



SCHOOL BOARD ACTION REPORT

DATE: October 25, 2017
FROM: Executive Committee of the School Board

For Introduction: November 15, 2017
For Action: November 15, 2017

1. TITLE

Approval of a contract for an executive search firm to conduct a superintendent search

2. PURPOSE

As the governing body with the responsibility of employing a Superintendent, it is the responsibility of the Board to direct how a superintendent search will be conducted. This motion would approve a contract with a superintendent search firm.

3. RECOMMENDED MOTION

I move that the School Board authorize the Board President to execute a contract on the District's behalf with Ray and Associates () in the amount of \$35,500, plus \$14,800 in estimated reimbursable expenses, () for the purpose of conducting a superintendent search, ~~in the form of the draft Agreement dated _____ and presented to the School Board, with any minor additions, deletions, and modifications deemed necessary by the Board President, and to take any necessary actions to implement the contract.~~ Immediate action is in the best interest of the district.

4. BACKGROUND INFORMATION

a. **Background:**

A Request For Proposals (RFP) seeking search firm proposals was issued on Oct. 13, 2017. A copy of the RFP is attached. The district received four proposals. On Nov. 8, 2017, an Executive Committee of the Whole meeting was held for Directors to review and discuss the proposals. Based on feedback and Directors evaluation of the proposals, this contract is being brought before the Board for consideration of approval.

This motion would approve the district entering into a contract with Ray and Associates ~~Firm~~ for the purpose of conducting a superintendent search. The process to conduct a superintendent search commonly takes 6 months or more. The major next steps of conducting a search after selection of a search firm, include, but are not limited to, establishing selection criteria, advertising in appropriate locations, setting a deadline for receiving applications, reviewing applications, identifying semi-finalist and finalists (through interviews and other means), and conducting community engagement.

b. **Alternatives:**

- The Board does not approve this motion. This is not recommended because of the need to act in a timely manner in order to hire a superintendent by May 2018. By taking this step, the firm can begin the process.
- The Board can direct the Executive Committee to conduct a search, but to do so without retaining a search firm. In reviewing the list of superintendent openings on the Washington Association of School Administrators' (WASA) website (many of which were filled this past school year), a large majority were being conducted using a firm. This alternative is further not recommended because search firms have contacts and resources not available to the District (even assuming the District does outreach of its own to stakeholders and through regional schools organizations). The firm also provides valuable assistance in reviewing and checking applications and backgrounds. This work would need to be done by Human Resources if a firm is not selected, which already has a full program of activities.

c. **Research:** The district conducted a formal RFP for search firms and received four proposals. An Executive Committee of the Whole met to review the proposals.

5. FISCAL IMPACT/REVENUE SOURCE

Fiscal impact of this action is ~~_____~~ the cost of the contract, which is \$35,500, plus \$14,800 in estimated reimbursable expenses. The district conducted a formal RFP for a search firm and pricing was a factor in the selection of a firm.

The revenue source for this motion is general funds.

Expenditure: One-time Annual Multi-Year N/A

Revenue: One-time Annual Multi-Year N/A

6. COMMUNITY ENGAGEMENT

As this process step is a Board responsibility, not applicable is checked. However, the search process would include community engagement.

Not applicable

Tier 1: Inform

Tier 2: Consult/Involve

Tier 3: Collaborate

7. EQUITY ANALYSIS

Not applicable.

8. STUDENT BENEFIT

Per Policy No. 1640, Responsibilities & Authority of the Superintendent, “In order to carry out its responsibilities, the Board employs a Superintendent of Schools as its Chief Executive Officer and as the Chief Administrative Officer of the district and shall delegate to the Superintendent such powers as are required to manage the Seattle Public Schools in a way consistent with Board direction and policy and state and federal law. The execution of all decisions made by the Board concerning the internal operation of the school system is delegated to the Superintendent. The Superintendent is accountable to the Board.” With such authority, a superintendent has the ability to impact student benefit for all SPS students.

9. WHY BOARD ACTION IS NECESSARY

- Amount of contract initial value or contract amendment exceeds \$250,000 (Policy No. 6220)
- Amount of grant exceeds \$250,000 in a single fiscal year (Policy No. 6114)
- Adopting, amending, or repealing a Board policy
- Formally accepting the completion of a public works project and closing out the contract
- Legal requirement for the School Board to take action on this matter
- Board Policy No. 1005, Responsibilities & Authority of the Board, states it is the responsibility of the Board to employ a superintendent who is charged with the day-to-day operations of the district.
- Other: _____

10. POLICY IMPLICATION

Per Policy No. 1005, Responsibilities & Authority of the Board, the Board’s role includes employing a superintendent who is charged with the day-to-day operations of the district.

11. BOARD COMMITTEE RECOMMENDATION

An Executive Committee of the Whole was held on November 8, 2017. At that meeting, the committee of the whole recommended this item and moved it forward for consideration by the full Board.

12. TIMELINE FOR IMPLEMENTATION

Upon approval of this motion, a contract will be entered into with Ray and Associates Firm to conduct a superintendent search. The firm will report to the Executive Committee.

13. ATTACHMENTS

- Contract with Firm (for approval)

- Ray and Associates Proposal (for reference)
- RFP for Consulting Services for a Superintendent Search (for reference)



Superintendent Search RFP

Ray and Associates RFP Response

Seattle Public Schools is committed to making its online information accessible and usable to all people, regardless of ability or technology. Meeting web accessibility guidelines and standards is an ongoing process that we are consistently working to improve.

While Seattle Public Schools endeavors to only post documents optimized for accessibility, due to the nature and complexity of some documents, an accessible version of the document may not be available. In these limited circumstances, the District will provide equally effective alternate access.

For questions and more information about this document, please contact the following:

School Board Office
206-252-0040
boardoffice@seattleschools.org

The following document is the response provided by the executive search firm Ray and Associates to assist the District in its next superintendent search.

A Proposal for the Selection of a Superintendent

Presented To:



Submitted By:

Ray and Associates, Inc.

CORPORATE OFFICE
4403 1ST AVENUE SE, SUITE 407
CEDAR RAPIDS, IOWA 52402-3221
PHONE: 319-393-3115
FAX: 319-393-4931
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Finding Leaders for America's Schools

Executive Plaza Building
4403 First Avenue SE, Suite 407
Cedar Rapids, IA 52402

Phone: 319-393-3115
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Website: www.rayassoc.com

Ray and Associates, Inc.

Leaders in Executive Searches

October 20, 2017

Seattle Public Schools
ATTN: Ms. Sue Peters, Board President
2445 Third Avenue South
Seattle, WA 98134

Dear Ms. Peters and Members of the Board of Education:

This letter is in response to a request regarding the need for our services to assist you in the search for a new Superintendent. We are confident the Board will be quite pleased with the services we can provide. We have been very successful in providing Superintendent search services for districts that are similar in terms of size, cultural diversity and geographic location.

As I am sure you are aware, the selection of Superintendent will be one of the most important activities your Board will perform. The Board's success in the search process will affect your school district's education program for years to come. It is extremely important to find the "right fit" for the District.

We are familiar with Seattle as we have conducted several successful searches for Seattle Public Schools. We are familiar with Washington as we recently completed the successful Superintendent searches for Mercer Island School District, Bellevue School District and Northshore School District and previously assisted Kent School District, Port Angeles School District, Tacoma Public Schools, Ferndale School District and Federal Way Public Schools, Washington with their Superintendent searches. In the Western region, we have conducted searches for Juneau City School District and Anchorage School District, Alaska; Poway Unified School District, San Ysidro School District, Albany USD, Berkeley USD, Pasadena USD and Emery USD, California; Blaine County School District, Idaho; Albuquerque Public Schools, Los Alamos Public Schools and Santa Fe Public Schools, New Mexico; Hawaii School of Deaf and Blind, Hawaii; Roosevelt Elementary School District, Deer Valley Unified School District and Gilbert Public Schools, Arizona; Gresham-Barlow School District, Salem-Keizer Public Schools, Lake Oswego School District, Eugene School District 4J, Hood River County School District and Medford School District 549C, Oregon; and Jeffco Public Schools, Flagstaff Academy and Eagle County Schools, Colorado.

Nationally we have assisted Greenwich Public Schools, Bridgeport Public Schools, Hartford City Public Schools and the Consolidated School District of New Britain, Connecticut; Wyandanch Union Free School District and Amityville Union Free School District, New York; Anne Arundel County Public Schools, Howard County Public School System, Wicomico County Public Schools and Prince George's

County Public Schools, Maryland; Lewisburg Area School District, Wissahickon School District, Millville School District, Montgomery County Intermediate Unit and Benton Area Public School District, Pennsylvania; Trenton Public Schools, East Orange School District, Camden City Public Schools and Marlboro Township Public Schools, New Jersey; Dover School District, New Hampshire; Montgomery County Public Schools, Mecklenburg County Schools, Bedford County Schools, Newport News Public Schools, Hampton City Schools, Prince William County Public Schools and Williamsburg-James City Schools, Virginia; Savannah-Chatham County Public School System, Georgia; Maury County Public Schools, Knox County Schools, Oak Ridge Schools and Sumner County Schools, Tennessee; Rogers Public Schools, Cotter Public Schools, Mountain Home Public Schools and Fayetteville Public Schools, Arkansas; The School District of Palm Beach County, Florida State University Schools, Brevard Public Schools and Collier County Public Schools, Florida; Austin ISD, Plano ISD, Lewisville ISD, Fort Worth ISD, Killeen, ISD and Socorro ISD, Texas; Beaufort County School District, Jasper County School District and Richland County School District One, South Carolina; Cincinnati Public Schools and Lorain City Schools, Ohio; Saint Paul Public Schools and Lakeville Area School District, Minnesota; Vermillion School District, South Dakota; Detroit Public Schools Community District, Ecorse Public Schools, Benton Harbor Area Schools and Ann Arbor Public Schools, Michigan; Joplin Schools and Kansas City Public Schools, Missouri; and Glenbrook North and Glenbrook South High Schools, Joliet School District and Township School District #113, Illinois.

We have also assisted the Hawaii Department of Education, Colorado Department of Education, West Virginia Department of Education, Ohio Department of Education, Florida Department of Education, Rhode Island Department of Education, Michigan Department of Education and Wyoming Department of Education with their State Superintendent searches.

We are a national search firm that is uniquely equipped to assist you in the selection of a Superintendent who meets your particular needs and qualifications. We will not only advertise, but also actively recruit potential candidates that will meet the criteria established by your Board, including women and minorities. Most other search firms do not seek out candidates for a position as we do for our clients. With our extensive regional and national associate base, Ray and Associates, Inc. will be able to recruit quality candidates from around the country, as well as within the state. We have often found excellent in-state candidates who would not otherwise have applied for the position due to a possible conflict of interest with a state or local firm. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

Our firm frequently exhibits at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), Council of Great City Schools (COGCS), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-two (42) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

It is our goal to make the selection process professional, efficient and successful to assure your complete satisfaction with our services. It is quite common for an urban Board to be concerned about the quality of diverse candidates who might be available in today's job market. Outstanding administrators will need to be recruited regardless of the time of year or the position needing to be filled because many of these school leaders already have good jobs. We feel that our firm can be very successful in attracting candidates that will meet or exceed your expectations. With a consulting firm of over one hundred

seventy (170) associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the Board but the community and faculty as well.

Ray and Associates, Inc. strives to provide the district with the best match possible based on what we learn in our extensive interaction with the Board and key players in the search. It is our desire to activate our network on your behalf to locate individuals that can effectively assume the top executive post in your District.

We welcome the opportunity to make a presentation of our services at your convenience. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,

A handwritten signature in cursive script, appearing to read "R. M. Ray".

Ryan M. Ray
President

REQUEST FOR PROPOSAL NO. RFP10712

PROPOSAL CERTIFICATION FORM

TO: Diane T. Navarro, Contracting Services Manager

The undersigned provider hereby certifies as follows:

- 1. That he/she has read the Seattle School District's Request for Proposal No. RFP10712 and the following Addenda and to the best of his/her knowledge has complied with the mandatory requirements stated herein:

Addenda Number

 N/A

Issue Date

 N/A

- 2. That he/she has had the opportunity to ask questions regarding the Request for Proposal, and that if such questions have been asked; they have been answered by the District.
- 3. That the proposer's response is valid for 90 days.

Dated at Cedar Rapids, IA this 30th of October 2017.

Molly Schuff

 (Signature)

Vice-President

 (Title)

Molly Schwarzhoff

 (Print Name)

glr@rayassoc.com

 (Email Address)

Ray and Associates, Inc

 (Company Name)

319 393 3115

 (Telephone Number)

4403 1st Ave SE Suite 407

 (Address)

319 393-4931

 (Fax Number)

Cedar Rapids

 (City)

21-4991919

 (UBI Number)

Iowa

 (State)

52402

 (Zip)

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3. Executive Summary

EXECUTIVE SUMMARY

Ray and Associates, Inc. is fully capable of meeting all the requirements of RFP No. RFP09410. We clearly understand the search process that is necessary for a large, urban school district to follow to be successful. In fact, we very typically receive more fully completed applications for the districts we represent than any other search firm in the country.

We strongly believe in building an accurate profile for the position and then recruiting specifically to the criteria of that profile. This involves interviewing and surveying board members as well as any constituencies as identified by the board. Our search involves recruiting for candidates with the appropriate skill sets and personality traits that will be a close fit for our client districts.

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university, or any other organization. This allows our firm to be objective in the search process. As a national firm, we stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large database of top candidates who are interested in new, challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. It is important, however, for our clients to know that we are not a placement service that owes any favors to potential candidates, and that we actively recruit women and minority candidates. Our professional objective is to recruit and advertise for the best candidate that meets the qualifications and characteristics of a superintendent as set forth by the board. Our recruitment process is very comprehensive, here highlighted by the following steps:

- Inform all of the firm's associates of the position including profile information.
- Advertise in effective media known for high readership by school leaders.
- Consult our extensive database for precise matches between district and candidate profiles.
- Contact directly successful school leaders who are in good positions currently for them to consider the Seattle Public Schools.
- Contact other organizations at state, regional and national levels regarding the position.
- Actively seek out potential candidates at state and national conventions.

Once recruited, all applicants are screened from the perspective of viable match with district criteria. Those who emerge successfully from this screening are termed true candidates and our background research team then conducts extensive investigations on those individuals. The best of those candidates become top candidates and for each of them a candidate packet and one way video interview is produced for the board's review. All materials will be shared with the Board. The firm will select the top candidates to move forward with the Board members input.

We have been highly successful in placing outstanding candidates in all of our searches for over forty-two years. We organize the interview process and offer an objective method for determining the board's top candidate by consensus. At this point we begin the negotiations to finalize a mutually agreeable contract.

4. Company Profile and Qualifications of Team Members

HISTORY AND OVERVIEW OF THE ORGANIZATION

PROFILE OF THE FIRM

Ray and Associates, Inc. (319-393-3115; glr@rayassoc.com) is a professional organization that specializes in school executive leadership searches. **The firm has been in the school executive search business since 1975** and has established an outstanding reputation. The firm has been recognized by *The School Administrator* journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field, with extensive backgrounds as school administrators, business executives, school board members, university professors and attorneys. All of the consultants within the firm have years of experience in the school executive search field.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office (**located at 4403 1st Ave SE Suite 407, Cedar Rapids, Iowa 52402**) **we have a national executive director, corporate director, six regional directors and over one hundred seventy (170) associates located throughout the country.** Therefore, distance is not a factor to our firm when meeting with our clients.

The corporate office also maintains a full-time administrative staff to assist in the executive search business.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty-two (42) years. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients. We also have associates who are affiliated with the Council of Great City Schools (COGCS), Urban Superintendents Association of America (UBAA), the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as other professional organizations. Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with Seattle as we have conducted several successful searches for Seattle Public Schools. We are familiar with Washington as we recently completed the successful Superintendent searches for Mercer Island School District, Bellevue School District and Northshore School District and previously assisted Kent School District, Port Angeles School District, Tacoma Public Schools, Ferndale School District and Federal Way Public Schools, Washington with their Superintendent searches. In the Western region, we have conducted searches for Juneau City School District and Anchorage School District, Alaska; Poway Unified School District, San Ysidro School District, Albany USD, Berkeley USD, Pasadena USD and Emery USD, California; Blaine County School District, Idaho; Albuquerque Public Schools, Los Alamos Public Schools and Santa Fe Public Schools, New Mexico; Hawaii School of Deaf and Blind, Hawaii; Roosevelt Elementary School District, Deer Valley Unified School District and Gilbert Public Schools, Arizona; Gresham-Barlow School District, Salem-Keizer Public Schools, Lake Oswego School District, Eugene School District 4J, Hood River County School District and Medford School District 549C, Oregon; and Jeffco Public Schools, Flagstaff Academy and Eagle County Schools, Colorado. Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your District focused upon our goal to make the selection process professional, efficient and successful so we can state, without reservation, that you will be quite pleased with our services.

4. Company Profile and Qualifications of Team Members -Continued

KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed below will be assisting in recruitment, screening and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the Seattle Public Schools. In addition, we have professional contacts throughout Washington, the Northwestern region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

Mr. Gary L. Ray, Chairman

Principal/Project Coordinator/Cedar Rapids, IA

Gary is Chairman of Ray and Associates, Inc. He supervises and oversees all searches conducted by the firm and will directly interact with the Seattle Public Schools and any committee that may be established on all details of this search. Mr. Ray is a former school administrator with an advanced degree who has worked with hundreds of school boards for over forty-two (42) years.

Mr. Ryan M. Ray, President

President/St. Louis, MO

Ryan is President of Ray and Associates, Inc. He oversees and assists with all aspects of our executive searches. He also assigns all background investigative work on candidates and supervises the teams work. He has an earned Master's degree from Lindenwood University in St. Louis and a Bachelor's degree from the University of Missouri in Columbia, Missouri.

Dr. Tony Apostle

Regional Search Director/Fox Island, WA

Tony serves our firm as a Regional Search Director and will monitor and direct search team efforts as well as recruiting and screening candidates. Mr. Apostle graduated from the University of Washington with a Bachelor's degree in English/Political Science and from Washington State University he earned a Master's degree in Educational Administration and a Doctorate degree in Elementary/Secondary Education. Tony has served as an educator in Washington for over 30+ years serving as an English Teacher, Principal, Director and Superintendent.

Dr. Paige Fenton Hughes

Regional Search Associate/Douglas, WY

Paige serves our firm as a Regional Search Associate, team member, and background investigator and as such performs recruiting and screening of candidates. She earned her doctorate in Educational Administration from the University of South Dakota. She has over twenty years of experience in education having served as a Coach, Teacher, Guidance Counselor, Principal, and Superintendent in South Dakota, Montana, and Wyoming.

Dr. Gloria Davis

Regional Search Associate/Chicago, IL

Gloria serves our firm as a Regional Search Associate, team member, and background investigator and as such performs recruiting and screening of candidates. She earned her doctorate in Educational Administration from St. Louis University. She has over forty-six years of experience in education having served as a Chairperson, Teacher, Principal, and Superintendent in Illinois.

VITA FOR

GARY L. RAY

President, Ray and Associates, Inc.

Executive Plaza Building
4403 1st Avenue S.E., Suite 407
Cedar Rapids, Iowa 52402-3221
319/393-3115 (Work)

EDUCATIONAL BACKGROUND

<u>Degree</u>	<u>University</u>	<u>Date</u>	<u>Field of Study</u>
Ed.S.	Iowa State University Ames, Iowa	1972	School Administration
M.A.E.d.	Northeast Missouri State University Kirksville, Missouri	1970	School Administration
B.S.E.	Northeast Missouri State University Kirksville, Missouri	1969	Health and Physical Education/English

PROFESSIONAL TRAINING

A frequent presenter at various national and state conventions. Some of the topics presented have been as follows:

- ◆ Shortage of School Administrators
- ◆ Confronting School Crime and Violence
- ◆ School District Assessment
- ◆ Effective Hiring Practices
- ◆ Strategic Planning
- ◆ Recruiting, Selecting and Retaining Excellent Teachers
- ◆ Infusing Technology in Schools
- ◆ Board and Administrative Roles and Responsibilities
- ◆ A Simplified Approach to ADA Compliance
- ◆ Professional Advancement
- ◆ Enhancing School Climate by Shared Decision Making

- ◆ Dealing with Special Interest Groups
- ◆ Staff Motivation
- ◆ Improving Staff Morale
- ◆ Evaluating and Improving Administrative Performance
- ◆ Developing the Administrator Compensation Package
- ◆ The New Administrator's Workshop
- ◆ Building Public Support for Your Schools
- ◆ Professional Growth and Advancement

Distinguished Faculty Member, Broad Urban Superintendents Academy; to participate in the mentoring program for Urban Superintendents.

Has exhibited at the National School Boards Association and American Association of School Administrators for over twenty-seven years.

Has exhibited in the following states: Arizona, Florida, Illinois, Iowa, Missouri, Texas and Washington.

Published in American Association of School Administrators — Critical Issues Report, "Collective Bargaining Problems and Solutions."

PROFESSIONAL EXPERIENCE

- | | |
|----------------|--|
| 1975 - Present | President of Ray and Associates, Inc., a national firm that specializes in human resource services, labor relations, and executive searches for school districts, cities, counties and private sector. |
| 1973 - 1976 | High School principal — Linn Mar Community School District, Marion, Iowa. |
| 1972 - 1973 | High School and Middle School principal — Colo Community School District, Colo, Iowa. |
| 1972 - 1973 | English Teacher — Lenox Community School District, Lenox, Iowa. |

Ryan M. Ray

6920 Pershing Avenue, St. Louis, MO 63130

Tel: 314-495-8114 ryanray20@me.com

EDUCATION

Master's Degree in Human Resources Management with emphasis in Business 2005
Lindenwood University, Saint Charles, Missouri

Bachelor's Degree in Business and Communications 2001
University of Missouri at Columbia, Columbia, Missouri

EXPERIENCE

- President, Ray & Associates Inc., Cedar Rapids, Iowa 2005-Present**
- Integral leader of teams whose mission is to recruit superintendents and top executive administrative positions for school boards across the United States
 - Leader of website production and all media related projects for Ray and Associates including a new website launched in the fall of 2015
 - Direct engagement teams, and supervise up to twenty-three search associates per engagement
 - Prepare confidential materials of search candidates to present to boards of education
 - Train and mentor 170 associates in recruitment of candidates and policies
 - Work with diverse social /economic backgrounds within school districts and boards of education
 - Develop company brochures for promotion as well as for schools seeking superintendent hires
 - Participation as an exhibitor and presenter in national conventions, (AASA-American Association of School Administrators, NSBA-National School Boards Association)

KEY ACCOMPLISHMENTS

- Representation at mediation, fact-finding and impasse arbitration
- Team successfully placed 7 superintendents in recent years, for urban districts having large budgets
- List of recent placements:
 - Superintendent, DeKalb County School System, GA
District Budget: \$1.45 Billion
 - Superintendent, Brevard County Public Schools, FL.
District Budget: \$910.75 Million
 - Chief Executive Officer, Prince George's County Public Schools, MD
District Budget: \$1,376,818,700
 - Superintendent/CEO, Charlotte Mecklenburg Schools, NC
District Budget: \$1.2 Billion
 - Chief Financial Officer, Pittsburgh Public School District, PA
District Budget: \$531.4 Million
 - Superintendent, Ladue School District, MO
District Budget: \$43.5 Million
 - Superintendent, Lee's Summit R-7 School District, MO
District Budget: \$181 Million

- Human Resources Manager of Three Stores, Target Corporation, St. Louis, Missouri 2002-2005**
- Attended Target Business School
 - Oversaw opening, remodeling and closing of three stores

- Responsible for over 100 employees

Human Resources Associate, Ray and Associates, Cedar Rapids, Iowa

1997-2001

- Telephonic interviewing of potential candidates for Superintendent/C.E.O. positions
- Recruited potential candidates nationally
- Referral follow-up and interviews
- Attended national conventions

Recruiter (Internship), McLeod USA, Cedar Rapids, Iowa

1998

- Scheduled and conducted interviews
- Hired employees in Sales/ Technology/ Management
- Referral follow-up
- Planned and scheduled job fairs on college campuses
- Organized meetings with potential clients

SKILLS

- Outstanding presenter and trainer
- Computer skills include: MS Windows and Apple Macintosh platforms. Proficient skills in MS Word, MS Excel, Word Perfect, MS Publisher, MS Excel, MS Power Point, People Soft Training, Adobe Acrobat, Adobe Image Maker, Adobe Photoshop, Final Cut Pro, Motion, Logic, Soundtrack Pro, DVD Studio, Shake, Xsan, Keynote, Pages, Garage-band, File-maker, iwork, ilife, Bento.
- Skilled with internet navigation, research, data collection and e-mail applications
- Behavioral Based Interviewing
- Languages spoken: English first language and advanced knowledge of Spanish, oral and written.

AFFILIATIONS

- SHRM, Society for Human Resources Management
- American Association of School Administrators
- National School Boards Association
- National Alliance of Black School Educators
- Association of Latino Administrators and Superintendents
- ArtLink Board Member and Technology Advisor, Saint Louis – 2007-2010
- University of Missouri Football Team, Player -1998-2001
- Big XII Football Conference University of Missouri, Two Time All Academic Team
- Boy Scouts of America, Eagle Scout

TONY APOSTLE
 1079 13th Lane
 Fox Island, Washington 98333
 Cell: 253.686.4665
 andoniosapostle@comcast.net

EDUCATION	Ed. D ELEMENTARY/SECONDARY EDUCATION Washington State University Pullman, WA	1989
	M.A. EDUCATIONAL ADMINISTRATION Washington State University Pullman, WA	1979
	B.A. ENGLISH (major), Political Science (minor) University of Washington Seattle, WA	1974
	HIGH SCHOOL DIPLOMA Woodrow Wilson High School Tacoma, WA	1969

DISTRICT ADMINISTRATION EXPERIENCE	INTERIM SUPERINTENDENT Poway Unified School District: Enrollment 36,000 San Diego, CA	Nov. 2016 – Feb. 2017
	INTERIM SUPERINTENDENT Kent School District: Enrollment 28,000, Kent, WA	Nov. 2014 – June 2015
	SUPERINTENDENT Puyallup School District: Enrollment 21,700 Puyallup, WA	2004 - 2012
	EXECUTIVE DIRECTOR OF ADMINISTRATIVE SERVICES Puyallup School District: Enrollment 20,450 Puyallup, WA	2002 - 2004
	DIRECTOR OF ADMINISTRATIVE SERVICES Puyallup School District: Enrollment 19,000 Puyallup, WA	1997 - 2002
	DIRECTOR OF ELEMENTARY EDUCATION Puyallup School District: Enrollment 17,193 Puyallup, WA	1995 - 1996
	ASSISTANT TO THE SUPERINTENDENT Puyallup School District: Enrollment 16,800 Puyallup, WA	1990 - 1995

BUILDING ADMINISTRATION EXPERIENCE	HIGH SCHOOL PRINCIPAL Central Kitsap High School: Enrollment 1,400, grades 9-12 Central Kitsap School District: Enrollment 12,500 Silverdale, WA	1984 - 1990
	HIGH SCHOOL ASSISTANT PRINCIPAL Centralia High School : Enrollment 1,150 Centralia School District: Enrollment 3,200 Centralia, WA	1982 - 1984
	JUNIOR HIGH / HIGH SCHOOL PRINCIPAL Kittitas Junior/Senior High School: Enrollment 200 (grades 7-12) Kittitas School District: Enrollment 510 Kittitas, WA	1979 - 1981

HIGH SCHOOL CLASSROOM TEACHING EXPERIENCE	ENGLISH TEACHER Lakes High School/Clover Park High School, Clover Park School District, Lakewood, WA	1974-1979
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PROFESSIONAL CREDENTIALS	CONTINUING SUPERINTENDENT CREDENTIAL	2011
	INITIAL SUPERINTENDENT CREDENTIAL Washington State University Pullman, WA	1993
	CONTINUING SECONDARY PRINCIPAL CREDENTIAL Washington State University, Pullman, WA	1979
	STANDARD TEACHER CREDENTIAL, University of Washington	1979

Professional Memberships:

- Former King/Pierce County Superintendents Committee Co-Chair, 2010-2011
- Former Member, King/Pierce County ESD Superintendent's Advisory Committee
- Member, "Big W" University of Washington Athletic Letter Club - Football
- Current Member, Washington Association of School Administrators
Leadership responsibilities: Professional Ethics and Membership
- Current Member, American Association of School Administrators

Civic Activities and Recognitions:

- Tacoma Branch NAACP Lifetime Achievement Award, August 2014
- Tacoma Urban League, Black Collective, Elizabeth Wesley Youth Merit Program
Lifetime Achievement Drum Major Award for the leadership support to promote student achievement for African-American students. September 2010
- 1998 Zeiger Award, Outstanding Educator Award, Puyallup School District
- 1988 Golden Acorn PTA Award, Central Kitsap High School
- Former Board Member, SAFE Streets of Pierce County
- Former Member, Kids First of Puyallup
- Former Member, Tobacco-Free Puyallup
- Former Board Member, Puyallup YMCA
- Awarded a 4-year NCAA Division I Football Scholarship at the
University of Washington, 1969 – 1972

Other Educational Consultant Experiences:

- Ontario – Montclair School District, Ontario, CA
- Olympia School District, Olympia, WA
- Ray and Associates, Inc. Cedar Rapids, IA

Paige Fenton Hughes, Ed.D.

912 Big Horn, Douglas, WY 82633 | Phone: 307.349.4506 | paige.fentonhughes@gmail.com

PROFESSIONAL PROFILE

- Executive-level educator experienced in increasing the capacity of teams and systems
- Accomplished leader of continuous improvement efforts
- Lead learner and reflective practitioner who instills the desire for learning in others
- Networker who is continually building relationships with legislators, state officials, and school and community entities
- Expert in all facets of systems leadership including budgeting, facilities, support services, curriculum and assessment, and teaching and learning

PROFESSIONAL AFFILIATIONS

- Wyoming and American Associations of School Administrators
- NASBE Science Standards Advisory Group
- AdvancED Wyoming State Council
- Lights On Lander Advisory Council
- Wyoming Public Radio Advisory Group
- WY School-University Partnership, past chair
- ASCD
- Wyoming Instructional Facilitator Task Force
- Lander Valley Education Foundation Board of Directors
- Lander-Riverton Business Leadership Network Advisory Board
- South Dakota State Advisory Councils on Highly Qualified Teachers, Elementary Teacher Preparation and Superintendent Certification

EDUCATION

Ed.D., Educational Administration,
University of South Dakota, Vermillion,
SD

School Superintendent Endorsement,
Chadron State College, Chadron, NE

Principal's Endorsement, University of
Montana, Missoula, MT

M.Ed., School Counseling, Montana
State University-Billings, Billings, MT

BA, Cum Laude, English/History-
Political Science, Rocky Mountain
College, Billings, MT

EXECUTIVE EDUCATIONAL LEADER

www.fentonhughesconsulting.com

PROFESSIONAL EXPERIENCE

Converse County School District #1, Douglas, WY, 2016-present

- Superintendent
 - Providing support and guidance to a nine-member board of education serving seven Wyoming communities, 400 employees, and 1650 students in five community schools and five rural schools
 - Leading the district through comprehensive continuous improvement processes aimed at increasing operational effectiveness and enhancing student performance
- Assistant Superintendent
 - Served for one transition year as assistant superintendent in charge of curriculum, instruction, and assessment

Independent Consultant, 2010-Present

- Consultant
 - Offering comprehensive consulting services to school districts; serving as a lead evaluator for AdvancED district accreditation teams; teaching graduate courses in educational leadership, University of Wyoming; working on executive educational leader searches.

Wyoming State Board of Education/Department of Education, Cheyenne, Wyoming, 2010-2016

- Coordinator for the Wyoming State Board of Education
 - Provided executive direction to the Board in completing tasks associated with statewide education accountability and other board responsibilities; prepared information for and testified at legislative meetings; collaborated with legislators, governor's office and professional education groups to craft common-sense statewide education policy
- District Coach
 - Coached school district senior leadership teams and worked with local school boards to implement the systems approach to continuous improvement; provided oversight of and input on school improvement processes for transformation and turnaround; and mentored new superintendents

Superintendent, Fremont County School District #1, Lander, Wyoming 2005 to 2010

- Spearheaded a vision-building and goal-setting process leading to the development of a strategic plan that guided all district work in a district with 1700 students, 350 employees, and eight schools
- Designed and implemented a comprehensive and sustainable professional development program aligned to the district strategic plan
- Redesigned the personnel and data collection processes in the district
- Planned and designed two new LEED certified schools with the School Facilities Commission

Superintendent/7-12 Principal, Harding County Schools, Buffalo, SD, 2003-2005

- Designed comprehensive professional development plan meshed with the district's vision and goals
- Built a balanced budget, redesigned a sustainable staffing plan, and authorized all state reports

TESTIMONIALS

“Paige is keenly aware of how to use data to focus on doing the “right work”. Undoubtedly, she has the skills and ability to enter a new organization, analyze the data and create a plan to move the system forward.”
--District administrator

“The respect she has with the entire staff is very well deserved. She has earned it through strong leadership and fairness.”
--School board chair

“I have never met anyone as driven, as principled and grounded in one’s beliefs and as passionate about education as [Paige] is.”
-- School board member

“Paige brings an energy and enthusiasm to the position of administrator that is unequaled... She knows systems can improve and serve students more fully and won’t compromise on that vision”
--District administrator

“When faced with adversity or discontent, you can count on [Paige] to be a person of integrity that follows through and delivers. She makes... decisions from a position of common sense, of what is right and from a place of deep caring about people.”
—Education consultant

“You are out there... staff know who you are, and I think they feel they could come talk to you if they needed to.”
—School board member

“[An] outstanding quality Paige possesses is her ability to implement structural changes that improve communication and resulting performance.”
—School board chair

AREAS OF EXPERTISE

- Continuous organizational improvement
- Strategic planning
- Systems leadership and training
- Process and performance management
- Growing leadership capacity
- Coaching for growth
- Using data to inform decision-making and problem-solving processes
- Modeling continuous learning
- Advocating for diverse student populations
- Developing accountability systems
- Managing time and resources most effectively
- Creative and innovative program management
- Using and modeling 21st century skills

K-12 Principal/Activities Director, Harding County Schools, Buffalo, SD, 2001-2003

- Initiated a school improvement process and guided the committee through the first three phases
- Designed and implemented parallel block schedule for the elementary school
- Planned a new supervision and evaluation system for staff based on the differentiated supervision model
- Designed and implemented a modified block schedule for the junior and senior high schools
- Built an evaluation tool for coaches, wrote a coaches’ handbook, began a sportsmanship awareness program involving students, coaches and parents

High School Guidance Counselor

Red Lodge High School, Red Lodge, Montana 2000-2001

Belle Fourche High School, Belle Fourche, South Dakota 1996-2000

- Offered comprehensive guidance and counseling services to students

English/Social Science Teacher and Coach

Dawson County High School, Glendive, Montana 1993-1996

Carter County and Ekalaka Public Schools, Ekalaka, Montana 1991-1993

- Taught high school English, junior high social studies, and coached sports

Presentations

- New Science Standards: A Readiness Assessment for State Policymakers, National Association of State Boards of Education Webinar and Workshop, 2015
- AdvancED Lead Evaluator Presentations, Wyoming School Improvement Conferences, Casper and Cheyenne, WY--2013, 2014, 2015
- Got a Plan—or 3 Plans? and Does Your Plan Drive Your Work?, School Improvement Conference, Casper, WY, 2012
- Strategic Planning: The Key To Systems Improvement and Operations Staff Supporting Student Growth: How To Bring Classified Staff Into the Improvement Fold, TIE Conference, Rapid City, SD, 2011
- You Assess How? Formative Assessment—Getting Results You Want — School Improvement Conference, Cheyenne, WY, 2010
- Leadership Lessons from My Practice—Wyoming Game and Fish Department Leadership Training Cohort, Lander, WY, 2010
- Organizational Assessment Panel (with Wyoming Department of Education) and Putting the Puzzle Together (with Pam Lange of TIE)—School Improvement Conference, Cheyenne, WY, 2009
- Upgrading Your Curriculum Using Exemplars and Using Technology to Upgrade Mapping--Curriculum Mapping Institute, Park City, UT 2009
- Excellence Initiative—An Overt and Unapologetic Commitment to Excellence, AdvancEd Conference, Chicago, IL, 2009
- Mapping a Path to Curriculum Mapping—School Improvement Conference, Casper, WY, 2009
- Using Technology Resources to Support Professional Development—School Improvement Conference, Cheyenne, WY, 2008
- Creating Schools Where Everyone Belongs and Everyone Excels—Joint Education Interim Committee/Select Committee on Tribal Relations, Riverton, WY, 2008
- Leading Curriculum Mapping with Podcasts, Vodcasts, Wikis, Blogs and More and Bringing New Teachers Into the Curriculum Mapping Fold—Curriculum Mapping Institute, Park City, UT, 2008
- Artifact Analysis: Bringing Unseen Practices to Light and Engaging All Students in Learning: Our Primary Purpose —School Improvement Conference, Casper, WY, 2007
- Presentation to the Legislative Select Committee on Charter Schools, Lander, WY

Gloria J. Davis
Retired Superintendent of Schools

Address:

1160 South Michigan Ave. Unit 4303

Chicago Illinois 60605

Gjdavis1@comcast.net

312-929-2069

217-413-1960 Cell

Education:

Doctoral Program – St. Louis University, St. Louis MO

Completed All Course Requirement for Doctorate in Education Degree – 2005

Washington University, St. Louis MO

Master of Arts Degree, Educational Administration – 1978

Southern Illinois University, Edwardsville, IL

Bachelor of Science Degree, Elementary Education - 1971

Ms. Gloria J. Davis has an extensive background in education. Her professional career expands over 46 years in the field of education, especially in the areas of administrative experience. She has endeavored to promote the philosophy that all children can and will learn regardless of their circumstances when given the ingredients of high expectations, care and the adult belief that they are capable of achieving success. This personal philosophy has been the basis of her leadership focus throughout her career.

Currently, Ms. Davis is retired as the Superintendent of Schools from the Illinois Department of Juvenile Justice and Decatur Public Schools, Decatur IL. After retiring from Decatur Public Schools as Superintendent in 2014, she was encouraged to continue her quest to serve young people and she began this new position in August 2014.

She was responsible for the education of youth in School District #428 of the Department of Juvenile Justice where she provided the leadership for education in all six Juvenile Justice Centers throughout the State of Illinois.

The School District is currently under a Federal Consent Decree, which began in 2010 to improve the educational structure and academic, social and emotional outcomes of all the youth in the Juvenile Centers. Within her first year and a half she was able to provide a clear process for district procedures, academic outcomes and education reform. Under Ms. Davis leadership the district has been able to increase staff; provide a much more coherent instructional approach through a concept of “Blended Learning”; and greatly increase the use of meaningful classroom materials through focused professional development and improved technology.

Over the past thirteen years, Ms. Davis has also served as Superintendent in two other Districts. The first was Superintendent of Schools in Dodge City, Kansas from 2001 to 2006. While there, she provided the leadership for a complete restructuring of the district that resulted in increased academic achievement for all students, especially for the 72% Hispanic/Latino population. The District was able to improve academic achievement at a dramatic rate. She reconstructed the central office and established professional learning communities in all the schools and established After School Programs and summer school.

The second district where she served as Superintendent of Schools for eight years was in Decatur, Illinois from 2006 to 2014. While there as the district leader, she provided the vision for totally changing the academic framework of the school system by making tough decisions that put students first. This was accomplished through the development of a Strategic Plan that was truly a “working document” that was constantly reviewed and discussed in order to produce increased academic success led to increased Advanced Placement Classes (from three to fourteen) and doubling the number of Honor Classes.

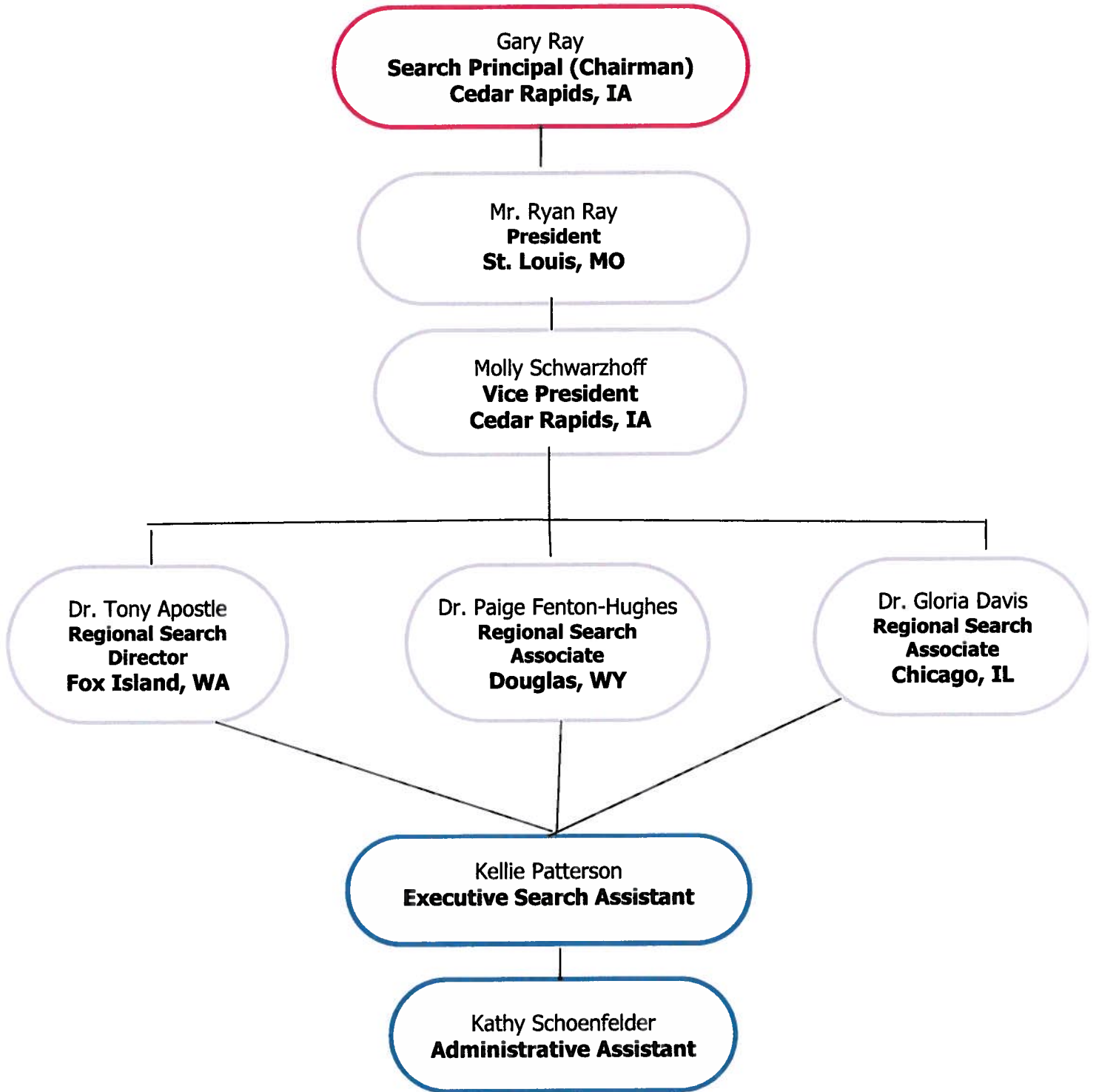
In addition, during her tenure as Superintendent in Decatur, thirteen of the seventeen elementary schools in the district received awards from the State of Illinois based on their Superior Achievement results with students from very diverse populations and low socio-economic backgrounds. As a result of her many efforts in the Decatur, Illinois community, a community-wide Education Coalition was continually established that included over 150 community and business leaders to provide human and financial support for the district. In addition, a 1% Sales Tax Referendum was passed in November 2010, in spite of a tough economic climate that fully engaged the entire community. This referendum was used for the renovation of both high schools, turning them into state-of-the-art facilities. All of the students have utilized one to one technology with new Apple Mac Book laptops as one of the major outcomes of the renovation project.

Ms. Davis possesses a wide range of experience as a district and building leader. She has served in elementary and secondary education as a teacher, elementary and middle School Principal and Assistant Superintendent of Curriculum and Instruction in University City, Missouri from 1971 – 2001.

Ms. Davis educational background includes a Bachelor of Science Degree in Elementary Education from Southern Illinois University, Edwardsville, Illinois; Master of Arts Degree from Washington University, Saint Louis, Missouri and completion of all required courses for the Doctoral Program from Saint Louis University, Saint Louis, Missouri. She is an active member of each community she has lived in, joining numerous civic and education organizations.

Ms. Davis was recently elected as the Chairperson of the Superintendent Commission of the National Alliance of Black School Educators (NABSE) and the NABSE Leadership Summit. In addition, she has been appointed to the Illinois Advisory Board for Advancing Wellness and Resilience in Education (IL-AWARE) and the Illinois State Advisory Council on the Education of Children with Disabilities (ISAC). Both of these board appointments are through the Illinois State Board of Education (ISBE). Her professional and community organizations include but are not limited to: The American Association of School Administrators; National Superintendent's Roundtable; and Delta Sigma Theta Sorority.

Company Profile and Qualifications of team Members -Continued



5. Awareness and Understanding of Seattle and Seattle Public Schools

We are familiar with Seattle as we have conducted several successful searches for Seattle Public Schools. We are familiar with Washington as we recently completed the successful Superintendent searches for Mercer Island School District, Bellevue School District and Northshore School District and previously assisted Kent School District, Port Angeles School District, Tacoma Public Schools, Ferndale School District and Federal Way Public Schools, Washington with their Superintendent searches. In the Western region, we have conducted searches for Juneau City School District and Anchorage School District, Alaska; Poway Unified School District, San Ysidro School District, Albany USD, Berkeley USD, Pasadena USD and Emery USD, California; Blaine County School District, Idaho; Albuquerque Public Schools, Los Alamos Public Schools and Santa Fe Public Schools, New Mexico; Hawaii School of Deaf and Blind, Hawaii; Roosevelt Elementary School District, Deer Valley Unified School District and Gilbert Public Schools, Arizona; Gresham-Barlow School District, Salem-Keizer Public Schools, Lake Oswego School District, Eugene School District 4J, Hood River County School District and Medford School District 549C, Oregon; and Jeffco Public Schools, Flagstaff Academy and Eagle County Schools, Colorado.

We are familiar with the Pacific Northwest having worked with numerous districts in similar size and diversity around the country. Ray and Associates, Inc. has done several searches for districts that are members of the Council of the Great City Schools. We understand the unique characteristics, culture, and opportunities of Seattle and the District having several associates who have previously worked in the surrounding areas. Several of our associates have been in the same Educational Service District for over 20 years in Washington and we have personally worked with the past superintendents/interim superintendents. We have a good understanding of Seattle and know that Seattle Public Schools have extremely strong teacher and principal associations and need a strong leader to bring the community, staff and students together much like John Stanford who was very visible in the community and connected major media outlets with the schools. We understand the School Board approved and is in the process of continuing your current Strategic Plan “Every Student. Every Classroom. Every Day.” And will be looking for your new Superintendent to help create the next Strategic Plan. It is important for the new Superintendent in an urban district to have political skills in order to build relationships within the city government.

We are aware of the increasing student population as well as the projected metropolitan area which will have a big impact on the schools and facilities. We realize that with the large and diverse student population that over 121 different languages and dialects are spoken by the students.

Seattle will need a Superintendent who understands equity and diverse population and the challenges of student achievement in an urban district.

5. Project Approach

CONSULTANT SERVICES PROVIDED FOR THE SEATTLE PUBLIC SCHOOLS THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

1. Customize the search process to meet the needs and expectations of the Seattle Public Schools.
2. Conduct individual Board member interviews to assess the Board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
3. Work with the Board to establish a timeline that lists each step in the search process.
4. Discuss with the Board the requirements and salary range for the Superintendent position.
5. Work with the Seattle Public Schools staff and those selected by the Board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the District's promotional flyer.

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

6. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the Board. In addition, our firm has the resources to offer an online survey option in many languages at no additional fee. We will provide a link to the survey to post on the District's website. The consultants will receive and organize all input data and then report the results to the Board.
7. Provide the Board with cost saving options to minimize expenses by utilizing Skype, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
8. Develop all required forms for the application and screening process.

STAGE 3 - RECRUITING AND SCREENING

9. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
 - Notify all associates to actively recruit potential candidates.
 - Contact individuals in our firm's database whose interests match District criteria.
 - Actively recruit applications from qualified individuals.
 - Solicit nominations from knowledgeable people in the profession.
 - Contact other professional consultants in private and public sectors.
 - Discuss with all candidates the District's characteristics and the Board of Education's profile and criteria for the new Superintendent position.
 - Advertise nationally in the following as selected by the Board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the Washington School Administrators and Washington School Boards Publications, Hispanic Outlook, The School Administrator Publication, Executives Only Website, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE) and other publications selected by the Board.

6. Project Approach - Continued

STAGE 3 - RECRUITING AND SCREENING – CONTINUED

10. Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with district criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with District expectations. Those who emerge successfully from this screening are deemed viable candidates.
11. Check references provided and conduct additional background investigation of top candidates. Our firm interviews each viable candidate that meets Board criteria and verifies their qualifications and experience. Our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position. A complete check of a candidate's work history is also completed utilizing online resources such as Google, Yahoo, Facebook, Twitter and other social media sources as well as checking for blogs.

STAGE 4 - CANDIDATE PRESENTATION

12. Provide the Board with an opportunity to observe each top candidate interviewed with questions specifically designed by Ray and Associates, Inc. through video technology. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. Ray and Associates was the first search firm to provide this video technology screening of candidates. By offering this opportunity, this will save the Board members on expenses and their time.
13. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the Board in determining the finalists for an interview. We have been extremely effective working with Boards who are divided on issues and candidates.
14. Assist the Board in establishing the interview format and in developing interview questions.
15. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.
16. Help arrange the details of interviews for leading candidates.
17. Provide the Board with *professional* criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at **no additional fee.**
18. Coordinate with the Seattle Public Schools Business Office the procedure for reimbursement of candidates' expenses.

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

19. Assist District legal staff in negotiating the contract with the successful candidate at no additional cost to the District.
20. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the Board.
21. If desired, assist the District in preparing a press release, upon request, announcing the appointment of the new Superintendent.
22. Provide the Board with a report of the Board Self-Assessment Survey Results at no additional cost.

The Superintendent search services and process listed above and shown on the following page can be adjusted to meet the specific needs of the Seattle Public Schools.

6. Project Approach - Continued

SEATTLE PUBLIC SCHOOLS SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

Items highlighted in yellow indicate an in-person meeting with the consultant(s)

DATE

DATE	
Stage 1 Board Input & Preparation	<u>11/28/2017</u> Consultant planning meeting with the Board and individual Board member interviews. (Time: TBD) (option to conduct via Skype, conference call or gotomeetings.com)
	<u>11/29/2017</u> Begin preparing information for the district promotional flyer and online application form with the District liaison representative(s).
	<u>11/29/2017</u> Notify all associates and other professional contacts of vacancy.
	<u>12/04/2017</u> Contact constituents and stakeholders for input meetings on <u>01/09-10/18</u> .
Stage 2 Profile Development & Process	<u>12/05/2017</u> Online survey link, for input on developing the profile, available on District website from <u>12/05/2017</u> to <u>01/11/2018</u> .
	<u>01/09-10/2018</u> Meetings with constituent and stakeholder group representatives.
	<u>01/11/2018</u> 8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.
	<u>01/18/2018</u> Promotional flyer draft due.
Stage 3 Recruiting & Screening	<u>01/19/2018</u> Board to finalize Superintendent profile for the promotional flyer and online application form. (Time: TBD) (option to conduct via Skype, conference call or gotomeetings.COM)
	<u>01/20/2018</u> Print promotional flyer. Forward to consultant.
	<u>01/20/2018</u> E-mail promotional flyer and online application instructions to interested candidates.
Stage 4 Candidate Presentation	<u>02/20/2018</u> Deadline for all application materials. (*See note below.)
	<u>03/06/2018</u> Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. (Time: TBD)
	<u>Wk of 03/12/18</u> Interview candidates (1 st round).
Stage 5 Selection of Finalist & Future Planning	<u>Wk of 03/12/18</u> Meeting with consultant following the last interview. (Time: TBD)
	<u>Wk of 03/19/18</u> Interview finalist candidates (2 nd round). (Optional)
	<u>Wk of 03/19/18</u> Final meeting with consultant following the last interview. (Time: TBD) (option to conduct via Skype, conference call or gotomeetings.com)
	<u>TBD</u> If desired, optional on-site visit of leading candidate(s) current district by Board members.
	<u>TBD</u> Consultant will discuss contract terms with the finalist.
<u>TBD</u> Offer the contract.	
<u>TBD</u> Press release of new Superintendent.	
<u>TBD</u> Board Self-Assessment Survey Results presented to the Board.	

***All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.**

BUILDING THE PROFILE – COMMUNITY INPUT

Ray and Associates, Inc. firmly believes in parent, staff and community participation, especially in the development of an accurate profile for the position. Our firm takes developing the profile very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each Board member individually and visit with stakeholder groups who attend scheduled meetings. We will meet with any employees and other stakeholders as identified by the Board at various locations throughout the district. Our firm also offers the opportunity for the community, staff and parents to participate in morning and evening forums that are organized to solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new Superintendent. The purpose of these meetings will be to educate them about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.

In addition, for those stakeholders unable to attend scheduled meetings, our firm offers an online profile survey option with space for written comments/recommendations which is available in various languages at **no additional fee**. We will provide you with a link to place on the District website. Our office will maintain, collect and analyze all information received and include this in the report to the Board.

Our process consists of Q and A sessions and the administration of our own 30 Desirable Characteristics Survey. This is culminated in an open meeting report to the Board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

INTERVIEW PROCESS – COMMUNITY INPUT

Boards that have chosen the option to involve the public and employees during the interview phase of the search have found that we have been very effective in organizing this part of the process. Serious candidates who submit to being interviewed by personnel other than the Board itself are prepared for this by our consultants. Participants in these groups are requested to complete a "Candidate Impressions" form that is duplicated for each Board member's review and are requested not to rank the candidates.

It is also requested by some of our client school Boards that the top two (sometimes three) finalists are brought back to the District for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

RECRUITMENT

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university or any other organization. This allows our firm to be extremely objective in the search process. We stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large pre-screened database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. However, it is important for our clients to know we are not a placement service that owes any favors to prospective candidates. Our professional objective is to aggressively recruit and advertise for the best candidate who meets the qualifications and characteristics of a Superintendent as set forth by the Board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Largest recruiting network in the country
- Inform the firm's 170 associates of the position and seek recommendations
- Advertise in local, regional and national venues known for high readership by school leaders
- Consult our extensive database for precise matches between District and candidate profiles
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the Seattle Public Schools position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions



GENERAL PROVISIONS

CONFIDENTIALITY

The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. *The firm will preserve the confidential nature of any information which becomes available to the firm resulting from the services rendered to the Board.*

As our client, you also need to maintain the confidentiality of information provided by Ray and Associates, Inc.

FOLLOW-UP AFTER THE SEARCH: BOARD SELF-ASSESSMENT SURVEY FOCUS ON FUTURE PLANNING

Included in the base fee, the consultants from Ray and Associates, Inc. will spend time with the Board reflecting upon current Board governance procedures. In respect to governance and District initiatives, we have found that there is really no better time than very early in the tenure of a new Superintendent to assess issues and expectations.

ROUND 1: At the conclusion of the search, we will provide the Board with a link to an online survey concerning current district governance practices as well as key district challenges and opportunities for improvement. Assessment results are then analyzed and shared with the Board and the new Superintendent. The results can be emailed, presented in-person or via Skype.

ROUND 2: About six months after the new Superintendent begins, we will provide the survey again to be completed by the current Board and the Superintendent. As in round one, at no cost to the district, the results will be analyzed and shared with the Board and Superintendent to assist with teambuilding every year thereafter as long as that Superintendent is in tenure.

Through the aforementioned process, we are afforded an in-depth view of your school district. As part of our presentation, we will also provide insight and suggestions for organizational improvements. Ray and Associates has developed several training/workshops targeted at increasing organizational performance and efficiency which may be of interest to your school district at this time of significant leadership transition. Our firm belief is the workshops/training can increase the effectiveness of both the Board and Superintendent, enhance their relationship, and provide for an optimum learning environment to improve student achievement.

SATISFACTION GUARANTEED

We provide a termination provision in our contractual agreement with the Seattle Public Schools. If the Seattle Public Schools or Ray and Associates, Inc. terminate this agreement, the Seattle Public Schools will be charged only for the work performed and expenses incurred up to the date of termination.

If the Board is dissatisfied with the new Superintendent **within two years from the date of employment** of the Superintendent and if either party dissolves that relationship by resignation or termination within a two year period of the initial employment, the firm of Ray and Associates, Inc. will conduct a new Superintendent search at **no cost** to the District, except for expenses.

7. Experience, Capabilities, and Availability & Capacity

URBAN EXPERIENCE

Ray and Associates, Inc. is fully capable with strong support staff and over 170 associates the associates who will be assigned to this search will be readily available to meet all the requirements of the Scope of Work. We clearly understand the search process that is necessary for a large, urban school district to follow to be successful. In fact, we very typically receive more fully completed applications for the districts we represent than any other search firm in the country.

We strongly believe in building an accurate profile for the position and then recruiting specifically to the criteria of that profile. This involves interviewing and surveying board members as well as any constituencies as identified by the board. Our search involves looking for candidates with the appropriate skill sets and personality traits that will be a close fit for our client districts.

RECENT URBAN DISTRICT SEARCHES

Conducted by Ray and Associates, Inc.

This is not a complete list and more can be provided upon request.

School District		
Savannah-Chatham County Public School System Savannah, Georgia	Cincinnati Public Schools Cincinnati, Ohio	Detroit Public Schools Community District Detroit, Michigan
Birmingham City Schools Birmingham, Alabama	Poway Unified School District San Diego, California	St. Paul Public Schools St. Paul, Minnesota
Deer Valley Unified School District Phoenix, Arizona	Austin Independent School District Austin, Texas	Brevard Public Schools, Brevard, Florida
Albuquerque Public Schools Albuquerque, New Mexico	Dallas Independent School District Dallas, Texas	Fort Worth Independent School District Fort Worth, Texas
Indianapolis Public School Indianapolis, Indiana	Kent School District Kent, Washington	Oklahoma City Public Schools Oklahoma City, Oklahoma
Omaha Public Schools Omaha, Nebraska	Milwaukee Public Schools Milwaukee, Wisconsin	Plano Independent School District Plano, Texas
Duval County School District Jacksonville, Florida	School District of Palm Beach County Palm Beach, Florida	East Orange School District East Orange, New Jersey
Howard Co. Public School System Ellicott City, Maryland	Boston Public Schools Boston, Massachusetts	Durham Public Schools Durham, North Carolina
Jackson Public Schools Jackson, Mississippi	Memphis City Schools Memphis, Tennessee	Kalamazoo Public Schools Kalamazoo, Michigan
Santa Clara County Office of Education Santa Clara, California	Charlotte-Mecklenburg Schools Charlotte, North Carolina	Newport News Public Schools Newport News, Virginia
Hartford Public Schools Hartford, Connecticut	Tacoma Public Schools Tacoma, Washington	Salem-Keizer Public Schools Salem, Oregon
Baltimore City Public Schools Baltimore City, Maryland	Guilford County Schools Greensboro, North Carolina	Knox County Schools Knoxville, Tennessee
Prince George's County Public Schools Upper Marlboro, Maryland	Rochester City Schools Rochester, New York	Racine Unified School District Racine, Wisconsin
Kansas City, Missouri School District Kansas City, Missouri	DeKalb County School System Stone Mountain, Georgia	Colorado Springs School District #11 Colorado Springs, Colorado
Paterson Public Schools Paterson, New Jersey	Broward County Public Schools Ft. Lauderdale, Florida	Oakland Unified School District Oakland, California
Trenton Public Schools Trenton, New Jersey	Collier County School District Naples, Florida	Sacramento City Unified School District Sacramento, California
Des Moines Public Schools Des Moines, Iowa	Hawaii Department of Education Honolulu, HI	Jefferson County Public Schools Golden, CO

8. References

REFERENCES

We have chosen several clients from our past and recent search list to demonstrate that we have been successful in various geographic locations.

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Palm Beach County School District	West Palm Beach, FL	Sandi Gero	Board Contact	Cell: 561-386-5141 gerosan13@icloud.com
Detroit Public Schools	Detroit, MI	Dr. Iris Taylor	Board President	Cell: 313-310-3338 iris.taylor@detroitk12.org
Fort Worth Independent School District	Fort Worth, TX	Jacinto Ramos Jr.	Board President	Work: 817-814-1920 Jacinto.Ramos@fwisd.org

This is not a complete list, and more references can be provided upon request.

IN THE EVENT THAT A CONTACT IS UNAVAILABLE PLEASE REFERENCE THE ALTERNATE REFERENCE BELOW:

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Savannah-Chatham County Public Schools	Savannah, GA	Mary Davis-Brown	Board Contact	Work: 912-395-1014 Mary.Davis-Brown@sccpps.com

SEARCH COST – THE COMPLETE PROCESS

The cost of our Proposal is for a complete search. The Board will be guided and assisted by Ray and Associates, Inc. at every step in the search process from the initial phase of determining the desired qualities for the position through the actual hiring of the new Superintendent. Our process is flexible. If the Board desires a different approach or would prefer certain options other than those provided in our Proposal, we can adjust our process to meet your specific requirements.

COST BREAKDOWN

The Consultant Fee. The base fee for the performance of the Superintendent search by the consultant as provided in this Proposal will be thirty-five thousand five hundred dollars (\$35,500.00). If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. The firm will discuss any modifications relating to the search fee regarding our services at the formal presentation. The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when the Superintendent is officially hired by the District.

There is no charge by Ray and Associates for the services to assist the Board in negotiating a contract with the new Superintendent and the development of the contract terms.

Consultant Reimbursed Expense. Certain expenses, including travel, lodging, meals, shipping, and other search related expenses will be kept to a minimum and are to be reimbursed by the District. Said expenses will be invoiced as they occur and will include a detailed account listing of such expenses.

Candidate Expenses. If the District determines to reimburse candidates for interview expenses, expenses may include travel, lodging and meals for the candidate and spouse. Candidates are to submit all receipts and expense documentation to a designated individual at the District and said expenses will be paid as they occur.

Cost Saving Expense Options. Ray and Associates, Inc. is aware of budget concerns and therefore offers several cost saving options: 1) Conduct 3 meetings with our consultants via Skype, conference call or gotomeetings, which could potentially save thousands of dollars in travel expenses; 2) Utilize our materials electronically (either via e-mail or a flash drive); and 3) Boards may conduct 1st round candidate interviews via Skype to reduce candidate travel expenses. Once the Board narrows the candidates down to two or three finalists, the finalists will interview in-person with the Board.

PERFORMANCE CONTRACT

Ray and Associates, Inc. will provide a written agreement between the Board and the consulting firm which will contain the provisions of this Proposal and any modifications or changes mutually agreed by the parties.

ESTIMATED COST SHEET – PREPARED FOR: SEATTLE PUBLIC SCHOOLS

Travel

Ground transportation (billed at \$0.535 per mile).....	3,250.00
Air transportation.....	5,000.00
Hotel.....	750.00
Meals	300.00
** Travel Subtotal.....	9,300.00

**Expenses may be less if district utilizes cost saving meetings options.

Shipping: (Federal Express to the District, materials to search coordinator, candidate information after the candidates have been selected from the screening process)..... 500.00

Ray and Associates, Inc. Estimated Expense Total:	9,800.00
Ray and Associates, Inc. Base Fee	35,500.00
Suggested Advertising Total	\$5,000.00
ESTIMATED SEARCH COST (With Advertising)	\$50,300.00

**The actual number of candidates interviewed is the Board of Education’s decision. The estimate per candidate for interview expenses is \$2,000; however, it is dependent on the candidate’s geographic location.

All expenses are estimates, based on past experiences. The Seattle Public Schools will be billed for only the actual expenses incurred.

Ray and Associates, Inc. will spend as much time as needed to conduct a successful search for the Seattle Public Schools. Please Note: Our flat fee is inclusive of all services. The only hourly rates that would apply would be for requests above and beyond this proposal and would be at the following rates:

Consultant \$125.00/hr
Executive Search Assistant \$25.00/hr

Seattle Public Schools
Contracting Services
2445 Third Avenue South
Seattle, WA 98134
Telephone: (206) 252-0566
Fax: (206) 743-3018
contractingservices@seattleschools.org

Request for Proposal No. RFP10712

Consulting Services

for

Superintendent Search

Submittal Deadline:

Date: October 30, 2017

Time: 2:00 p.m.

Instructions

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REQUEST FOR PROPOSAL NO. RFP10712

PROPOSAL CERTIFICATION FORM

TO: Diane T. Navarro, Contracting Services Manager

The undersigned provider hereby certifies as follows:

- 1. That he/she has read the Seattle School District's Request for Proposal No. RFP10712 and the following Addenda and to the best of his/her knowledge has complied with the mandatory requirements stated herein:

Addenda Number	Issue Date
_____	_____
_____	_____
_____	_____

- 2. That he/she has had the opportunity to ask questions regarding the Request for Proposal, and that if such questions have been asked; they have been answered by the District.
- 3. That the proposer's response is valid for 90 days.

Dated at _____, this _____ of _____ 2017.

_____ (Signature)	_____ (Title)
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_____ (Print Name)	_____ (Email Address)
-----------------------	--------------------------

_____ (Company Name)	_____ (Telephone Number)
-------------------------	-----------------------------

_____ (Address)	_____ (Fax Number)
--------------------	-----------------------

_____ (City)	_____ (UBI Number)
-----------------	-----------------------

(State)

(Zip)

1.0 INTRODUCTION

Seattle Public Schools (the District) is seeking consulting services from an experienced Executive Search firm to assist the District in identifying candidates for the position of Superintendent of Schools.

The Superintendent is responsible for the administration and management of a large and complex public educational system serving over 53,000 students at 104 schools and with a combined capital and operating budget exceeding one billion dollars. The seven member citywide elected Board expects the new Superintendent to continue the District's progress on the Strategic Plan, "Every Student. Every Classroom. Every Day." and help create the next Strategic Plan early in his or her tenure. The successful applicant for Superintendent will address several challenges, including chronic state underfunding, establishing a productive relationship with a new Mayor elected in November 2017, and managing system capacity in one of the fastest growing cities in the U.S.

The School Board desires to have a Superintendent selected no later than May 2018.

The term of the contract is expected to be from November 2017 to June 2018. This RFP is being issued in anticipation of approval by the School Board to hire a search firm in the first two weeks of November.

This Request for Proposal (RFP) describes the selection process and documentation required for submitting a Proposal. Any firm failing to submit their proposal in accordance with the procedures set forth in the Request for Proposal may be considered nonresponsive.

It is the intent of the District to award the project listed above to one firm.

The selection of the consultant for these services will proceed in the following manner:

- **Seattle Public Schools shall receive proposals no later than the due date and time specified in Section 2.0 of this RFP.**
- An initial screening will follow, resulting in a short-list of one or more qualified firms that will be selected for interviews (if deemed necessary).
- The District may conduct interviews (if deemed necessary) with the selected firms, in accordance with a schedule to be determined by the Selection Committee in order to select the best proposals, all factors considered.
- The District reserves the right to seek clarifications about the proposals.
- The District may award a contract based solely on the written proposals. However, the District may elect to engage in negotiations with a selected short list of vendors in order to improve the proposals and obtain the best contract(s) for the District.
- The District reserves the right to request post-proposal modifications, including best and final offers and considerations.
- The final selection will be based upon the criteria set forth in Section 6.1. The District reserves the right to negotiate with the successful firm on pricing, scheduling, or other factors.

2.0 SCHEDULE

2.1 Schedule of Activities

SCHEDULE	
Date	Selection Process
October 13, 2017	Advertisement for Request for Proposal Published. (First Notice)
October 20, 2017	Advertisement for Request for Proposal Published. (Second Notice)
October 23, 2017	Last day for Questions from Proposers by 2:00 p.m.
October 30, 2017	Proposal Due by 2:00 p.m.
Oct. 31-Nov. 3, 2017	Initial screening.
Approx. Nov. 3, 2017	Tentative Notification Sent to Selected Firm.
Approx. Nov. 3-10, 2017	Negotiation of Contract.
Approx. Nov. 15, 2017	Anticipated Board Approval and Approximate Start Date

3.0 QUESTIONS AND COMMUNICATION

All communication and/or questions shall be submitted in writing at the dates and times indicated herein to:

U.S. Mail: Diane Navarro
Contracting Services
Seattle Public Schools
M/S 22-337
P.O. Box 34165
Seattle, WA 98124-1165

Physical Location: Diane Navarro
Contracting Services
Seattle Public Schools
M/S 22-337
2445 Third Avenue S.
Seattle, WA 98134-1923

Phone: (206) 252-0566
Fax: (206) 743-3018
E-mail: contractingservices@seattleschools.org

All questions must be submitted electronically by e-mail or fax to Contracting Services by the date and time indicated in Section 2.0. Reference the RFP number in the subject of your email. The District will consider no telephone or in-person inquiries, except at the interviews for those firms making the short-list.

Answers to questions will be issued in the form of an addendum which will be provided electronically on the Builders Exchange website at [Builders Exchange of Washington](#) and on the Seattle Schools [Current Solicitations](#) website.

Proposals must be submitted electronically to Contracting Services at the above referenced email with the Request for Proposal number and the Project Title included in the subject heading of the email.

In the event that a firm attempts to contact any official, employee, or representative of Seattle Public Schools in any manner contrary to the above requirements, said firm may be disqualified for further consideration.

This prohibition does not apply to:

- Telephone calls to the District to request copies of this RFP, to confirm attendance, or request directions relative to an interview notification received from the District;
- Delivery of written questions about the proposal;
- Discussion at the interview (if deemed necessary);
- Delivery of the firm's proposal.

4.0 BACKGROUND

Seattle Public Schools (the District) is seeking consulting services from an experienced Executive Search firm to assist the District in identifying candidates for the position of Superintendent of Schools.

The School Board will develop and approve a selection process in consultation with the selected firm, including desired minimum qualifications and characteristics for the Superintendent's position.

The selected firm will report to the School Board's Executive Committee. The contact persons for the consultant will be the School Board President and General Counsel.

5.0 PROJECT INFORMATION

The Consultant shall undertake, at a minimum, the following responsibilities, and any additional responsibilities reasonably necessary to complete this work. The scope of work may include some or all of the following tasks:

- At the direction of the Executive Committee of the Board, conduct interviews with Board members, community leaders, and other members of the public and solicit input from these people to establish minimum qualifications and desired characteristics of the Superintendent;
- Based on direction from the Executive Committee of the Board, assist with the development of recommendations for position requirements, applicant qualifications, selection criteria, and the selection process;
- Advise the Board on salary/benefit package to offer;
- Advertise locally and regionally as directed;
- Targeted recruiting for applicants who can function effectively in the District's and area's culture and environment;
- Ensure that competitive applicants from diverse backgrounds apply;
- Assist in evaluation of candidates against the qualifications and desired characteristics approved by the Board to select a non-prioritized group of superior candidates for the Board to review. Information provided to the Board should include profiles of experiences, skills assessment, and professional and personal reference and background checks, including but not limited to review of references contacted and researched provided by applicants;
- Organize travel arrangements and itinerary for finalists as needed;
- Assist Board office staff in arrangements for interviews of finalist candidates; and
- Debrief and evaluate process with Board.

The District reserves the right to delete from the scope of work any or all of the scope from any of the projects listed. The District also reserves the right to modify the schedule, specific size, or scope.

6.0 SELECTION PROCESS

6.1 Method of Selection

1. The District will review all proposals and select one firm based upon the best interests of the District, all factors considered. The District reserves the right to conduct interviews with the top three firms, if deemed necessary.
2. The District intends to select a firm based upon the best interests of the District, all factors considered. Among the factors to be considered are the following:

EVALUATION CRITERIA	POINTS
Qualifications & Experience – 80%	
Firm’s experience with comparable school districts, capabilities, and availability and capacity	20
Qualifications of team members	20
Approach	15
Awareness and understanding of Seattle Public Schools strengths and challenges and Seattle’s political environment	15
References	10
Pricing – 20%	
Price of Services	20

Based on the recommendation of the Committee, the District will enter into contract negotiations with a selected firm. Upon receipt of best and final proposals, the Committee will select the best proposal, all factors considered.

Please note that the District will select the successful firm/s based on the best interests of the District, all factors considered. The District reserves the right to reject any or all proposals, waive minor irregularities and informalities, and make the awards in its best interest.

The District also reserves the right to take past performance on contracts of similar nature into account in selecting the firm.

The District reserves the right to terminate this contract at any time for any reason.

6.2 Notifications

The District will provide timely notifications to firms responding to the Request for Proposal upon selection of the recommended firm.

6.3 Seattle Schools Right to Reject

The District reserves the right to reject any and all proposals and re-advertise the RFP at any time prior to approval of the recommended firm and the negotiated agreement. All costs incurred in the preparation of the Request for Proposal process shall be borne by the proposing firm. **Proposals submitted in response to this Request for Proposal shall become the property of the District and be considered public documents under applicable Washington State laws.**

The District reserves the right to modify the scope of services as a result of the written submittals and/or interviews.

6.4 Procedures Requirements

Any firm failing to submit information in accordance with the procedures set forth herein may be considered non-responsive.

7.0 **SUBMITTAL REQUIREMENTS**

7.1 General Submittal Requirements

The submittal requirements shall be as follows:

SUBMITTAL METHOD: The proposing firm, joint venture or other form of association (“firm”) shall submit one ELECTRONIC copy of their proposal for the project sent via e-mail to contractingservices@seattleschools.org. The Subject Line of the e-mail shall note the RFP number and Project Title.

Each proposal is to be a maximum of fifteen (15) pages (8-1/2”x11”) single sided, not smaller than 12 point type.

1. The cover letter, Proposal Certification Form, table of contents, and tabs, and resumes do not count toward the page limits.
2. Project cut sheets, including photos, are included in the page limits. Submittals exceeding the page limits may be considered non-responsive.
3. **Please Note:** In preparing the firm’s submittal, the proposing firm shall clearly identify the designated person of record responsible for any referenced project. If the proposing firm is representing an individual’s experience while employed at another firm, the firm of record for the project and the individual’s role shall be clearly identified.

7.2 Contents of the Proposal

1. Signed Proposal Certification Form (page 3 of the RFP). This does not count towards the page limit.

2. Table of contents (maximum 1 page).
3. Separate section with a tab: Executive Summary (maximum one page).
 - a. Provide a summary highlighting the firm's qualifications and special expertise to provide the services requested in the Request for Proposal.
4. Separate section with a tab: Company Profile and Qualifications of Team Members.
 - a. Identification of firm (or firms, if a joint venture or association) including address, telephone number, email address and date firm(s) were established.
 - b. Areas of specialization of the firm.
 - c. Provide total size and breakdown of firm personnel by category (e.g., principals, project managers, schedulers, clerical and other support staff). A firm organizational chart would be useful.
 - d. Briefly discuss how you propose to organize your team to accomplish the work. Please identify the primary team members who would lead this project and their qualifications. Identify each of the key players and define their roles and responsibilities. Describe each of the individual key team members' relevant professional experience, certification and education in resume form. Identify projects, date, position and firm with which individual was employed at the time services were performed.
5. Separate section with a tab: Awareness and Understanding of Seattle and Seattle Public Schools.
 - a. Please include your firm's and team's experience working in the Pacific Northwest, and describe your familiarity with the unique characteristics, culture, and opportunities of Seattle and the District.
6. Separate section with a tab: Project Approach.
 - a. Describe how you would approach this project, with a timetable and description of major activities. Include examples of different approaches and amounts/levels of community engagement you have used in other searches and your recommendation for our search. Please also explain how you handle/conduct background checks.
7. Separate section with a tab: Experience, Capabilities, and Availability & Capacity.
 - a. Include your firm's experience working for comparable urban districts (and specifically districts of comparable size), your firm's capabilities, and your availability and capacity to complete this project.
8. Separate section with a tab: References.
 - a. Provide the client name, address, email address, and client's project representative and telephone number for the firm's three most recent projects that most closely relate to the firm's qualifications for this project. If a joint venture or other form of association, provide reference information for each member firm.

9. Separate section with a tab: Pricing.
- a. Briefly discuss proposed pricing structure for the listed services, listing categories of individuals, present hourly rates, type of reimbursable costs, etc. The submittal must include information for hourly pricing.
 - b. The District anticipates awarding a contract on a time and materials basis, by hourly rates, to a fixed contract amount.
 - c. Please also include costs for reimbursable and direct expenses, such as supplies, postage, couriers, etc. Please include information about any planned use of technology and/or cost-saving measures (e.g. teleconferencing).
 - i. The District reimburses at the per diem rate as established by the U.S. General Services Administration (GSA) for Seattle, WA. For additional information on per diem rates, visit GSA's website at <http://www.gsa.gov/portal/category/104711>.
 - d. Please note that pricing should be based upon previous experience on projects completed and the services outlined in the RFP.

8.0 CONTRACT AND CONTRACTING PROVISIONS

8.1 Standard Form of Contract

The District's Contract for Consulting Services is included as Attachment 1. The proposal should include any comments or requested changes. **Please note: The District reserves the right to reject any firm that is not willing to accept the District's terms and conditions as noted in the standard form of contract.**

8.2 Additional Contract Document Requirements

The selected firm shall be required to provide the following documents to the District prior to execution of the contract:

- W-9 Form
- Washington State Business License
- Certificate of Insurance, including endorsement pages, with the following limits:

workers' compensation	statutory
employer's liability (stop gap)	\$1,000,000 each accident \$1,000,000 disease-policy limit \$1,000,000 each employee
commercial general liability	(per occurrence/aggregate)
bodily injury and property damage	\$1,000,000/\$2,000,000
personal and advertising injury	\$1,000,000/\$2,000,000
products and completed operations	\$1,000,000/\$2,000,000
fire legal liability	\$100,000
automobile liability (owned, non-owned, leased or hired)	\$1,000,000 per occurrence
umbrella/excess coverage	\$2,000,000 per occurrence
professional liability	\$1,000,000 each occurrence

8.3 Protest Procedures

1. Any actual or prospective Vendor who is aggrieved in connection with the solicitation or award of this contract may protest to the District in accordance with the procedures set forth herein. Protests based on the terms in this Request for Proposal, which are apparent prior to the date established for submitting the proposal must be received seven (7) days prior to the submittal deadline. Protests based on other events must be received within three (3) working days after the aggrieved person knows, or should have known, of the facts and circumstances upon which the protest is based; provided, however, that in no event shall a protest be considered if all proposals are rejected or if the protest is received after the award for this contract.
2. In order to be considered, a protest shall be in writing and shall include: the name and address of the aggrieved person; the contract title under which the protest is submitted; a detailed description of the specific grounds for protest and any supporting documentation; and the specific ruling or relief requested. The written protest shall be mailed to:

JoLynn Berge
Assistant Superintendent for Business and Finance
Seattle School District No.1
MS 33-300
P.O. Box 34165
Seattle, WA 98124

Or delivered to:

JoLynn Berge
Assistant Superintendent for Business and Finance
Seattle School District No.1
MS 33-300
2445 3rd Avenue South
Seattle, WA 98134

And shall be labeled: "Protest"

3. Upon receipt of a written protest, the District shall promptly consider the protest. The District may give notice of the protest and its basis to other persons, including Proposers involved in or affected by the protest; such other persons may be given an opportunity to submit their views and relevant information. If the protest is not resolved by mutual agreement of the aggrieved person and the District, the District will promptly issue a decision in writing stating the reasons for the action taken. A copy of the decision shall be mailed by certified mail, return receipt requested, or otherwise promptly furnished to the aggrieved person and any other interested parties. The District decision may be appealed to the Superintendent by written notice together with all supportive evidence, received at the address set forth in paragraph 2, not more than two (2) working days after receipt of the decision. The Superintendent's decision shall be final and conclusive.

4. Strict compliance with the protest procedures set forth herein is essential in furtherance of the public interest. Any aggrieved party that fails to comply strictly with these protest procedures is deemed, by such failure, to have waived and relinquished forever any right or claim with respect to alleged irregularities in connection with the solicitation or award. No person or party may pursue any action in court challenging the solicitation or award of this contract without first exhausting the administrative procedures specified herein and receiving the District's final decision.
5. Any Proposer submitting a proposal shall be deemed to have accepted these procedures.

End of Request for Proposal

Attachment 1:

Sample Contract for Consulting Services

Attachments are available to view at [Builders Exchange of Washington](#)