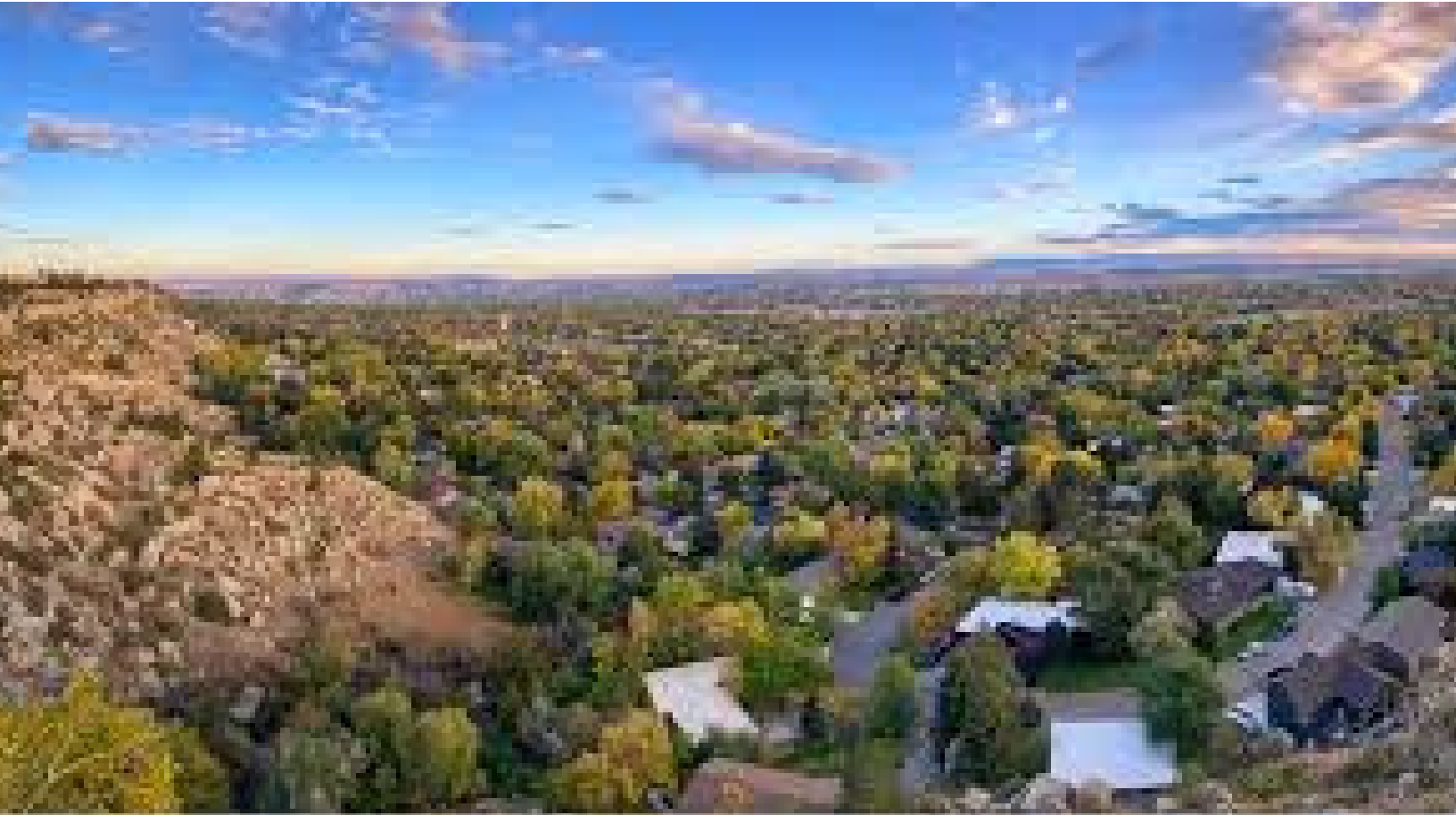
INTERVIEW
& HIRE
2 WEEKS

- Schedule Finalist Interviews
- Facilitate Finalist Interviews
- Assist with Finalist Selection





Clear Career Professionals



COST PROPOSAL

TAB D

We proudly offer a **one-year guarantee** for any candidate selected through our full recruitment process. If the individual hired leaves the position for any reason within one year, we will conduct a new recruitment at no additional cost to the organization. This guarantee reflects our confidence in the thoroughness of our recruitment and selection process.

PROPOSED PROJECT SCHEDULE

The timeline provided is a general breakdown of tasks, milestones, and timeframes to support a thorough and successful recruitment process.

This timeline is a suggestion only and we will work with you to finalize and approve an exact timeline.

RECRUITMENT FEE STRUCTURE: CITY ADMINISTRATOR

We offer a transparent, fixed-fee structure.

Full Executive Recruitment Fees (All-Inclusive)

- \$20,000

This fee is all-inclusive and covers all services and expenses, including graphic design for the recruitment brochure, position podcast, national and statewide job postings, background and academic verifications, and consultant travel. The only additional costs the City will incur are candidate-related expenses for finalist interviews (travel, lodging, and meals for candidates and spouses, if invited).

Billing Schedule

We bill in phases aligned with key milestones in the recruitment process:

- \$9,000 due at contract execution
- \$7,000 due upon selection of semi-finalists
- \$4,000 due upon selection of final candidate





Clear Career Professionals



**TEAM &
EXPERTISE**

TAB E

Mark Shrives, MPA

Vice President, NW Regional Director

Mark Shrives brings over four decades of distinguished public sector experience spanning federal, local, and international government service. As Vice President and NW Regional Director of Clear Career Professionals, he contributes deep operational insight and strategic leadership to executive recruitment efforts, drawing on his extensive background in city management and emergency operations.

Most recently, Mark served as Interim City Manager for Columbia Falls, Montana, where he provided executive oversight of municipal operations, budgeting, and strategic planning. His leadership was pivotal in the successful recruitment and onboarding of the city's permanent manager.

His municipal leadership experience includes City Manager roles in Polson, Montana; Creswell, Oregon; and Hamilton, Montana, where he directed cross-departmental operations, led policy development, and ensured alignment with community goals. After his tenure in city management, Mark served as a Federal Disaster Recovery Officer with FEMA, where he oversaw complex recovery operations and facilitated access to federal aid for local governments.

On the international stage, he served as a U.S. State Department advisor to the Economic Community of West African States (ECOWAS), where he coordinated regional peacekeeping missions and intergovernmental collaboration.

A retired U.S. Army Lieutenant Colonel, Mark completed a 20-year military career with command assignments across Europe and leadership roles in logistics, infrastructure, and strategic planning.



Education

Master of Public
Administration - Walden
University

Bachelor of Arts in History -
University of California, Santa
Barbara

Professional Affiliations

Board Member, Treasure
State Public Captive

Former City Manager -
Polson, MT; Creswell, OR;
Hamilton, MT

FEMA Disaster Recovery
Officer

U.S. Army Retired Lieutenant
Colonel

Montana League of Cities
and Towns



Kent Myers, Ph.D.

Vice President

Dr. Kent Myers is a seasoned professional with over 45 years in city management, bringing unmatched experience and leadership to municipal organizations. His career began as the first City Manager in Converse, Texas, and has included serving as City Manager in Casa Grande, Arizona; Hot Springs, Arkansas; Port Angeles, Washington; and Fredericksburg, Texas, where he led for a decade.

Dr. Myers has also guided major projects of national significance, including supporting SpaceX in the creation of Starbase, Texas, and he now serves as the first City Manager of Starbase through Clear Career Professionals. In addition to his leadership roles, he has actively contributed to the profession as Past-President of the Texas Public Power Association (TPPA) and as a mentor and educator. He served seven years as Manager in Residence at the University of Texas at San Antonio, received the TCMA Mentor of the Year Award, and earned a Ph.D. in Leadership Studies in 2021.

As Vice President of Recruitment for Clear Career Professionals, Dr. Myers has led numerous executive searches, including City Manager placements in Kerrville, Murphy, Kemah, and others. Known for his strategic vision and commitment to mentorship, Dr. Myers continues to make a positive impact on local governance and leadership development across Texas and beyond.

Education

Bachelors in Criminal
Justice
University of Texas
Arlington, Tx

Master of Public
Administration
Texas Christian University
Ft. Worth, Texas

Ph.D. Leadership Studies
Our Lady of the Lake
University
San Antonio, Texas

Professional Affiliations

ICMA, TCMA, ICMA
Taskforce on job hunting
handbook, TCMA Public
Policy Committee, TCMA
Ethics Trainer, TPPA Past
President,
Arkansas Municipal League



Michael Boese, MPA

President

Michael Boese, MPA, brings over 27 years of distinguished municipal service to his role as President of Clear Career Professionals LLC. With extensive leadership experience across multiple executive roles, Michael has become a trusted expert in executive recruitment, leadership coaching, and municipal consulting.

Michael has served as both City Manager of Keene and City Administrator of Wimberley, where he was instrumental in advancing sustainability initiatives and promoting tourism, ensuring long-term growth for the communities. His strategic approach to leadership and fiscal management has made a lasting impact on these municipalities, driving innovation and operational excellence.

As a sought-after recruiter, Michael has guided numerous successful executive placements, always prioritizing the unique needs of both the organizations and candidates. His comprehensive understanding of local government and public safety allows him to identify top talent and implement efficient, people-focused recruitment processes.

In addition to his consulting and recruitment expertise, Michael is a recognized public speaker and instructor, sharing his insights through leadership training programs, including his work with the Bill Blackwood Law Enforcement Management Institute of Texas (LEMITE).

Michael's career exemplifies a commitment to enhancing organizational leadership and community well-being, making him a trusted leader in the public sector.

Education

Bachelor of Arts in History
Metropolitan State
University

Master of Public Affairs
The University of Texas at
Dallas

Professional Affiliations

TCOLE Master Peace
Officer, ICMA, TCMA,
NTCMA, Region 6 & 7
TCMA, GFOA, TPCA, past
member of the Texas Police
Chief's Legislative
Committee, and the
Professional Development
Committee for the Texas
City Manager Association,
Instructor at the Bill
Blackwood Law
Enforcement Management
Institute of Texas (LEMITE)
Leadership Command
College



Clear Career Professionals



MARKET SALARY

TAB F

SUMMARY & COMPARISON

A competitive salary for the City Administrator position will be determined in consultation with the City based on competitive market data. This document summarizes estimated 2026 annual base salaries for chief administrative officers in major Montana cities, along with narrative context and a statewide ranking.

PRELIMINARY REGIONAL COMPENSATION OBSERVATIONS.

Salary Comparison Table

Estimated Annual Base Salaries for Municipal Leadership Roles (2026)

City	Position Title	Estimated Annual Base Salary (2026)
Whitefish	City Manager	\$190,000–\$220,000
Billings	City Administrator	\$218,000
Great Falls	City Manager	\$230,000–\$240,000
Kalispell	City Manager	\$210,000–\$235,000
Bozeman	City Manager	\$275,000–\$290,000
Helena	City Manager	\$235,000–\$250,000
Missoula	Chief Administrative Officer / City Administrator	\$225,000–\$245,000
Belgrade	City Manager	\$175,000–\$205,000



APPROACH & RECOMMENDATIONS

Statewide Compensation Ranking (Approximate)

1. Bozeman — \$275,000–\$290,000
2. Helena — \$235,000–\$250,000
3. Great Falls — \$230,000–\$240,000
4. Missoula — \$225,000–\$245,000
5. Kalispell — \$210,000–\$235,000
6. Billings — \$218,000
7. Whitefish — \$190,000–\$220,000
8. Belgrade — \$175,000–\$205,000

Based on preliminary market observations and publicly available compensation information from comparable Montana municipalities, a tentative salary range of approximately \$235,000–\$260,000 may represent a competitive starting point for consideration for the City Administrator position for the City of Billings.

Final compensation recommendations should be developed collaboratively with City leadership following a comprehensive assessment of organizational structure, operational complexity, governance model, labor market conditions, total compensation philosophy, and recruitment objectives.

Note: Salary figures are estimates derived from publicly reported information, employment contract history, and regional market comparisons. Actual compensation may vary depending on negotiated contract terms, benefits, deferred compensation, allowances, and total compensation structure.

TYPICAL TOTAL COMPENSATION ELEMENTS

- Employer retirement contributions
- Health, dental, and vision insurance
- Vehicle or auto allowance
- Professional memberships and conference expenses
- Deferred compensation options
- Severance and change-in-termination protections

Total compensation is often 20% to 35% higher than base salary when benefits and allowances are included.





Clear Career Professionals



ATTACHMENTS

TAB G



Deputy City Manager



Position Marketed by
Clear Career Professionals
www.clearcareerpro.com



Clear Career Professionals

Shaping the *Future*

Great Falls, Montana, is on the rise, and we are seeking a visionary leader to help guide our city into the future. At the crossroads of opportunity and growth, Great Falls is a city that blends Montana's rich heritage with bold progress. As Deputy City Manager, you will play a central role in helping to revitalize the historic downtown, enhance public safety, and expand economic opportunities in key industries like agriculture, healthcare, and tourism. You will also help lead strategic efforts to develop housing solutions and strengthen infrastructure to support a growing population. With stunning natural beauty, and stable local economy, and a community that values both tradition and innovation, Great Falls offers an exciting environment for leadership and growth.

In this role, you will assist the City Manager in making strategic, high-impact decisions that will shape the city's future. You will champion major economic development and infrastructure projects while working closely with departments, elected officials, businesses, and community stakeholders to foster transparency, trust, and accountability. The Deputy City Manager will also be responsible for driving innovation in city operations, to enhance quality of life for residents, and ensuring the city is well- positioned for long-term success.

We are looking for a confident, strategic thinker who thrives in a fast-paced environment. The ideal candidate is a decisive and collaborative leader with a deep understanding of municipal governance and a strong ability to build relationships across departments and the community. Adaptability, problem-solving skills, and a passion for tackling challenges in housing, infrastructure, and economic growth are essential for success in this role.

This is more than just a job - it's an opportunity to help shape the future of Great Falls and be part of something truly transformational. If you are ready to lead with vision and impact, we invite you to join us in shaping the future of our city.



Community *Culture*

Great Falls, Montana - Where Opportunity Meets Community

Nestled along the Missouri River in north-central Montana, Great Falls is a vibrant city that blends professional opportunity, outdoor adventure, and a strong sense of community. With a population of 60,442 (2020 U.S. Census), it is the third-largest city in the state and a hub of economic growth and innovation.

Home to Malmstrom Air Force Base, a key economic driver, Great Falls enjoys a stable economy and strategic regional importance. The city also boasts an international airport, providing convenient travel for professionals and businesses. With a well-maintained infrastructure, engaged leadership, and a focus on growth, Great Falls is poised for an exciting future.

At its heart is a revitalized downtown district, where local businesses, restaurants, and community events create an energetic atmosphere. Whether exploring scenic trails, enjoying the arts, or contributing to a growing economy, Great Falls offers an exceptional environment for those looking to lead, innovate, and make a lasting impact.



Great Falls is also a haven for outdoor enthusiasts. Surrounded by stunning landscapes, the city offers a wealth of recreational opportunities. From hiking and biking along scenic trails to kayaking on the mighty Missouri River, outdoor activities are a way of life here. The nearby parks and natural spaces, such as Giant Springs State Park and the River's Edge Trail, provide year-round opportunities to connect with nature. In the winter, residents and visitors enjoy skiing, snowshoeing, and snowmobiling, while the warmer months bring opportunities for fishing, boating, and exploring the region's many beautiful parks.

With a community that values both its outdoor lifestyle and its local businesses, Great Falls is not just a place to live, but a place to fully engage with life, nature, and culture.



As Deputy City Manager in Great Falls, you will collaborate closely with City Manager Greg Doyon, who has successfully led the city since 2008. Greg brings extensive local government experience, having guided the city through financial challenges, stabilized operations, and positioned Great Falls for new growth opportunities.

Why Join Greg's Leadership Team?

- Collaborate with a Certified Public Manager and ICMA Fellow with advanced training from Harvard Kennedy School and the University of Virginia's Senior Executive Institute.
- Partner with a leader known for a collaborative and results-driven style, focused on strengthening community connections and driving innovation.
- Engage in strategic problem-solving across public safety, economic development, and infrastructure.
- Support and help shape policy implementation and city operations.
- Work alongside a seasoned executive dedicated to transparency, efficiency, and growth.
- Gain valuable experience preparing the annual budget and appointing key staff.
- Be part of a leadership team committed to advancing Great Falls' long-term vision.
- Contribute to a city culture that values leadership, innovation, and community engagement.
- Enjoy the mentorship of a leader who understands balance, Greg is a dedicated family man, avid fly fisherman, and outdoor enthusiast.

This is more than a leadership role, it's an opportunity to make a lasting impact in a city where community and progress go hand-in-hand.



See
Yourself
Here

Opportunity to *Lead*

The Deputy City Manager plays a critical role in supporting Great Falls' collaborative leadership structure. This position promotes cooperation and helps manage natural organizational dynamics, such as departmental silos and evolving team priorities.


Success in this role requires a leader who:

- Thrives in a team-oriented environment and fosters a culture of shared leadership.
- Respects the City Manager's deliberate, data-driven approach to evaluating policy, personnel, and operations.
- Balances structure with flexibility, providing strong leadership while empowering departments to operate effectively.
- Supports the professional development of city staff by promoting training, mentorship, and leadership growth.

The Deputy City Manager works closely with the City Manager to build trust and relationships across all levels of leadership. Regular one-on-one check-ins with department heads help track goals, assess progress, and ensure alignment with city priorities.

Success in this role requires building strong relationships with department leaders, understanding their unique challenges, and advocating for their operational needs. While the City Manager fosters an open and supportive environment, the Deputy serves as an advocate, facilitator, and problem-solver, ensuring leaders have the resources and guidance needed to succeed.

Through direct engagement, collaboration, and trust-building, the Deputy City Manager will be instrumental in strengthening internal operations, enhancing efficiency, and fostering a culture of accountability, innovation, and continuous improvement. This position is key to ensuring Great Falls remains a well-managed, thriving community—balancing growth, sustainability, and operational excellence.



Annual City Budget
\$162 M
All Funds



Employees
500+



Square Miles
23

The *Leader* we're looking for

The Deputy City Manager is a trusted advisor and key leader, working closely with the City Manager to drive the strategic direction of Great Falls. This role requires a steady, diplomatic approach to balance operational oversight, community engagement, and citywide initiatives. Integrity, sound judgment, and the ability to lead through change are essential.

Key Responsibilities

- Provide strategic guidance and operational leadership in alignment with the City Manager's vision.
- Navigate complex political dynamics with transparency, integrity, and sound judgment.
- Act as a stabilizing force in an evolving municipal environment.
- Collaborate with department heads to address community challenges and city initiatives.
- Offer critical insights and step up when leadership is needed.

Education & Experience Requirements

- Master's degree in Public Administration, Business Administration, or a related field (or equivalent combination of education and experience).
- Five years of experience as a city department head or similar managerial role, with municipal budgeting and program management experience.
- Experience with organizational development.
- Project management experience or certification is desired.

Key Skills & Attributes

- Confidently step in when needed while aligning with the City Manager's vision.
- Adapt messaging for staff, elected officials, and the public while maintaining professionalism.
- Understand political dynamics without being influenced by them, always serving the City Manager's direction.
- Translate complex data into actionable strategies for staff and leadership.
- Identify challenges early and reinforce effective processes across departments.
- Balance professionalism with approachability, and a sense of humor is always welcome!

This role is ideal for a leader who thrives in dynamic environments, values collaboration, and is committed to the long-term success of Great Falls.

The *Future*

The Deputy City Manager will play a key role in shaping the city's future, assisting the City Manager with ongoing and emerging challenges, including:

For the Deputy City Manager:

- This role is potentially a pathway to the City Manager position.
- Managing changes in divisional responsibilities and supporting operational improvements.
- Ensuring the city grows in a manageable, sustainable, well-planned manner while adapting to demographic shifts across Montana.
- Learning from a seasoned City Manager with over 30 years of public service experience, preparing for future advancement.

For the City Manager:

- Preparing for a potential shift in elected leadership in January 2026 and ensuring continuity in strategic priorities.
- Managing housing expansion, infrastructure investments, and public safety enhancements.
- Exploring the potential for public safety funding measures to maintain effective and responsive in fire, police, legal, and court.

For the Community:

- Addressing the rapid in-migration into Montana and balancing expansion with community character.
- Maintaining city assets amid resource constraints, a challenge seen across municipalities.
- Preparing for the U.S. Air Force Sentinel upgrade, which will have significant economic and logistical impacts on the city.





What is Offered

Salary Range:

The Deputy City Manager position offers a competitive annual salary of \$175,000.

Benefits:

The City offers a competitive fringe benefit package, including health insurance, life insurance, and options for deferred compensation. This exempt position is a 40 hour work week with evening public meetings and occasional weekend events.

Location Requirement:

The Deputy City Manager is not required to reside in Great Falls. However, residence within a reasonable response time is preferred. Relocation assistance negotiable.

Join the *Team*



Apply immediately - This recruitment will close once a strong pool of candidates has been established!

Email Cover Letter and Resume to
Apply.greatfalls@clearcareerpro.com
Faxed and mailed submissions will not be considered.

For more information on this position contact:

Michael Boese, President
Clear Career Professionals, LLC
michael@clearcareerpro.com
(972) 837-0916



**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES FOR
THE CITY OF BILLINGS, MT**

Volume I: Proposal

Submitted on: April 15, 2026

Colin Baenziger & Associates

Contact Person:

G. Scott Krim, Managing Partner
Colin Baenziger & Associates
Phone: (801) 628-8364
e-mail: ***Scott@cb-asso.com***
Fax: (561) 621-5965

...Serving Our Clients with a Personal Touch...

PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

TABLE OF CONTENTS

SECTION		<u>PAGE</u>
	LETTER OF INTEREST	1
I.	QUALIFICATIONS AND EXPERIENCE OF THE FIRM	3
	The Firm	
	Technical Capabilities and Organizational Structure	
	Completion of Projects within Budget	
	Completion of Projects on Schedule	
	Diversity	
	Prior Names and Litigation	
	Insurance	
	Overall Executive Search Experience	
II.	PROPOSED WORK PLAN	7
	Search Methodology	
	The City's Obligations	
	Project Schedule	
III.	PROPOSED PROJECT TEAM	15
	Project Team and Involvement	
	Resumes of Key Staff	
IV.	REFERENCES	17
V.	FEE AND WARRANTY	21
VOLUME II		
	APPENDIX A: ALL GOVERNMENTAL SEARCH ASSIGNMENTS	A-1
	APPENDIX B: SAMPLE RECRUITMENT BROCHURE	B-1
	APPENDIX C: SAMPLE CANDIDATE REPORT	C-1
	APPENDIX D: RESOLUTION OF ST. JOHNS COUNTY, FL	D-1
	APPENDIX E: COMMENTS ON CB&A'S VETTING PROCESS	E-1

April 15, 2026

The Honorable Mayor Mike Nelson and Council Members Amy Aguirre, Bill Kennedy, Roy Neese, Mark Nicholson, Denis Pitman, and Kendra Shaw
Attn: Karla Stanton
City of Billings
316 N. 26th Street
Billings, MT 59101

Mayor Nelson and Council Members Aguirre, Kennedy, Neese, Nicholson, Pitman, and Shaw:

Colin Baenziger & Associates (CB&A) would like to thank you for the opportunity to submit this proposal to assist in finding your next City Administrator. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested across the country and found to be extremely effective.

CB&A is a municipal recruiting firm with a national reach. We have conducted assignments from Florida to Alaska and Maine to California. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and selection. We also offer one of the better warranties in the industry.

Nationally we have found City Managers for Ankeny, IA; Bellevue, WA; Doraville, GA; Fayetteville, NC; Portland, ME; Roanoke, VA; Scottsdale, AZ; Tacoma, WA; and Winchester, VA. We have also found the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of

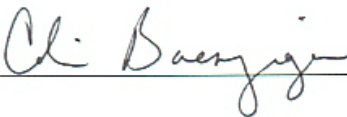
West Virginia) as well as County Managers for Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Lucie County, FL; St. Johns County, FL; and Union County, NC.

Some of our current searches include City Managers/Administrators for Crestwood, MO; Fort Smith, AR; and Kirkwood, MO. We are also assisting the City of Charleston, SC with searches for their Chief Information Officer and Section Chief for Planning.

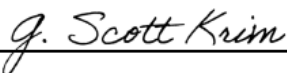
Those authorized to bind the company are partners Colin Baenziger and Scott Krim, as well as Lynelle Klein, Senior Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact us at (801) 628-8364.

Sincerely,



Colin Baenziger
Senior Partner



G. Scott Krim
Managing Partner

...Serving Our Clients with a Personal Touch...

I. Qualifications and Experience of the Firm

The Firm, Its Philosophy, & Its Experience

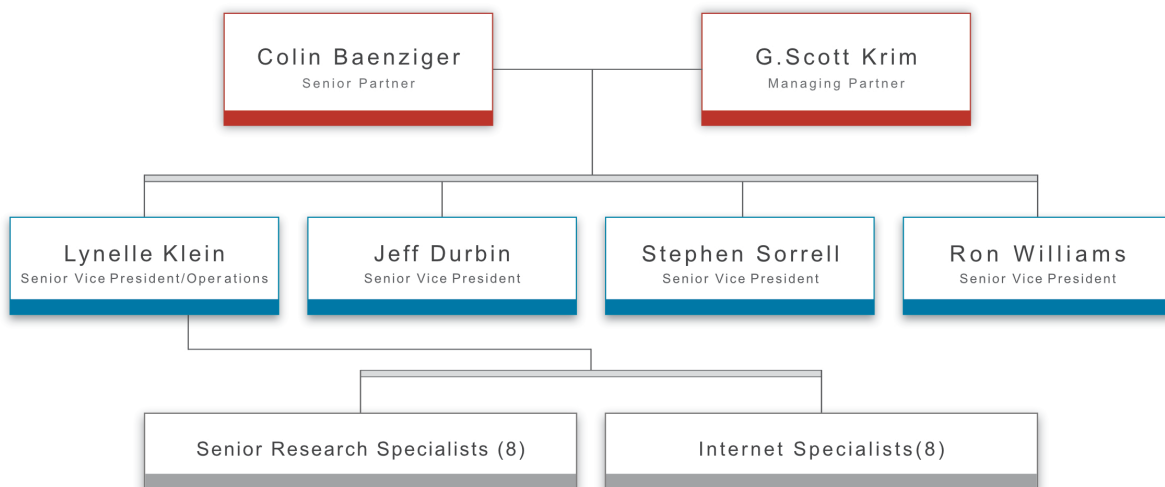
Colin Baenziger & Associates (CB&A) is a nationally recognized firm which began executive recruiting in 1998. The firm has offices in Daytona Beach Shores, FL, Grand Junction, CO, Pensacola, FL, and Weber County, UT.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to the quality of our product and the timeliness of the delivery. Further, our work is not done until you are fully satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our action plan. When we do so, we do not ask for more than the originally quoted price. We feel you are hiring us as your experts, and once a contract is signed, we have an obligation to fulfill its requirements with excellence, on time, and within budget. We operate on the principle that all contingencies can and should be anticipated.

Since beginning our executive search practice, we have worked for clients in thirty-six states. Overall, we have conducted more than 420 searches overall, with over 230 of them being for CEOs for cities, counties, and special districts. More importantly, the basic approach outlined herein has been refined to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 28 years, and its effectiveness has led to our success and national reputation. Our work has focused on Executive Search, and our staff is extremely capable and experienced. See Section III for more details. The structure of our firm is outlined below.



I. Qualifications and Experience of the Firm (continued)

What Makes us Unique

What sets us apart is more than just experience, it's our unwavering commitment to prioritize clear communication and mutual trust, while tailoring our approach to meet your specific needs. Our work focuses on recruiting top-level roles in local government, and we do not implement a one-size-fits-all process.

A cornerstone of our process is the rigor we apply to candidate screening. We dedicate the necessary time and resources to conduct comprehensive background checks and produce **detailed candidate reports before you select your finalists**. This ensures that when the elected body moves forward with interviews, they do so with full confidence—knowing each recommended candidate has already been thoroughly and professionally vetted.

Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. Once we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what circumstances may develop. ***We have never requested anything beyond the originally quoted price, even in cases where we were probably entitled to do so.*** That guarantee remains in place today.

Completion of Projects on Schedule

Colin Baenziger & Associates delivers results—fast. Most assignments are completed within 90 days, and since launching its recruitment services, **the firm has never missed a major milestone**. That kind of reliability means you can count on CB&A to keep your project on track and on time.

Women and Minorities

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that since 2012, 40% of the candidates hired in our recruitments have been females and/or minorities. Some years that number has been as high as 65%.

Prior Names and Litigation

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

I. Qualifications and Experience of the Firm (continued)

Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$2 million per occurrence, (2) automobile liability insurance of \$1 million per occurrence, (3) professional liability insurance of \$1 million per occurrence and (4) Cyber and Data Risk insurance of \$250,000 per claim. Further, we carry the required workers compensation insurance for our employees.

Clientele

Our clients are almost exclusively local governments, and they make the hiring decision. We do not accept payment for any services from candidates; we feel that would be a conflict of interest.

Geographic Reach

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. We have conducted assignments in 37 states, see Figure I below. A complete list of our searches can be found in Appendix A.



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II. Proposed Work Plan

The following search methodology has been refined over the past twenty-eight years and is virtually foolproof. That said, we will integrate any ideas you have into the process to the extent possible. Our goal is to ensure you have the right people to interview as well as all the information you need to make the right decision.

Phase I: Information Gathering / Needs Assessment / Brochure Preparation

Task One: Needs Assessment

An important part of the recruiter's work is promoting the community to the very best candidates (including those who are not actively looking for their next job) while providing an honest portrayal of the community and the opportunity. As such, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Gather information from the jurisdiction, its website and other sources;
- Interview the elected body and other key parties (such as City staff). Our goal is to develop a strong sense of your organization, its leadership, its short- and long-term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will include experience, longevity, education, personality, demeanor, skills, and achievements as well as other items you and the community consider important;
- Determine a reasonable compensation package; and
- Finalize the timeline with the City so both the elected body and the candidates will know when the interviews will be held and when they need to be available.

If the City wishes, we will gladly incorporate meetings with other stakeholders (such as the business community, non-profit organizations, the religious community, and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey.

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will develop a comprehensive recruitment profile for your review. We will incorporate any suggestions you have, before we finalize the document. As part of this effort, we will conduct a salary study, comparing similar municipalities, and recommend a market-based range for use in recruiting candidates. A sample profile is included as Appendix B. Other examples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for your position. We say people (and not person) because our goal is to provide you with six to twelve outstanding semi-finalists. You then select the top five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

II. Proposed Work Plan *(continued)*

- **Networking:** The best approach is diligent outreach. We will network with potential candidates and consult our database of government professionals. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers.
- **Advertising:** In addition to networking, we incorporate professional associations and the trade press into our sourcing strategy to ensure no strong candidate is missed. These might include the International City/County Management Association, related state associations, LinkedIn, the National Association of Cities, and sites aimed at female and minority candidates.
- **CB&A Website:** We will also post the recruitment on our website, www.cb-asso.com, which many candidates consult regularly.
- **Email:** We will e-mail the recruitment profile to our database of approximately fourteen thousand managers and professionals who are interested in local government management positions. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward our information to someone else who may be interested.

We generally do not use local newspapers, national newspapers, or generic employment websites because, while they produce large numbers of applications, they generally do not produce the caliber of candidates we are seeking. Consequently, if the City would like to place ads in these venues, the City will facilitate the job placement, and bear the cost.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from forty to sixty applicants. We will use the information we developed in Phase I to narrow the field. Selecting strong candidates is, in reality, more of an art than a science and a mixture of in-depth research and subjective evaluation. While we consider standard ranking factors, our recommendations to you will be those candidates whom we feel will be an outstanding City Administrator and a great fit with your community.

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will conduct a detailed screening of each resume to determine the six to twelve, highest-quality candidates.

Step Two. Screening Interview. Our lead recruiters will interview each of the top candidates. Using what we learned in Phase I, and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whom to consider further.

Step Three. Evaluate the Best Candidates. We will conduct thorough research into the backgrounds of the best candidates. Specifically, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We ask the candidates to answer a series of questions about themselves as an adjunct to their resumes and cover letters. By so doing, (1) the candidates can tell their story *in their own*

II. Proposed Work Plan *(continued)*

words, and balance the negativity that is so often characteristic of the press, and (2) the City can evaluate the candidates' written communication skills.

- **Interviews of References:** We provide the candidate with a list of references with whom we wish to speak. These will include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, the Human Resources Director they work with, and others who know the candidate. All told, the list will include approximately 20 individuals. We will also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to twelve people per candidate and prepare a written summary of each conversation that is approximately one page long.
- **Legal Checks:** Through our third-party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state, and national level; civil records for litigation at the county and federal level; motor vehicle records; and bankruptcy and credit. As an aside, while only police departments have access to the NCIC database (the gold standard for criminal records), our vendor has developed a very reliable substitute.
- **Search the Internet, Newspaper Archives, and Social Media:** Virtually every community has some form of print and/or electronic media with an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased, and we consider that in our evaluation. Further, we will review the candidate's social media accounts.
- **Verification of Education and Work History:** We will verify all stated educational credentials, as well as the candidate's work history for the past 15 years to ensure the candidate has been completely forthright.
- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely that they will disclose anything we are not already aware of at this point, we believe redundant checks are beneficial.

As part of our efforts, we will crosscheck sources, search for discrepancies, and resolve them. When sensitive or potentially embarrassing items are discovered, they will be thoroughly researched. Depending on what we discover, we may remove the candidate from consideration, or present them with an explanation.

Note: We firmly believe that all background work and checks should be completed prior to recommending any candidates to you. That way you know the individuals you select to interview are all top performers and do not have anything embarrassing in their work history and / or backgrounds that might come to light later. It also means that once you have made a selection, you can move promptly, negotiate a contract and announce your selection.

II. Proposed Work Plan *(continued)*

Task Five: Preparation and Presentation of Candidate Materials

CB&A will select six to twelve candidates and present them for your consideration as finalists. We will provide you with a complete electronic report for each recommended candidate which will include: the candidate's cover letter, resume, introduction, references, background checks and internet / newspaper archive search results. A sample candidate report is included as Appendix C. We will also provide advice on interviewing, a series of questions the elected officials may wish to ask (as well as outlining questions that are not appropriate to ask), and some logistical information.

Task Six: Finalist Selection

Approximately a week after the City has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to select finalists (ideally five with an alternate) to be invited to interview.

Task Seven: Notify All Candidates of Their Status

We will notify the finalists by telephone and give them the opportunity to ask additional questions. Additionally, we will provide them with information concerning the interviews and travel arrangements.

Further, we will contact those not selected to be interviewed. Part of the notification will include advice concerning their application materials. Thus, even though they were not advanced, they will have gained something valuable for their next employment search.

Phase IV: Coordinate the Interview Process and City Administrator Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an evaluation process including mechanisms to assess the candidates' communication skills, interpersonal skills, and decision-making skills. Typically, we suggest the governing body observe the finalists in three settings: a social setting (since the selected candidate will frequently represent the City at community functions), one-on-one interviews with the elected officials, and a formal interview with the governing body as a whole. Our process is outlined below.

Day #1: The finalists are given a tour of the community by a knowledgeable staff member or resident. Municipalities often also include a reception with the City's senior staff at this point.

Later that day, the City can host a reception for the candidates. Its purpose is to allow the elected officials to observe how the finalists respond to a social situation. As noted, your next City Administrator will represent your local government in a variety of venues. It is thus important to know how the individual will respond to your citizenry. The reception also serves as an icebreaker whereby the elected officials and the candidates get to know one another informally.

II. Proposed Work Plan *(continued)*

Day #2: The next morning, the finalists will interview individually with the Mayor and each Council Member for approximately 40 minutes. These meetings will provide you with an opportunity to assess how the candidates are likely to interact with you on an individual basis. Ultimately, Administrators succeed or fail based on their interaction with the elected officials and its individual members. One-on-one interviews are an excellent way to test that interaction.

After lunch, the Mayor and Council, as a group, will interview each finalist one at a time for approximately 30 minutes. Part of the interviews might include a PowerPoint presentation, so the Council can observe the candidates' presentational skills.

We recommend you invite the finalists' spouses to the interviews, so they can become familiar with the community.

Finally, if it would make you feel more comfortable, we can recommend several third-party management and personality assessment tools that the City can use to provide additional input. They are generally not costly and are not included in our fee.

Task Nine: Debriefing and Selection

After the interviews are completed, we have developed a simple methodology that moves the elected body quickly and rationally to the selection of your next Administrator.

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

If requested, we will assist in the employment agreement negotiations. Generally, a member of the elected body or staff and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use with the selected candidate. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates, and the candidates have been thoroughly vetted, we expect prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new City Administrator. Our goal is to be there to assist in resolving any issues that arise before they become intractable. We simply feel it is part of our job to ensure a successful relationship.

Communication: Once the process begins, we will provide weekly emails reporting on the status of the search. At significant milestones we will discuss the process and results with each of you personally. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers, and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We are, in addition to being exceptional recruiters, students of local government, and can often offer insights as well as names of parties who are familiar with a wide variety of issues, often with innovative solutions. We strive to be responsive and to assist in any way we can.

II. Proposed Work Plan *(continued)*

The City's Obligations

The City will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the reception. The City will also be responsible for reimbursing the candidates (and spouses, if invited) for all expenses associated with their travel, meals, and incidentals for the interview process.

II. Proposed Work Plan *(continued)*

Proposed Project Schedule

The following is the schedule we would suggest and assumes CB&A is selected to complete the search by May 15th. It can be adjusted based on the availability of the Mayor and Council.

Phase I: Needs Assessment / Information Gathering

- June 3rd: CB&A begins meeting with the Council Members and other stakeholders to understand the job and its challenges.
- June 16th: CB&A submits the draft of the full recruitment profile to the City for its review.
- June 23rd: The City provides comments on the recruitment profile.

Phase II: Recruiting

- June 26th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to approximately 14,000 local government professionals.
- July 17th: Closing date for submission of applications.
- July 22nd: CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

- August 25th: CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' cover letters, resumes and introduction as well as the results of our reference, background, and Internet/newspaper archives/social media checks.
- September 1st: The City selects approximately five finalists and an alternate to interview.

Phase IV: Interview Process Coordination and City Administrator Selection

- September 10th: The City holds reception for the finalists.
- September 11th: One-on-one and full Council interviews and selection of City Administrator.

Phase V: Negotiation, Warranty & Continuing Assistance

- Post-Selection: CB&A works with City representatives and the selected candidate on an employment agreement.

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III. Proposed Project Team

Project Team and Involvement

Colin Baenziger & Associates has assembled an outstanding project team to serve your needs.

Colin Baenziger, our Senior Partner, has spent ten years in local government as a senior manager and over 30 years as a consultant. In addition to his 28 years in executive search, he specialized in operational reviews of governmental agencies and private sector clients such as the Recording Industry Association of America, and the Marriott Corporation. Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He has also been active in the International City Management Association and the Florida City and County Management Association.



G. Scott Krim, Managing Partner, has 20 years' experience in the public and private sectors and offers an abundance of managerial and analytical experience. He is a versatile leader with proven expertise in executive search, operations optimization, personnel retention, and internal / external stakeholder relationships. Prior to joining our firm, Scott worked for five years in Utah's District Courts. He is a member of the International City / County Management Association, the Association for Public Policy Analysis & Management, the Society of Human Resource Management, and the American Communication Association. Scott has a Master of Public Administration (emphasis in state and local government) from Southern Utah University, and a Bachelor of Science in Organizational Communication from Weber State University in Ogden, Utah. Scott is a certified Professional and Technical Writer.



Lynelle Klein, Senior Vice President for Operations, is a skilled professional with extensive expertise in executive search. Starting as a research assistant with CB&A 12 years ago, she has now firmly established herself as the number three person at CB&A. Prior to joining the firm, she worked primarily in the private sector providing financial and administrative services. Ms. Klein has an associate degree from Brigham Young University in Rexburg, Idaho. She currently resides in Mesa County, CO.

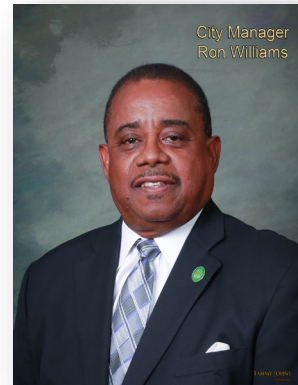


III. Proposed Project Team *(continued)*

Stephen Sorrell, Senior Vice President, brings over 35 years of management and technical experience in municipal, county, state, and special district agencies in addition to his work with Colin Baenziger & Associates (CB&A). Some of the leadership positions Steve has held include serving as Executive Director, Emerald Coast Utilities Authority in Pensacola, Florida, and as City Manager, Director of Public Safety, Assistant City Manager, and Director of Finance, all for Hamilton, Ohio. He is a P.E. and earned a Bachelor of Science in Civil Engineering Degree from the University of Dayton, Ohio, and Master of Public Administration Degree from the University of Cincinnati, Ohio. He is or has been a member of the International City/County Management Association, Florida City/County Management Association, Florida Finance Officers Association, American Water Wastewater Association, President of the Exchange Club, President of the Safety Council, Chairman of the Neighborhood Watch Program, and served on the Board of Directors for Senior Services and the Chamber of Commerce. One day, he hopes to slow down – just not yet.



Ron Williams, Senior Vice President. While Mr. Williams has had a long relationship with CB&A. In fact, he worked with the firm in its infancy and helped develop the operating methodology that has led to our growth and success. His public sector career began as a budget analyst for the City of Miami and culminated as the City Manager for Palmetto Bay (an affluent suburb of Miami, FL with 24,000 residents) and then for Live Oak (a rural city of 7,000 about 100 miles west of Jacksonville, FL). Along the way, he served in high level positions in juvenile justice, public works, and general services. What excites him now is finding the people you need to fill your key positions, and he is exceptionally good at it. Ron has a Bachelor of Science in Management and a Master's Degree in Public Administration from the University of West Florida. He has also taught at Miami Dade College and in the County's public school system.



Jeff Durbin, Senior Vice President. With over 30 years of leadership experience in local government and recruiting, he has seen it all and done most of it. He brings notable expertise in organizational change, fiscal challenges, and disaster management. Prior to joining CB&A, he served as an Interim Town Manager, and previously held the position of Town Manager for 16 years in Fraser, CO. He has a Master's Degree in Urban and Regional Planning from Michigan State University, and a Bachelor's Degree in Environmental Design from the University of Colorado. Mr. Durbin is proud to have achieved Credentialed Manager Status and is an active member of the International City/County Management Association, the Colorado City and County Management Association, and the Florida City and County Management Association.



IV. References

City Administrator and Corporation Counsel, Davenport, IA (population 100,491)

Contact: Human Resources Director Alison Fleming at 563-326-7750 or Alison.Fleming@davenportiowa.com

CB&A was hired in April 2024 to conduct searches for the **City Administrator** and **Corporation Counsel**. We started with the Corporation Counsel search as it was the priority, but ran the searches congruently. We met with City Officials to learn about the community and the position. We conducted a salary survey to determine the market rate for the region. We began advertising and marketing the position in July 2024. We completed in-depth background checks on the top candidates and recommended ten individuals to the City for their consideration. The process was slightly elongated as we worked with a search committee formed by the City. Samuel Huff, *former Litigation & eDiscovery Attorney for Deere & Co.*, was selected to be the Corporation Counsel on August 1, 2024. *Doug Maxeiner, former City Administrator for East Moline, IL*, was selected to be the City Administrator on September 11, 2024. Mr. Huff remains with the City. Mr. Maxeiner resigned in 2025 due to significant health concerns. We recently led the recruitment to find Mr. Maxeiner's replacement. Tim Gleason, *former Interim City Administrator for Davenport, IA*, was selected in February 2026.



Assistant County Manager, Douglas County, NV (population 49,628)

Contact: County Manager Jenifer Davidson at (775) 782-9821 or jrdavidson@douglasnv.us

CB&A was selected in July 2023 to find an **Assistant County Manager** for Douglas County, NV. We conducted a nationwide recruitment and completed in-depth background checks. We presented eleven candidates, and the County selected four finalists. Interviews were held and the selection was unanimous. After negotiating the contract, but before signing it, the selected candidate withdrew for personal reasons. The County asked that we delay the search for six months. In July of 2024 we began recruiting again at no additional charge to the County and presented five candidates for consideration. The County Manager felt the depth of the background checks helped her select finalists who were the best fit for the County. The panels were impressed with all the finalists and felt that any one of them would have been successful in the role. After much consideration, the County selected *Wendy Lang, the internal candidate and Human Resource Director*, in November 2024. She remains with the County.



IV. References (continued)

City Manager, Eagle Mountain City, UT (population 63,689)

Contact: Councilmember Brett Wright (801) 722-9644 or bwright@eaglemountain.gov

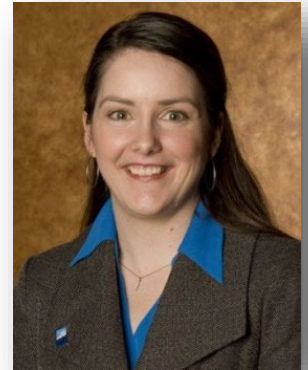
Eagle Mountain City is an incredibly rapidly growing community southwest of Salt Lake City, UT. Its population will grow from 64,000 in 2024 with a projected 2050 population of 167,000. They also went through the transition from a City Administrator to a City Manager position during the search. CB&A began working for the City in April 2024. As part of our effort, we interviewed City Officials to determine what they were looking for in a **City Manager**, sought out candidates, thoroughly researched the best applicants' backgrounds and provided the materials to the City. We did not find quite the right candidate in the first round, so we went back out a second time at no additional charge. *Ben Reeves, formerly the City Manager of Indianola, IA* was selected in October 2024. He remains with the City.



City Manager, Thornton, CO (Population: 154,061)

Contact: Councilmember Chris Russell at 469-774-5103 or chris.russell@thorntonco.gov

CB&A was hired in April 2024 to find Thornton's next **City Manager**. We interviewed the elected officials, and the senior staff to create the recruitment profile. We conducted a nationwide search and recommended nine candidates to the City. Due to City commitments already on the calendar, the process was slightly elongated. The City selected five candidates to interview, though one withdrew when he received a job offer from another municipality. The City interviewed the four remaining candidates on August 15, 2024, and held a Town Hall meeting on August 16, 2024. The decision was difficult as the City felt that any one of the four could have done the job well. *Tansy Hayward, then Assistant City Manager of Raleigh, NC*, was unanimously selected on August 16, 2024.



Executive Director, Salt Lake Valley Emergency Communications Center (SLVECC or VECC) (estimated population served 900,000)

Contact: Trustee Korban Lee at 801.569.5071 or Korban.Lee@westjordan.utah.gov

The Salt Lake Valley Emergency Communications Center (VECC, or the Center) is a Public Safety Answering Point (PSAP). Its primary purpose is to handle emergency communications and other services for member communities in Salt Lake County, including 911 services, and police, fire and medical dispatching. It is the largest PSAP in the state of Utah. It is governed by a seventeen-member Board of Trustees. In November of 2023, CB&A began looking for VECC's next **Executive Director**. Our work included searching the nation to find the right person, interviewing candidates, conducting thorough background checks, and recommending finalists for the Center to interview. We then helped to coordinate the interview process. *Ivan Whitaker, formerly the Vice President of MD Ally* was hired in March 2024.



IV. References *(continued)*

Candidate References

While it is important to deliver what the City expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from five of those candidates.

Placement	Recruited To Be	Contact at
Dale Martin <i>Former City Manager for Winchester, CT</i>	City Manager, Fernandina Beach, FL <i>Appointed September 2015. He left in February 2023 and is currently the City Manager of Flagler Beach, FL.</i>	(904) 557-5047 dallmartin@yahoo.com
Eden Freeman <i>Former Assistant City Manager for Sandy Springs, GA</i>	City Manager, Winchester, VA <i>Appointed June 2014, she left in March 2020. She returned to Sandy Springs as the City Manager in January 2022.</i>	(404) 683-4816
Bryan Hill <i>Former Deputy Administrator for Beaufort County, SC</i>	Administrator, James City County, VA <i>Appointed July 2014. Hired as the Fairfax County, VA, CEO in January 2018.</i>	(843) 368-7458
Chris Morrill <i>Former Assistant City Manager for Savannah, GA</i>	City Manager, Roanoke, VA <i>Appointed December 2009. Hired as the Executive Director of the Government Finance Officers Association in 2017.</i>	(843) 368-7458
Raymond "Boz" Bossert, Jr. <i>Former Village Administrator for Port Edwards, WI</i>	General Manager, Sun 'N Lake of Sebring Improvement District, FL <i>Appointed July of 2023 and remains with the District.</i>	(706) 215-4567

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V. Fee and Warranty

Fee

CB&A offers a firm, fixed price of \$34,500, which includes all the expenses we will incur. The only other expenses the City will incur are those associated with bringing the finalists (and spouses, if invited) to interview with the City (travel, meals, hotel etc.). Bills will be rendered as the search progresses and due at the end of each Phase as indicated below:

Requested Services	
Phase I: Needs Analysis / Information Gathering	\$ 4,000
Phase II: Recruiting	14,000
Phase III: Screening	14,000
Phase IV: Interview Process Coordination and Selection	1,500
Phase V: Negotiation and Warranty	1,000
Firm, Fixed Fee Total	\$34,500

Please note, as previously stated, we have never billed nor requested additional funds beyond our originally quoted fee – even when circumstances suggested we were entitled to them.

Warranty

We proudly stand behind our work with one of the more notable warranties in the industry, underscoring our commitment to quality and integrity. Our warranty includes the following:

1. Once the City employs our recommended candidate, we will not approach the selected City Administrator for any other recruitment as long as the individual is employed by the City.
2. Should the selected individual leave for any reason other than an Act of God within the first year, CB&A will repeat the search for the reimbursement of our costs only. (Act of God defined as: unexpected health conditions occurring to themselves or close family members, total incapacitation, or death).
3. If, after the final events and interviews, the City determines that the candidates presented do not meet the desired standards or are not an outstanding fit, CB&A will repeat the search process at no additional cost.
4. All services outlined in our proposal are covered under a guaranteed, all-inclusive fee. This fee will not be exceeded, except under the conditions listed.

This warranty is effective provided the City adheres to the following guidelines:

- The City follows our recommendations and the agreed upon 90-day project schedule, including all components of each phase (Phase I - V inclusive); and
- The City selects from the recommended candidates officially presented by CB&A.

We recognize that unique circumstances may arise. In such cases, CB&A is willing to engage in good faith discussions with the City to explore potential solutions, or alternative options, even if they fall outside the formal bounds of this warranty.



APRIL 2026

City Administrator Recruitment Proposal

FOR CITY OF BILLINGS, MT

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

GMP CONSULTANTS

Greg@gmphr.com

(206) 714-9499

www.gmphr.com



Table of Contents

Cover Letter	03
About Us	04
Why Choose GMP	05
Meet Your Recruitment Team	06
Work Plan & Approach	07
Professional References	10
Recruitment Schedule	10
Professional Fees & Expenses	11
Guarantee and Warranty	11
Additional Services	11
City Administrator Recruitments	12
Appendix	14
▪ Sample Position Profile	
▪ Sample Invitation to Apply	



April 10, 2026

Ms. Karla Stanton
Human Resources Director
316 N 26th St
Billings, MT 59101

Dear Ms. Stanton,

Thank you for the opportunity to submit this proposal to support the City of Billings in recruiting its next City Administrator. We appreciate the City's continued confidence in GMP Consultants and would welcome the opportunity to assist with this important leadership transition.

GMP Proven Expertise & Local Insight

- **National Reach:** Over 800 executive recruitments completed, including over 150 City Manager and Administrator recruitments.
- **Local Success in Billings:** Successfully recruited the 911 Communications Manager and conducted internal leadership candidate assessments for Fire Chief, Library Director, and Parks & Recreation Director.
- **Ongoing Partnership:** Currently conducting a comprehensive management and operations review for the Public Works Department.
- **The GMP Advantage:** Our consultants pair substantial knowledge of Billings with decades of firsthand municipal management experience.

This recruitment will be supported by a dedicated GMP team focused on collaborative stakeholder engagement, targeted candidate outreach, and a clear, transparent process designed to identify leaders who are both highly qualified and well aligned with the City's priorities and long-term goals.

We appreciate your consideration and look forward to the opportunity to continue working with the City of Billings. If you have any questions or would like to discuss your specific needs, please do not hesitate to contact me at (206)714-9499 or greg@gmphr.com. I look forward to the opportunity to work with City of Billings on this important recruitment.

Sincerely,

A handwritten signature in black ink, appearing to read 'Greg Prothman', written in a cursive style.

Greg M. Prothman
President

About Us

Our Foundation

GMP Consultants is a public sector executive search firm with a collective 360 years of local government leadership experience. We pride ourselves in strong regional and national relationships.

GMP Consultants value the importance of local government in our communities. We offer our clients experienced subject matter experts with a solid understanding of municipal government coupled with decades of experience.

We have served in a wide range of executive positions, from city and county management to public works, planning, human resources, management information systems, police, fire and finance.

Our Qualifications

Founded and led by Greg M. Prothman, GMP consultants have worked on over 800 executives searches and over 100 public sector consulting projects.

Our senior search consultants are seasoned municipal leaders who are active in both national and state associations in their respective professional disciplines.

Our Philosophy

Our business philosophy centers on the understanding that this is a people related industry.

We have worked and lived in communities across the country, so we know first-hand that public service is both similar and unique in implementation one community to the next.

Our team takes the time to learn your values and vision so we can tailor our systematic process to your needs.

GMP Consultant's Mission

To provide exceptional executive search, interim placements, and organizational consulting partnering with our clients to provide the highest quality services to their residents.

Why Choose GMP

What You Can Expect From a GMP Recruitment

SERVICE & RELATIONSHIP	Our consultants provide outstanding service and build lasting relationships with both clients and candidates
CUSTOMIZED SOLUTIONS	We take time to learn your needs, values, and vision, creating solutions tailored to your agency
PEOPLE FIRST	We prioritize quality communication, working closely with you and your candidates through every stage of the process
RECRUITMENT EXPERIENCE	GMP Consultants are accomplished municipal leaders who as a team have completed over 800 executive recruitments bring access to quality applicant pools
18 MONTH GUARANTEE	We offer an 18-month guarantee on your selection. We don't just find qualified candidates, we focus on finding right fit for your agency and community, ensuring a smooth leadership transition

Personal Service. Quality Results.

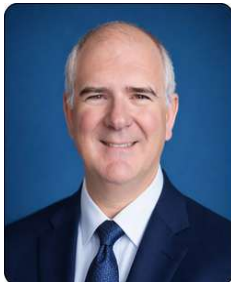
Meet Your Recruitment Team

Jeff Weldon – Senior Consultant



Jeff brings 29 years of municipal management experience in Minnesota and South Dakota, including service as City Manager for Brookings and Yankton, SD; City Administrator for Redwood Falls, MN; and Assistant City Administrator for Apple Valley, MN. He also served as an adjunct instructor in public administration and state and local government at South Dakota State University and as a Senior Advisor to local government managers through the Minnesota and South Dakota municipal associations. Jeff holds a bachelor's degree from Minnesota State University and a master's degree from Hamline University and has been actively involved with ICMA and multiple state and regional municipal organizations.

Wayne Parker – Senior Consultant



Wayne Parker has spent more than forty years helping communities thrive, serving in leadership roles from small towns to some of Utah's most dynamic cities. For two decades he was Provo's Chief Administrative Officer, where he helped guide major economic development projects, strengthen long-term fiscal health, and build strong partnerships between city staff, elected officials, and the community. His career also includes senior roles in cities in Utah, Kansas and Missouri. He has served as ICMA's Mountain Plains Regional Director and city-manager-in-residence at BYU's Romney Institute for Public Service and Ethics. He received ICMA's Award for Career Excellence in Memory of Mark E. Keane in 2020. Known for his steady judgment, collaborative style, and deep commitment to public service, Wayne now draws on his broad experience to help leaders navigate the real work of governing with clarity and confidence.

Jennifer Monsivais – Project Manager



Jen is a dedicated, customer service-oriented professional with ten years of experience working within a University Athletic program. Throughout her career, she has built a reputation for being approachable, reliable, and deeply committed to creating positive experiences for internal and external stakeholders alike. Jen thrives in collaborative environments and finds genuine fulfillment in helping others identify and pursue their full potential. Whether supporting clients, coordinating across departments, or assisting community members, she brings a thoughtful, people-first mindset to everything she does. Her passion for service and strong communication skills make her a trusted resource and valued team member in any setting.

Kate Hansen – Operations Manager



Kate brings 20 years of project management and administration experience spanning private business, nonprofit, and government. She is a certified Project Management Professional (PMP) and holds a B.A. in Theatre from Chapman University, with an emphasis in stage management. Kate brings a distinguishing blend of attention to detail, creativity, and critical thinking. Having served as a fire district administrator, political campaign manager and elected official, Kate possesses multi-faceted experience in local government.

Work Plan & Approach

We understand that this is not just filling a position but is a leadership transition within your organization. Our goal is to not only find a highly qualified candidate but a candidate who is the perfect fit for your organization and the community.

We suggest a four-phase process:

PHASE 1: PREPARATION

- Create Search Schedule & Plan
- Engage Stakeholders
- Identify Ideal Candidate Traits
- Design Recruitment Profile



PHASE 2: SOURCING

- Place Targeted Advertisements
- Mail Invitation to Apply Flyers
- Send Emails to Potential Candidates
- Make Phone Calls to Potential Candidates

PHASE 3: ASSESSMENT

- Identify & Research Leading Candidates
- Conduct Preliminary Interviews
- Hold Work Session for Client to Select Finalists



PHASE 4: SELECTION

- Design Final Interviews
- Conduct Reference & Background Checks
- Finalist Interviews
- Select Chosen New Hire & Negotiate

1. Preparation

Information Gathering & Profile Development

Planning Meeting

We meet with you to:

- Review the Scope of Work
- Establish a project schedule
- Identify the geographic scope of the search
- Review the compensation package
- Identify Key Stakeholders

Stakeholder Engagement

Your Lead Consultant will meet with Key Stakeholders individually or collectively as appropriate to identify your agency’s needs and the skills, talents & abilities necessary to help your agency thrive

Position Profile Development

Our design team will develop a custom Position Profile highlighting:

- Why Apply?
- Quality of Life
- Your Agency
- The Position
- Ideal Candidate Traits
- Challenges & Opportunities
- Compensation & Benefits
- Your social media

2. Sourcing

Strategic Outreach & Marketing

Advertising

Develop custom ads and post the position to extensive job boards and websites in regional and national professional associations along with postings on GMP’s Job Board and LinkedIn page

Invitation to Apply

Our team creates a custom *Invitation to Apply flyer* mailed to our extensive database of City Administrator professionals in Montana and in the surrounding states

E-mail Outreach

We will send email announcements to our large curated collection of over 4,300 City Administrator professionals.

Personal Calls

Our consultant team will leverage their extensive knowledge of potential candidates to make personalized requests to potential candidates and their network

3. Assessment

Candidate Review & Screening

Receipt of Applications

Your lead consultant will review all application materials and send you regular updates on the candidate pool

Preliminary Interviews

Once the most promising candidates have been identified, GMP will complete a robust screening process of all semifinalists that includes:

- In-depth internet query
 - An extensive preliminary interview with your lead consultant
 - Candidate summary with consultant recommendations
-

Work Session

Your search team will meet with you to review candidate assessments. You will select candidates to move forward to final interviews. GMP will guide you through design of a customized final interview process

4. Selection

Final Interviews

Preparation

- Conduct reference checks
 - Facilitate candidate communications & travel
 - Develop final interview materials including master interview schedule, draft interview questions, and candidate packets
-

Interviews & Selection

Your lead consultant will be on-site to facilitate

- Final interviews
 - Panel debrief
 - Evaluation of the candidates and potential consensus
-

Employment Offer

Once a preferred candidate is identified your GMP will

- Conduct criminal history background check
- Assist in identifying potential contract elements
- Assist in the job offer and contract negotiations (if asked)
- Notify all unsuccessful finalists

Professional References

City of Kalispell, MT

Doug Russell – Former City Manager
 drussell@cityoflakewood.us
 253 983 7703
Fire Chief (2)
City Manager

City of Livingston, MT

Melissa Nootz – Commissioner
 mnootz@livingstonmontana.org
 406 563 5722
City Manager

City of Belgrade, MT

Neil Cardwell – City Manager
 ncardwell@cityofbelgrade.net
 406 388 3760
City Manager (2)
Assistant City Manager
Parks & Recreation Director
City Engineer

City of Olympia, WA

Jay Burney – City Manager
 jburney@ci.olympia.wa.us
 360 753 8447
Public Works Finance Manager
Fire Chief
Human Resources Director
Public Works Director

Recruitment Schedule

Recruitments take approximately 90 to 100 days to complete

Kickoff Meeting		You & GMP: Meet to discuss timeline & search process
Profile Development	Week 1-2	GMP: Meet with key stakeholders & create position profile
Advertising	Week 3-7	GMP: Post ads; conduct candidate outreach
First Review	Week 8 -9	GMP: Conduct candidate screening & preliminary interviews
Work Session	Week 10	You & GMP: Review semifinalists and choose finalist candidates
Final Interview Prep.	Week 11-12	GMP: Conduct reference checks, create interview schedule, coordinate travel with candidates
Final Interviews	Week 12	GMP: Facilitate finalist interview process
Hiring Selection		You: Host interviews & make hiring selection

Professional Fee & Expenses

The fee for conducting a City Administrator search is **\$24,000**. Professional fees cover all consultant and staff time required to conduct the recruitment. Expenses are additional. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. If needed, re-advertising the position can be completed for an administrative fee of \$850 plus expenses. Your Agency will be responsible for reimbursing expenses incurred on the Agency's behalf. All expenses are submitted at actual cost with no markup.

Expenses Include:

Job boards	\$1,800 - \$2,200
Direct Mail Announcements	\$1,700 - \$2,000
Consultant Travel	IRS mileage rate + \$87.50/hr.
Background Checks	\$225 per candidate

Guarantee & Warranty

Guarantee

Should the selected candidate leave the employment of your Agency within the **first 18 months** of appointment, we will conduct an additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure.

Warranty

If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment for a \$850 administrative fee plus expenses.

Additional Services

First Year Goals & Six-Month Evaluation – \$3,750

We will assist in the selected candidate's success by working with the undefined administration to establish goals and expectations for the first year of service. We will also conduct a six-month performance evaluation designed to provide constructive and helpful feedback on work efforts and accomplishments to date, to provide any potential mid-course corrections and ensure success.

Related Searches By GMP Consultants

City of Belgrade, MT
Assistant City Manager

City of Livingston, MT
City Manager

Town of West Yellowstone, MT
Town Manager (2)

City of Thorne Bay, AK
City Administrator

Inyo County, CA
Assistant/Deputy County Admin.

Mono County, CA
County Admin Officer

City of Louisville, CO
City Manager

Gunnison County, CO
County Manager

City of Hailey, ID
City Administrator

City of Post Falls, ID
City Administrator

City of Centerville, MN
City Administrator

City of Oak Park Heights, MN
City Administrator

City of Minot, ND
City Manager

City of Burns, OR
City Manager

City of Coquille, OR
City Manager

City of Drain, OR
City Administrator

City of Hood River, OR
City Manager

City of Lebanon, OR
City Manager

City of Milwaukie, OR
City Manager

City of Ontario, OR
City Manager

City of Belgrade, MT
City Manager (2)

City of Polson, MT
City Manager

City & Borough of Sitka, AK
Municipal Administrator

City of Emeryville, CA
City Manager

Inyo County, CA
County Admin Officer

City & County of Broomfield, CO
Deputy City & County Manager

Eagle County, CO
County Manager

Town of Silverthorne, CO
Town Manager

City of Ketchum, ID
City Administrator

City of Sun Valley, ID
City Administrator

City of Medina, MN
City Administrator

North Branch, MN
City Administrator

City of Astoria, OR
City Manager (2)

City of Canby, OR
City Administrator

City of Cottage Grove, OR
City Manager

City of Gladstone, OR
City Administrator

City of John Day, OR
City Manager

City of Lincoln City, OR
City Manager

City of Mt. Angel, OR
City Manager

City of Scappoose, OR
City Manager (2)

City of Kalispell, MT
City Manager

City of Whitefish, MT
City Manager

City & Borough of Wrangell, AK
Borough Manager

City of South Lake Tahoe, CA
City Manager

Mono County, CA
Assistant County Admin Officer

City of Colorado Springs, CO
Assistant City Manager

Gunnison County, CO
Assistant County Manager

Blaine County, ID
County Administrator

City of Lewiston, ID
City Manager

City of Brainerd, MN
City Administrator

City of North Branch, MN
City Administrator

County of Los Alamos, NM
County Administrator

City of Bandon, OR
City Manager

City of Coburg, OR
City Administrator

City of Damascus, OR
City Manager

City of Hermiston, OR
City Manager

City of La Grande, OR
City Manager (2)

City of McMinnville, OR
City Manager

City of North Plains, OR
City Manager

City of Shady Cove, OR
City Administrator

City of Toledo, OR

City Manager

City of Waldport, OR

City Manager

City of Wood Village, OR

City Manager

Clackamas County, OR

County Administrator

Curry County, OR

County Administrator

Hood River County, OR

County Administrator

City of Spearfish, SD

City Administrator

Summit County, UT

County Manager

City of Battle Ground, WA

City Manager (2)

City of Bothell, WA

Deputy City Manager

City of Chelan, WA

City Administrator (3)

City of Covington, WA

City Manager

City of Edgewood, WA

City Manager (2)

City of Fircrest, WA

City Manager (2)

City of Issaquah, WA

Deputy City Administrator

City of Kennewick, WA

City Manager

City of Lake Stevens, WA

City Administrator

City of Leavenworth, WA

City Administrator (2)

City of Medina, WA

City Manager (2)

City of Moses Lake, WA

City Manager (3)

City of Troutdale, OR

City Manager

City of West Linn, OR

City Manager

City of Woodburn, OR

City Administrator

Clatsop County, OR

County Manager (2)

Deschutes County, OR

County Administrator

Lane County, OR

County Administrator

City of Moab, UT

Assistant City Manager

City of Arlington, WA

City Administrator

City of Bingen, WA

City Administrator

City of Carnation, WA

City Manager (2)

City of College Place, WA

City Administrator

City of DuPont, WA

City Administrator

City of Ellensburg, WA

City Manager

City of Gig Harbor, WA

City Administrator

City of Kelso, WA

City Manager

City of Lacey, WA

City Manager (2)

City of Lakewood, WA

Assistant City Manager

City of Longview, WA

City Manager

City of Mill Creek, WA

City Manager

City of Mountlake Terrace, WA

Assistant City Manager

City of Umatilla, OR

City Manager

City of Wilsonville, OR

City Manager

City of Yachats, OR

City Manager

Crook County, OR

County Manager

Deschutes County, OR

Fair & Expo Director

North Plains, OR

City Manager

City of Moab, UT

City Manager

City of Bainbridge Island, WA

City Administrator

City of Bothell, WA

Assistant City Manager

City of Chehalis, WA

City Manager (2)

City of Connell, WA

City Administrator (2)

City of Duvall, WA

City Administrator

City of Fife, WA

City Manager

City of Issaquah, WA

City Administrator

City of Kenmore, WA

City Manager (3)

City of Lake Forest Park, WA

City Administrator (3)

City of Lakewood, WA

City Manager (2)

City of Lynden, WA

City Administrator

City of Monroe, WA

City Administrator

City of Mountlake Terrace, WA

City Manager (2)

City of Mukilteo, WA

City Administrator

City of Normandy Park, WA

City Manager

City of Pasco, WA

City Manager (3)

City of Prosser, WA

City Administrator

City of Ridgefield, WA

City Manager

City of Shelton, WA

City Administrator

City of Shoreline, WA

Deputy City Manager

City of Stanwood, WA

City Administrator

City of Sunnyside, WA

City Manager

City of Walla Walla, WA

City Manager

City of Woodland, WA

City Administrator

City of Yelm, WA

City Administrator

Greys Harbor County, WA

County Administrator

Lewis County, WA

County Manager

Snohomish County, WA

Executive Director (2)

Town of Friday Harbor, WA

Town Administrator

City of Rawlins, WY

City Manager

City of Mukilteo, WA

Management Services Director

City of North Bend, WA

City Administrator

City of Pasco, WA

Deputy City Manager

City of Puyallup, WA

City Manager

City of Sammamish, WA

City Manager (2)

City of Shelton, WA

Management Assistant

City of Spokane Valley, WA

City Manager

City of Stevenson, WA

City Administrator

City of Tumwater, WA

City Administrator

City of White Salmon, WA

City Administrator

City of Yakima, WA

Assistant City Manager

Franklin County, WA

County Administrator

Island County, WA

County Administrator

Mason County, WA

County Administrator

Thurston County, WA

Assistant Chief Admin Officer

City of Casper, WY

City Manager

City of Riverton, WY

City Administrator

City of Newcastle, WA

City Manager (2)

City of Othello, WA

City Administrator

City of Port Angeles, WA

City Manager

City of Renton, WA

Chief Admin Officer

City of SeaTac, WA

City Manager

City of Shoreline, WA

City Manager (2)

City of Spokane Valley, WA

Deputy City Manager

City of Sultan, WA

City Administrator

City of Vancouver, WA

Assistant City Manager

City of Woodinville, WA

City Manager

City of Yakima, WA

City Manager

Grays Harbor County, WA

County Administrator

Jefferson County, WA

Central Services Director

San Juan County, WA

County Manager

Town of Friday Harbor, WA

City Administrator

City of Gillette, WY

City Administrator

City of Sheridan, WY

City Administrator

Appendix – Work Samples

The following documents are examples of our **position profile** and **invitation to apply letter** materials.

Additional samples are available at <https://www.gmphr.com/>

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CITY MANAGER

CITY OF KALISPELL

Montana



Why Apply?



This is a unique opportunity to lead the community at the center of one of the fastest growing micropolitan areas in the country. Situated in the natural and scenic beauty of northwestern Montana, Kalispell (pop. 33,000) is looking for an entrepreneurial and forward-thinking city manager to help shape the future in this significant time of change and growth. Kalispell is a well-managed, financially stable, full-service city with an experienced team of professional department heads. Located near glacial-carved Flathead Lake and close to Glacier and Yellowstone National Parks, Kalispell is known for its vast recreational and outdoor opportunities, excellent school system, low crime rate, exceptional medical services, natural scenic beauty, abundant recreational and outdoor opportunities, and commitment to historic preservation.



WELCOME TO KALISPELL

Kalispell is a dynamic community of 33,000 tucked among the foothills of the Rocky Mountains in beautiful northwest Montana. As the county seat of Flathead County, Kalispell serves as the regional hub for approximately 140,000 people. This region is known for its spectacular mountain scenery and wealth of year-round outdoor recreation opportunities. Due to its exceptional quality of life, Kalispell continues to grow its population at an average rate of 2% each year.

Residents and visitors enjoy easy access to several national and state forests and parks, downhill skiing and snowboarding at nearby Whitefish Mountain Resort and Blacktail Mountain Ski Area, and Flathead Lake—one of the largest freshwater lakes in the West. Watersports are popular as this region has more lakes than anywhere else in Montana. The famous Glacier National Park is just 32 miles to the north offering towering peaks, alpine lakes and meadows, and over 700 miles of hiking trails. In 2023, the park played host to 2.9 million visitors.

Kalispell is a small and innovative town enjoying a vigorous tourism economy balanced by education, government, health services, forest products, manufacturing, engineering, and retail. The historical downtown features charming 100-year-old storefronts that house eclectic eateries, outfitters and western wear, colorful boutiques and art galleries, and local craft breweries. In 2017, Kalispell was voted Montana’s most attractive city by Expedia’s View Finder.

The City maintains 419 acres of parkland and natural open space including over 28 parks that include pavilions, gardens, & green spaces for hosting group events. Kalispell is also home to Glacier Park International Airport offering commercial flights to major cities across the U.S.

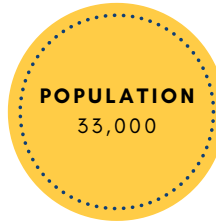




THE CITY OF KALISPELL

Incorporated in 1892, Kalispell is a full-service city in Flathead County serving 33,000 residents across 13 square miles with a 2025 budget of \$180 million and a team of 244 FTEs. Departments include Public Works (Sewer, Water, Solid Waste, Garage, Traffic Signs & Signals, Streets, Waste Water Treatment Plant, Engineers), Development Services (Building, Planning, Community Development), Finance, IT (includes GIS), Human Resources, City Clerk/Communications, Legal, Police, Fire/Ambulance, Municipal Court, and Parks & Recreation.

The City operates under a Council-Manager form of government with eight City Councilors and a Mayor, each serving a four-year term. Two Councilors are elected from each of the City's four wards and the Mayor is elected at large. The City Council appoints the City Manager to carry out the governing policies and ordinances established by the Council, and to oversee the day-to-day operations of the City.





THE CITY MANAGER

Working under the broad policy guidance of the City Council, the City Manager plans, organizes, coordinates, and administers all City functions and activities through management staff. The City Manager provides policy guidance, oversees the work of department heads and support staff, and fosters cooperative working relationships with civic groups, intergovernmental agencies, the City Council, and City staff through open communication. The City Manager has ten department directors as direct reports.

THE IDEAL CANDIDATE

- An experienced city or county manager/administrator knowledgeable in delivering multiple city services efficiently and effectively.
- A strong leader who embodies professionalism, transparency, accountability, and consensus-building, with honesty, ethics, and personal integrity.
- Has strong communication and conflict resolution skills and uses them to make a positive difference while bringing a “let’s get the job done together” approach to issues.
- Must be active in the community and reach out to community members and stakeholders to build partnerships in a collaborative effort for community improvements.
- A visionary leader who proactively addresses issues and recommends policy initiatives for the city council and community while being receptive to alternative ideas with a welcoming attitude.
- Has exceptional budgetary and growth management experience that can balance budgetary constraints with demands for positive community growth.
- Has experience in proactively addressing affordable housing challenges and homelessness.
- Is knowledgeable in growth management, quality development, and sustainable infrastructure upgrades to preserve and enhance community livability.
- Is committed to a process of continual improvement in programs and services and supports staff investment in training and professional development.
- Ability to quickly learn applicable portions of Montana state laws that affect local government.

OPPORTUNITIES & CHALLENGES



1) November elections may significantly change the political make-up of the City Council in January. The new city manager will need to quickly develop positive working relationships with the city council, assist in the transition; and understand the potential for significant policy modifications.

2) As the fastest growing micropolitan area in the country, the new city manager will need to embrace this opportunity managing this growth with a combination of fair and balanced fiscal policy and service expansion while preserving existing positive community qualities.

3) Like most communities, Kalispell is continually replacing aging infrastructure. New growth has also driven infrastructure expansion. Masterplan updates are currently underway for parks, and state law changes are driving zoning and subdivision regulation changes. Upgrades to the wastewater treatment facility to meet new standards, and other large capital improvement projects are on the horizon and may need new or alternative funding sources.

4) Availability of affordable and workforce housing is a challenge for the city of Kalispell. Homelessness has also affected the community. These issues will require the new manager to explore creative solutions.

5) Kalispell has a strong, diverse, and robust economy, and tourism remains one of the most significant drivers of the economy. Efforts to support tourism opportunities will need to continue to be undertaken and strengthened.

6) Kalispell has embraced its rich historical heritage. This is evident in much of its older neighborhoods and the central business district. This historic nature will need continued attention in the downtown area to ensure its economic success and vitality.

7) The new manager will have an exceptional opportunity to forge new and productive relationships with community partners and other local units of government. Improvements in local government relations will be important for regional cooperation and mutual progress.

EDUCATION & EXPERIENCE

Bachelor's degree in public administration, political science, business administration, or a closely related field (master's degree desired) and 5 years of experience in municipal administration. Or a comparable combination of experience, education and training is required, which demonstrates the knowledge, skills, and abilities to successfully perform the job. Must be bondable and have, or be able to obtain, a Montana driver's license at time of employment.

COMPENSATION & BENEFITS

The City of Kalispell is offering an annual salary range of \$195,000 to \$219,007 for this position with a starting salary range of \$195,000-\$207,003 depending upon experience and qualifications, along with a comprehensive [benefits](#) package.

RESOURCES

[City Budgets](#)

[City Growth Policy PLAN-IT 2035](#)

[City Org Chart](#)

[Welcome Guide](#)

[Discover Kalispell](#)

[Video: Kalispell, Montana](#)

[Kalispell Chamber of Commerce](#)



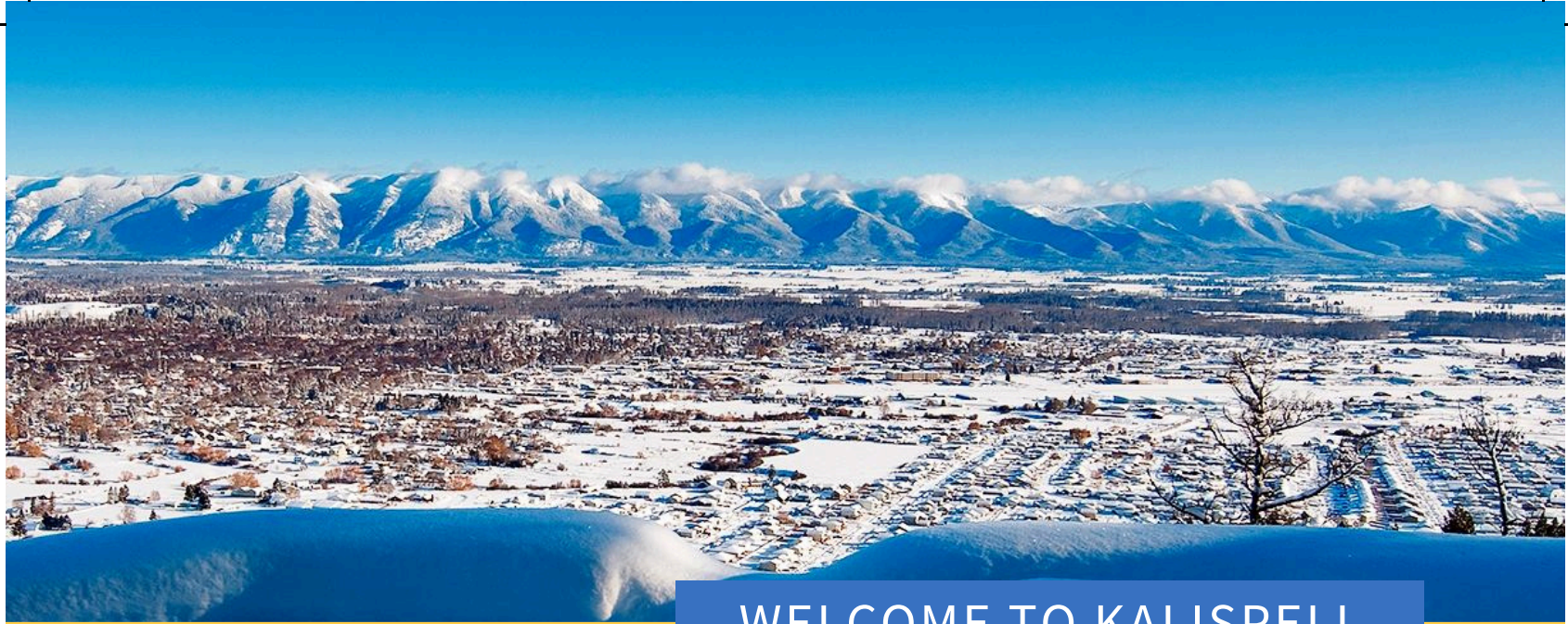
TO APPLY

Apply Online: gmphr.com

First Review: **October 26, 2025**

More Info: Jeff Weldon, GMP Consultants
jweldon@gmphr.com / (320) 557-8006





WELCOME TO KALISPELL

WHY APPLY?

This is a unique opportunity to lead the community at the center of one of the fastest growing micropolitan areas in the country. Situated in the natural and scenic beauty of northwestern Montana, Kalispell (pop. 33,000) is looking for an entrepreneurial and forward-thinking city manager to help shape the future in this significant time of change and growth. Kalispell is a well-managed, financially stable, full-service city with an experienced team of professional department heads.

Located near glacial-carved Flathead Lake and close to Glacier and Yellowstone National Parks, Kalispell is known for its vast recreational and outdoor opportunities, excellent school system, low crime rate, exceptional medical services, natural scenic beauty, abundant recreational and outdoor opportunities, and commitment to historic preservation.

Dear Colleague,

GMP Consultants is assisting the **City of Kalispell**, MT in finding a **City Manager**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

Jeff Weldon, GMP Consultants
jweldon@gmphr.com / (320) 557-8006



Greg M. Prothman, President
greg@gmphr.com / 206-714-9499



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View full position profile at gmphr.com



LEARN MORE

Visit: gmphr.com

Salary Range: **\$195,000 - \$219,007 annually DOQ**
Starting Range: **\$195,000 - \$207,003 annually DOQ**

First Review: **October 26, 2025**

More Info: **Jeff Weldon, GMP Consultants**
jweldon@gmphr.com / (320) 557-8006



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

Table of Contents

- 1. About SGR**
- 2. SGR's Unique Qualifications**
- 3. Project Personnel**
- 4. Approach and Methodology**
- 5. Typical Timeline**
- 6. Fee Proposal**
- 7. Terms and Conditions**
- 8. Placement Guarantee**
- 9. Preliminary Salary Recommendation**
- 10. SGR Similar Recruitments**
- 11. Sample Position Profile Brochure**
- 12. Agreement for Full Service Executive Recruitment Services**

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: