

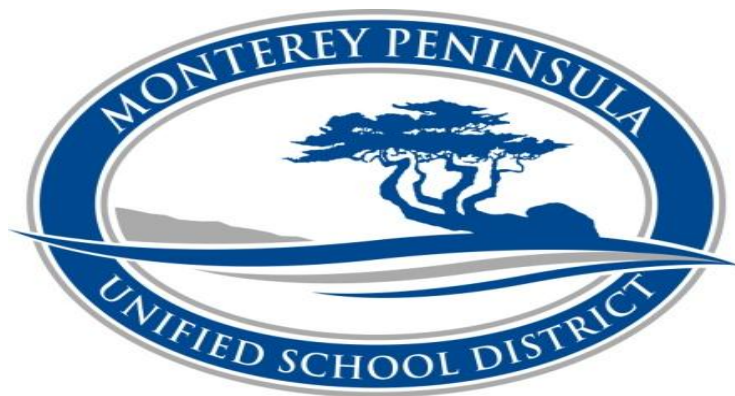
**REQUEST FOR PROPOSAL
SELECTION OF EXECUTIVE SEARCH FIRM
FOR THE
MONTEREY PENINSULA UNIFIED SCHOOL DISTRICT**

Monterey Peninsula Unified School District is seeking proposals from qualified executive search firms to assist the Governing Board in a community-based collaborative process for the recruitment and selection of the District Superintendent.

Qualified search firms are invited to submit a sealed, written original proposal, plus seven (7) copies of said proposal that meet the requirements described herein no later than 4:00 p.m., Wednesday, January 16, 2013. Proposals will be reviewed by the Board of Education and interviews conducted between on Wednesday, January 30th. Please submit proposals to the following address:

Judy Durand
Executive Director of Human Resources
and Risk Management
Monterey Peninsula Unified School District
700 Pacific Street
Monterey, CA 93940
Phone 831-645-1272 * Fax 831-645-1287

This request for proposal does not commit Monterey Peninsula Unified School District to award a contract or pay any costs incurred in the preparation of a proposal responsive to this request. The District reserves the right to accept the proposal that it considers to be in the best interest of the District.



Instructions to Bidders

I. General Instructions

A. Submittal of Proposals

Proposals should be verified before submission, since proposals may not be withdrawn after opening. No proposal may be corrected, altered or signed after being publicly opened. The District will not be responsible for errors or omissions on the part of the firm in preparation of a proposal. The District reserves the right to reject any and all proposals, or to waive any irregularities or informalities in the proposals.

B. Signatures

All proposals must include a signature of an authorized officer of the firm submitting the proposal.

C. Disqualified Proposals

Any proposal received after the scheduled time of opening or with insufficient postage shall be refused and returned to the firm unopened.

D. Withdrawal of Proposals

Organizations may withdraw their proposal, either personally or by written request, at any time prior to the scheduled closing time for receipt of proposals.

E. Breakdown of Costs

All proposals submitted must include a breakdown of costs identified in Section IV G.

F. Copies of Proposals

Each proposal submitted must include an original plus seven (7) copies of the original.

G. Contacts

Questions regarding this proposal should be directed to:

Judy Durand
Executive Director of Human Resources
and Risk Management
Monterey Peninsula Unified School District
700 Pacific Street
Monterey, CA 93940
jdurand@mpusd.k12.ca.us
Phone 831-645-1272 * Fax 831-645-1287

H. Rights of the District

The District reserves the right to incorporate standard contract provisions into any contract negotiated as a result of the proposal submitted in response to this request.

II. General Information

A. Description of the Community

The District is located in the central coastal portion of Monterey County.

B. District Demographics

- Established in 1966
- Encompasses approximately 67 square miles
- Serves the communities of Monterey, Seaside, Marina, Fort Ord, Del Rey Oaks, Sand City,
- a portion of Pebble Beach, and unincorporated Monterey County
- Operates 18 schools in addition to community day schools and adult schools
 - 11 elementary schools
 - 3 middle schools
 - 3 comprehensive high schools
 - 1 alternative high school
- Governed by seven-member Board of Trustees
- Estimated District population of 86,693
- 2012-13 enrollment of 10,302

C. Profile of Governing Board Members

The District is governed by a Board of Trustees elected from three trustee areas. Two members from Trustee Area 1 serve Marina, and part of the unincorporated Fort Ord; three members from Trustee Area 2 serve the cities of Del Rey Oaks, Seaside, Sand City, and a small part of Monterey; and two members from Trustee Area 3 serve most of Monterey, and the remainder of MPUSD. The seven members are elected to four-year terms. The current Governing Board of the Monterey Peninsula Unified School District is comprised of the following members:

PROFILE OF THE BOARD OF TRUSTEES

Mr. Curt Parker, President

- Trustee Area I
- Board Member since December 2009
- Retired Teacher/Principal
- Long-time resident of the District
- Term expires 2013

Mr. Jon Hill, Clerk Vice-President

- Trustee Area 3
- Board Member since December 2011
- Former Teacher/Principal/Superintendent
- Human Resources Analyst: County of Monterey
- Term expires 2015

Ms. Debra Gramespacher, Member

- Trustee Area 2
- Board Member since December 2007
- Engineer
- Term expires 2015

Dr. Bettye Lusk, Member

- Trustee Area 2
- Board Member since December 2009
- Retired Teacher/Principal
- Long-time resident of the District
- Term expires 2013

Ms. Diane Creasey, Member

- Trustee Area I
- Board Member since December 2011
- Critical Care Nurse for 28 years
- Term expires 2015

Ms. Helen Rucker

- Trustee Area 2
- Board Member since December 2009
- Worked in public schools for 37 years
- Long-time resident of the District
- Term expires 2013

Ms. Regena Lauterbach

- Trustee Area 3
- Board Member since December 2001
- Retired Teacher
- Long-time resident of the District
- Term expires 2013

Mission Statement and Beliefs

The Governing Board has adopted the following mission statement and beliefs for the Monterey Peninsula Unified School District:

Mission Statement:

Through dynamic, engaging learning experiences and collaborative partnerships within our diverse Coastal community, the Monterey Peninsula Unified School District ensures that each student will attain the intellectual, social and personal knowledge to passionately seek the challenges of the future.

Beliefs:

- We believe that all people have inherent value.
- We believe that respect and dignity are basic human needs.
- We believe that expectations and beliefs significantly influence performance.
- We believe that supportive and caring relationships are essential to community.
- We believe that honesty, responsibility and trust are essential for a healthy community.
- We believe that we need to celebrate success.
- We believe that we will succeed!

D. Special Academic Excellence Programs and Accomplishments**Federal Title I School Improvement Grant**

- The District was awarded \$16 million in federal funds to support the District's successful execution of a turnaround and reform model based on best practices

- The California Department of Education awarded the District a score of 100/100 in its application

Overall progress in academic achievement

- Academic Performance Index (API)
 - Overall growth of 7 points in the API
 - Majority of District schools have increased their annual API
 - 50% of District elementary schools approached or exceeded the statewide API target of 800
 - 27% of District elementary schools made significant gains, an average of 28 points in the API
- No Child Left Behind (NCLB)
 - Reaching NCLB targets and closing the achievement gap
- California English Language Development Test (CELDT)
 - Highest gains for English learners in Monterey County
- California High School Exit Examination (CAHSEE)
 - Exceeded the passage rates on the CAHSEE compared to the County average
- The California Business for Education Excellence (CBEE) Foundation and Just for the Kids - California (JFTK-CA) has recognized two of the District's schools as Scholar Schools
 - Scholar Schools are recognized by California's business community for having demonstrated consistently high student academic achievement: International School of Monterey and La Mesa Elementary
- All high schools are Western Associated Schools and Colleges (WASC) accredited
- Seaside Middle and Seaside High are pilot schools for 21st Century Technology and Learning Classrooms
 - Increased efficiency
 - Successful re-alignment and consolidation of the District's articulation feeder patterns by learning community to ensure consistent grade level configurations (K-5, 6-8, 9-12)
 - Successful implementation of new State-approved curriculum and assessments that fully align to State Standards

E. Community Support

The District successfully passed its first general obligation bond measure in November 2010

- \$110 million bond measure passed with 71.5% affirmative vote – 55% approval required

Strong partnership agreements with California State University, Monterey Bay (CSUMB), University of California, Santa Cruz (UCSC) and Monterey Peninsula College (MPC)

- CSUMB provides ongoing support in a variety of programs through professional development funding

- Estimated grant amount of \$600,000
- UCSC collaborative Federal grant of \$1.2 million for professional development and \$5 million in programs and services for secondary students

The Monterey community raised over \$700,000 for the Monterey High athletic field in 2007-08

The District is currently applying to receive ARRA funding through Race to the Top

- if awarded, would provide \$20 to \$30 million in funds over a 4-year period

The Monterey Peninsula Foundation and Imagine College/Dare to Dream have supported the District since 2002 in efforts to create and sustain a culture of high expectations with a focus on preparing students to attend college

Monterey Peninsula Foundation

Philanthropic organization dedicated to raising funds through charitable organizations to enhance the quality of life for the residents of Monterey County in the areas of arts and culture, community and environment, education, health and human services, and youth

Proceeds from AT&T Golf Tournament

Imagine College

Invests resources to provide teachers with quality professional development and coaching support, intervention curriculum in English language and mathematics

Provides students graduating from Seaside High with a \$4,000 scholarship if they meet basic criteria to be accepted to a four-year college or university and (ii) attend the summer scholar institute at CSUMB

Approximately \$200,000 in scholarships annually

The District receives substantial donations from the local community. Below are estimated annual donations received since 2010:

- Monterey County Childrens: \$390,000
- UCSC: \$398,000
- PTA (various): \$190,000
- Chapman Foundation: \$110,000
- Friends of MAOS: \$107,000

- Pebble Beach Co. U.S. OPEN: \$100,000 (1)
- Clark CARES Foundation: \$75,000 (1)
- MCOE BTSA: \$71,000
- CHOMP Grant: \$60,000
- Community Partnership for Youth: \$10,000

- Wells Fargo: \$12,615 (1)
- Lifetouch: \$11,000
- Monterey Peninsula Foundation: \$10,000
- Big Sur International: \$3,750 (1)
- Education Foundation: \$3,000
- Washington Mutual/CHASE: \$2,079 (1)
- Community Foundation: \$2,100
- Monterey Peninsula Volunteers: \$1,000
- Rotary Foundation: \$1,000

III. Scope of Executive Search Services

A. Contractual Term

It is the intent of the District to secure an agreement with a qualified executive search firm for a limited duration required to recruit, select and secure the services of a District Superintendent. In an effort to expedite the process, the Board intends to award the contract to the successful search firm at its January 30, 2013 regularly scheduled meeting. It is the expectation that the successful firm will begin the recruitment/selection process immediately thereafter.

B. District Expectation

It is the intent of the School District to select an experienced, highly qualified educational leader who will provide exemplary leadership to the School District beginning no later than July 1, 2013. It is the District's expectation that an executive search firm will assist the Governing Board in the successful recruitment, review and selection of the most highly qualified and suitable candidate.

C. Search Requirements

The following minimum services will be required of the firm awarded the District's executive search contract:

1. Assist the Board, including making recommendations, in developing a comprehensive plan for the District Superintendent recruitment/selection process. Included in this plan will be the necessary steps to fully prepare the executive search firm for identifying and meeting the requirements of the District, as well as preparing the Governing Board for this process.
2. Assist in researching comparable and competitive superintendent salary and benefit packages for consideration in the development of the superintendent's contract.
3. Assist in facilitating a Board-directed selection process.
4. Assist in facilitating community and staff input in the selection process.
5. Provide for the active recruitment of a highly qualified candidate pool.
6. Assist the Board in determining how the evaluation of applicant materials will be conducted.
7. Provide a process for the securing of reliable information on candidates.
8. Assist the Board in developing a screening process which will ensure the most qualified and suitable candidates are included in the "core" pool.
9. Work with the Board to establish a realistic, but aggressive, timeline for the selection process.
10. Provide all necessary training to Board and panel members involved in the selection process.
11. Assist the Board in organizing and conducting the interview of selected candidates.
12. Notify all candidates of necessary status reports regarding the selection process.
13. Provide necessary communication with local media, as directed by the Governing Board, to inform the community of the selection process and status.

14. Provide regular status reports to the Governing Board regarding the recruitment and selection process.
15. Assist in “closing” the search.

IV. Proposal Requirements

A. Verification

Each firm must verify that all minimum requirements listed in Section III will be met.

B. Issues to Address in Proposal

Each proposal must address the following issues:

1. A specific sample plan the executive search firm will prepare in determining what factors are considered in establishing the recruitment and selection process.
2. Provide a sample realistic timeline of recruitment, review and selection process.
3. Provide a sample program and process you would recommend which will ensure recruitment of the most capable candidates.
4. Describe in detail the process you would use in the evaluation of the applicant materials.
5. Identify possible methods which would ensure that a cross representation of community members and employees are involved in assisting the selection process.
6. Provide a plan which could be used to identify the “core” pool of candidates.
7. Identify any intangibles which must be considered in the selection process.
8. Describe how your executive search firm will assist in closing the search, including the final appointment of the superintendent.

C. Resumes

Enclose resumes outlining the knowledge and experience of the firm and its personnel, including the assigned executive search firm team who would be responsible for MPUSD’s superintendent search. Included in this area should be the current case load assigned to those personnel identified for inclusion in the search process.

D. References

Identify no less than five professional references and letters of recommendation for similar executive search recruitments. It is highly advantageous that these references involve the selection of school district superintendents or commensurate positions.

E. Average Cost of Similar Searches

Provide an average cost of similar searches for which the executive search firm has been responsible.

F. Sample Contract

Provide a sample engagement contract for securing services with your executive search firm.

G. Fee Structure

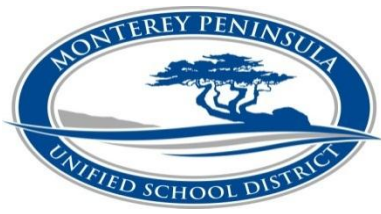
All fees and costs associated with the recruitment and selection process must be outlined.

Include a detailed summary of costs in the following areas:

1. Base Fee: Describe a full list of services and costs for your Base Fee.
2. Expenses: Outline what constitutes “expenses” and the cost of said expense.
3. Miscellaneous Expense: Describe any miscellaneous fee expenses not identified above.
4. Total Cost: Provide a total NOT TO EXCEED COST fee for all services and expense areas outline above.

H. Signature/Response Form

It will be necessary for each firm to fully complete the attached Signature Response and include one (1) original with this proposal.



REQUEST FOR PROPOSAL
FOR THE RECRUITMENT AND SELECTION
OF THE
DISTRICT SUPERINTENDENT

SIGNATURE/RESPONSE FORM

Company Name

Address

City

State

Zip

Telephone

Fax No.

Email

Contact Person (Please Print)

The undersigned hereby agrees, as the principal of _____,
to provide the services outlined herein in this response to the District's request for
proposal for the selection of an executive search firm at the proposed cost included in
the response.

Date

Authorized Signature, Title

Request for Proposal

To Provide Superintendent Search Services

for

Hollister School District
2690 Cienega Road
Hollister, CA 95023
(831) 630-6300

January 15, 2016

Purpose

The Board of Education of Hollister School District (HSD) seeks a qualified consultant to provide assistance with the identification, recruitment, and screening of candidates for the position of Superintendent of HSD. The position is to begin July 1, 2016. The successful contractor will work under the direction of the Board of Education in close coordination with the Superintendent.

Background

Located in San Benito County on the southern edge of the San Jose metropolitan area and forty miles east of Monterey, Hollister School District is a K-8 district that serves approximately 5,350 students, and their families. The district includes the City of Hollister and unincorporated areas, serves an ethnically and socioeconomically diverse population, and has an Unduplicated Pupil Percentage of approximately 69%. Its overall budget for 2015-2016 is in excess of \$54M.

Selection Criteria

The Board of Education has identified the following primary criteria that prospective consultants should address in their proposals:

- A. Capacity for Community Engagement:** Prospective consultants should describe the types of strategies they have implemented with previous clients to maximize community engagement in the Superintendent recruitment process and the types of community engagement strategies they would recommend for HSD.
- B. Capacity for Active/Personalized Recruitment:** Proposals should describe the strategies the consultant would execute to recruit high-quality candidates. Proposals should detail both passive strategies (advertisements, internet, mailings, etc.) and active personal contact with prospective candidates. In relation to active recruitment of candidates, without providing the names of specific individuals, consultants should describe their existing relationships with and knowledge of appropriate candidates (for example, candidates who are currently superintendents of other school districts).
- C. Experience in California and with School Districts with Diverse Populations:** Proposals should provide a description of the consultant's successful experience assisting school districts in California having diverse populations.
- D. Experience and Qualifications of Personnel:** Prospective consultants should detail in their proposals the qualifications of personnel who will actually be assigned to HSD and the scope of services they will provide. While the Board is interested in the overall capacity of, and back-up support provided by, the consulting organization, proposals should specify the actual personnel who will work with HSD, their qualifications, and experience.
- E. Methodology:** Proposals should detail, in broad terms, the step-by-step methodology and approximate timelines the consultant would propose utilizing in HSD to assist the Board to recruit and hire a new superintendent. The methodological description should detail how the consultant would keep the Board informed, and how it would include the Board in its activities.

- F. References:** Please provide a minimum of five references, including the contact person's name, organization, address, phone number and email if available. References should have the ability to discuss at least one of the above criteria.
- G. Cost:** Consultants should provide a firm price proposal for the complete superintendent search consulting services, and must list any expenses that will be the responsibility of HSD.

Proposal Format and Submission

A. Timeline for this RFP:

January 15, 2016	RFP mailed and emailed to prospective search firms known to the District. RFP posted on the District's website.
January 28, 2016	Last day for questions from companies no later than 3:00 PM local time.
January 29, 2016	Responses to RFP due at 3:00 PM local time.
February 2, 2016	Initial screening of proposals and selection of finalists in a manner to be determined by the Board. Notification of selected finalists sent by email.
February 9, 2016	Presentations and Interviews – a 20-30 minute presentation plus time for questions, at a public board meeting beginning at 5:00 PM.
February 23, 2016	Board approval of consultant

B. Submission

Please deliver proposals in a sealed envelope with the name of the proposing party on the outside to:

Elizabeth Martinez, President, Board of Trustees
Hollister School District
2690 Cienega Road
Hollister, CA 95023

C. Copies

Please submit 6 copies of the proposal, at least one of which should be unbound and suitable for reproduction (single-sided).

D. Format

- Provide on a cover page the name and full contact information of the person(s) authorized to provide further information and to negotiate with HSD in relation to both services and costs.
- The narrative portion of the proposal, responding to the Selection Criteria A-E detailed above (not including references), should be limited to five pages in a format of the consultant's choosing.
- List the references on a separate page, providing full contact information for each reference.
- The cost portion of the proposal should be limited to two pages.
- Attachments providing any additional relevant information may be provided up to a maximum of 20 pages.

E. Selection Process and Inquiries

Inquiries should be directed to Dr. Gary McIntire, Superintendent, at (831) 630-6300. The selected consultant will be invited to enter into a formal agreement for services with the District.

F. Limitations

All costs for preparation and presentation of proposals, including but not limited to travel and time spent for interviewing, shall be borne by the party making the proposal.

G. Insurance

HSD will require evidence of insurance, both comprehensive and general commercial and automobile liability, with each policy having a minimum limit of coverage of one million dollars per occurrence and list HSD as an additional insured. Evidence of workers' compensation insurance will also be required.

H. Award of Contract

The District reserves the right to reject any and all proposals, to contract work with whomever and in whatever manner the District decides, to abandon the work entirely and to waive any informality or non-substantive irregularity in the best interest of the District.



GOVERNING BOARD OF OAKLAND UNIFIED SCHOOL DISTRICT

Request For Statement of Qualifications and Proposals For Executive Search Firm for Superintendent of Schools Search

Deadline: 2 P.M., October 7, 2013

**The Oakland Unified School District
Request For Statement of
Qualifications and
Proposals For
Executive Search Firm for Superintendent Search**

The Oakland Unified School District (the "District") invites proposals from qualified consulting firms to provide Executive Search Consultant Services for the position of Superintendent of Schools. The Board of Education of the District (the "Board") intends to engage the selected firm for the period of time necessary to select by early March 2014, and appoint the best qualified candidate for a term to begin on July 1, 2014. The successful bidder will be expected to develop and implement a search plan in accordance with the proposal requirements described herein, including a) supporting the Board in developing the criteria and qualifications for selecting a superintendent; b) facilitating the process for community input and engagement; c) generating interest on the part of potential candidates through a comprehensive State and national outreach; d) coordinating the interview process; e) assisting the Board in narrowing down the list of finalists; f) handling the logistics of the search process; g) assisting the Board in developing an appropriate compensation package for the Superintendent; and h) other Superintendent search related assistance the Board may require.

All Statements of Qualifications and Proposals must be received on or before October 7, 2013, no later than 2:00 p.m. Final determination/award: October 23, 2013 at the District Board of Education meeting.

SCHEDULE – KEY DATES

1. RFP mailed: September 17, 2013.
2. Pre-bid conference: September 23, 2013 at 11:00 a.m. at 1000 Broadway, Suite 398; Call in # (866) 213-1962; Access Code: 5880610
3. **Proposals Responses due: October 7, 2013 at 2:00 p.m.**
4. Interviews by Board of Education: October 16, 2013
5. Finalist selected by the Board of Education: October 23, 2013 (Board of Education meeting)
6. Contract(s) Start Date: October 24, 2013

This solicitation shall not be construed in any manner to be an obligation by the District to enter into an agreement with any proposer.

The District reserves the right to reject any or all proposals. The District may negotiate the terms of the contract with the selected Contractor prior to entering into a contract.

The District reserves the right to revise in part this RFP. If the District cancels or revises this RFP, all respondents will be notified by addenda. The District also reserves the right to extend the date responses are due.

Proposals and any other information submitted in response to this RFP shall become the property of the District. Notwithstanding any indication by Responder of confidential contents, and with the exception of bona fide confidential information, contents of proposals are public documents subject to disclosure under the California Public Records Act after award.

The District will not provide compensation to Responders for any expenses incurred by Responders for proposal preparation or for any demonstration that may be made. Contractors submit proposals at their own risk and expense.

All requests for information concerning this RFP must be directed to Edgar Rakestraw, Jr. for Oakland Unified School District, email: Edgar.Rakestraw@ousd.k12.ca.us

Oakland Unified School District
Office of the Superintendent of Schools
Attention: Edgar Rakestraw, Jr.
1000 Broadway, Suite 680
Oakland, CA 94607

Proposers are not to contact District staff (except Edgar Rakestraw, Jr.) or members of the Board of Education about this RFP or the selection process. Any Proposers who violate this request will be disqualified from further consideration.

I. GENERAL INFORMATION ABOUT THE DISTRICT

Current District Operations and State Trustee

During the 2013-14 school year, the District operates 50 elementary schools, 14 middle schools, serving grades 6-8, 4 elementary/middle schools serving grades K- 8, 6 comprehensive senior high schools, serving grades 9 - 12, 2 middle/high schools serving grades 6 – 12, one alternative middle school, six alternative high schools, one continuation school serving grades 9-12, one alternative high school independent study program, one community day school, and one special education school. As of July 1, 2013, the beginning of the 2013-14 school year, 33 charter schools operated within the District. Excluding the students in the charter schools, approximately 36,000 students are served in grades Kindergarten through 12. The District employs 4,359 employees, including certificated (credentialed teaching), classified (non-teaching) and management. The District's fiscal year 2013-14 general fund budget anticipates expenditures of approximately \$393.8 million.

From May 30, 2003 to June 29, 2009, all or a portion of the of the District's operations were governed by a State Administrator (the "State Administrator") appointed by the State Superintendent of Public Instruction (the "State Superintendent") pursuant to special state legislation ("S.B. 39") enacted in response to the District's request for emergency financial

assistance from the State during the 2002-03 fiscal year. On June 30, 2009, the District Board of Education regained full local control. Upon the return of local control to the Board of Education, the State Superintendent appointed a trustee for the District (the "State Trustee"). The State Trustee serves at the pleasure of, and reports directly to, the State Superintendent, until (1) the Emergency Apportionment Loan is repaid, (2) the District has adequate fiscal systems and controls in place, and (3) the State Superintendent has determined that the District's future compliance with the Recovery Plan is probable. The State Trustee is empowered to stay or rescind any action of the Board of Education that, in the judgment of the State Trustee, may affect the financial condition of the District. Carlene Naylor currently serves as the State Trustee. Ms. Naylor worked as Associate Superintendent for the Alameda County Office of Education from 2004 - 2010.

The District has a robust school modernization program. In November 2012, 85% of the voters of Oakland approved the most recent general obligation bond to continue capital improvements in District schools. In addition, in August 2013, the Board of Education approved the District's first Asset Management Plan which aligns the use of District's facilities with the District's Strategic Plan.

New Agreement with the Oakland Teachers Association ("OEA")

In early June 2013, the District and OEA reached an agreement without impasse, mediation or arbitration. The essential terms of the OEA agreement are: 1) 2.35% one-time for all members, including substitutes; 2) 1.5% ongoing increase for all members, including substitutes; 3) 0.5% ongoing increase for all members, including substitutes (contingent on \$7 million in additional ongoing unrestricted State funds usable for general salary increase); 4) Full Service Community Schools MOU which creates the frame to reach agreement on increased school site flexibility to meet needs of their community; and 5) establishment of Evaluation Pilot MOU, which provides an opportunity for schools to pilot an alternative teacher evaluation system.

District Strategic Plan

In June of 2011, the Board of Education adopted a five year strategic plan with five major goals: (1) providing safe, healthy and supportive schools, (2) preparing students for success in college and careers, (3) delivering high quality and effective instruction, (4) becoming a full service community District, and (5) holding the District accountable for quality.

This five year strategic plan is embodied in District's "Community Schools, Thriving Students" vision, a plan to ensure that every student attends a safe, healthy and supportive school and receives high-quality instruction. The Board is committed to continuing implementation of the strategic plan.

Local Control Funding Formula

After years of deep cuts to public education and deferred payments, California's passage of the Local Control Funding Formula ("LCFF") provides more stability and predictability of State funding to the District. LCFF replaces the existing revenue limit funding system and most categorical funding and distributes resources to school Districts through a base funding grant

per unit of daily attendance (“ADA”), with additional supplemental funding to Districts, such as Oakland, with large populations of English language learners, students from low-income families and foster youth beginning in fiscal year 2013-14. LCFF will be implemented over eight years. Because of the District’s high concentration of English language learners, students from low-income families and foster youth, the District anticipates an increase of approximately \$12 million dollars in State funding for 2013-14.

CORE-- No Child Left Behind Waiver

In 2011, ten California districts, including Oakland, formed the [California Office to Reform Education \(“CORE”\)](#) seeking to improve student achievement by fostering a highly productive collaboration among member districts. Oakland, in collaboration with seven of these districts, has recently won federal approval for a waiver from [No Child Left Behind](#), the law that ties federal funding to yearly improvements in standardized tests (“CORE Waiver”). . Instead of focusing solely on improvements in standardized tests, under the CORE waiver, Oakland will be evaluated on a range of criteria, including graduation rates, school attendance gains, decreasing disproportionality and inequities among racial and demographic groups, and students’ social and emotional well-being, in addition to standardized test scores.

The CORE waiver was built around Common Core curriculum — a new kindergarten-through-12th-grade curriculum that is being implemented in California and many other states that focuses on critical thinking and problem solving, and places less emphasis on rote learning of facts.

The CORE waiver and implementation of the Common Core Curriculum will allow the District to fully implement its “Thriving Students” strategic plan, and not lose out on federal money solely if across-the-board test scores do not reach specific milestones.

Superintendent Transition

At the end of the 2012-13 school year, the District said farewell to Dr. Tony Smith, who ably led the District for four years. Dr. Smith resigned because of family illness and to move to Chicago with his family. Dr. Smith articulated a clear vision for a Full Service Community School District and a plan for implementation that is embodied in the five year plan: *Community Schools, Thriving Students*. The Board of Education appointed Dr. Gary Yee as the Acting Superintendent of Schools for the 2013-14 year. His official tenure began on July 1, 2013. Dr. Yee and the Board have expressed their commitment to continuing the implementation of the five-year strategic plan.

During the last months of Dr. Smith’s tenure, Dr. Yee worked with the Superintendent and the District’s executive leadership team with the expressed goal of providing a smooth transition.

In addition, the Board of Education has established clear expectations for Dr. Yee through its Superintendent Work Plan for 2013-14. The work plan’s highlights include:

1. Improved student achievement and reduced disproportionality, especially in high schools and our priority schools
2. Implementation of a Quality Improvement Plan for Special Education

3. Improved system-wide operational expectations
4. Implementation of the Board policy on Asset Management
5. Implement improved Board-Superintendent communications protocols.

In achieving the goals of the Work Plan, Dr. Yee's additional operational goals for 2013-14 school year include:

1. Full staffing of schools
2. Transition from temporary quarters for the Central Office administrative team to temporary, but more centrally-located offices at 1000 Broadway, Oakland
3. Adoption of an Asset Management Plan that includes recommendations on facilities utilization
4. Implementation of our School Quality Review process
5. Commitment to build upon excellent work with the District's employee unions that led to the 2012-13 collective bargaining agreements and pilot program agreements with teachers and principals.

We encourage you to explore our website at: <http://www.ousd.k12.ca.us> and <http://www.thrivingstudents.org> for more information about the District.

II. QUALIFICATIONS

The selected firm must have experience in conducting a successful search (selection of a candidate and acceptance of a position, as facilitated by your firm) for a Superintendent of Schools for an urban K-12 school district with at least 20,000 students and which has authorized Charter Schools. If a firm does not have such experience or does not submit information in the proposal regarding this qualification, the proposal may be deemed non-responsive and may be eliminated from further consideration.

III. SCOPE OF SERVICES

The basic scope of services shall include the following:

- a. Conduct all aspects of the recruitment process as directed by the Board.
- b. Review position requirements and interview, survey and conduct focus groups to solicit opinions from Board members, senior District staff, elected officials and various District stakeholders to help define the leadership attributes and leadership profile needed in a superintendent.
- c. Work with staff and the Board to develop a plan and timeline for the search that includes community involvement while balancing the need for confidentiality of applicants.
- d. Meet with Board and with individual Board members to assess Board priorities, goals, and objectives in order to assist the Board in determining and articulating criteria and qualifications necessary for selecting a Superintendent of Schools.
- e. Develop and implement a plan to provide and facilitate community input and engagement regarding desired superintendent skills, characteristics, and qualifications. Such a plan which may include focus groups, surveys and large community meetings, must include all

school system stakeholders, including parents and parent organizations, employees, the business community, District partners, and key elected officials.

- f. Prepare and distribute materials (e.g. leadership profile, survey results) as necessary to advertise position.
- g. Assist the Board in developing an appropriate compensation package for the Superintendent that facilitates a successful recruitment effort.
- h. Advertise nationally, statewide and in the Bay Area and recruit qualified candidates.
- i. Screen all applications using criteria to be developed with the Board (but provide summary of all candidates to the Board.)
- J. Conduct appropriate background checks and interviews of qualified applicants and include the results as part of the information provided to the Board for those recommended for consideration by Board.
- k. Coordinate and facilitate the interview process.
- l. Evaluate and rank the qualified applicants in accordance with criteria developed in conjunction with the Board.
- m. Maintain strict confidentiality throughout the search process as directed by the Board.
- n. Prepare reports and recommendations to the Board, as requested at intervals established by the Board.
- o. Provide any other assistance to the Board as necessary to facilitate its final selection of a superintendent for a term to begin on July 1, 2014.
- p. Assist the Board in developing a transition plan, including some overlap between Dr. Yee and the new Superintendent.

IV. SUBMITTAL INSTRUCTIONS

The statement of qualifications and proposal must be returned in ***sealed and properly identified envelopes or packages*** to:

Oakland Unified School District
Office of the Superintendent of Schools
Attention: Edgar Rakestraw, Jr.
1000 Broadway, Suite 680
Oakland, CA 94607

V. SUBMISSION GUIDELINES

Proposals shall be submitted in the same order as the RFP. Proposals must contain all required information to be considered responsive. Vendors may request an electronic copy of the word document in order to complete their response.

One (1) original and ten (10) copies and one (1) electronic version on CD of responses must be sent by mail, courier or hand-delivery and shall be in binders with tabs identifying each section. A table of contents should be included and all pages numbered as referenced in the

Table of Contents. No faxes of proposals will be accepted. Proposals are to be received no later than 2:00p.m., on October 7, 2013. Submit responses of the entire RFP proposal to:

Oakland Unified School District
Office of the Superintendent of Schools
Attention: Edgar Rakestraw, Jr.
1000 Broadway, Suite 680
Oakland, CA 94607

Please contact Edgar.Rakestraw@ousd.k12.ca.us to receive an electronic word copy of the RFP.

All prospective firms are cautioned that information relating to the proposed procurement may be obtained only from Edgar Rakestraw, Jr. email: Edgar.Rakestraw@ousd.k12.ca.us.

This RFP, and subsequent amendments and/or updates will be available at:

<http://www.ousd.k12.ca.us/oaklandsuperintendentsearch>

Prospective bidders are responsible to check this website for information and changes to this RFP.

VI. PREBID CONFERENCE

A pre-bid conference for prospective firms will be held on *September 23, 2013 at 11:00 a.m. at 1000 Broadway, Suite 398; Call in # (866) 213-1962; Access Code: 5880610*. Attendance or call-in participation at this conference is encouraged, but is not mandatory. The purpose of the pre-proposal conference will be to allow prospective firms the opportunity to obtain clarification of the RFP and ask questions directly of District staff to assist them in the preparation of their proposal responses.

Firms shall provide the names of the persons who will attend the pre-bid conference. Please send no more than two representatives. Send the names to Edgar Rakestraw, Jr. at e-mail, Edgar.Rakestraw@ousd.k12.ca.us no later than September 20, 2013.

VII. ADDENDA/ERRATA

Changes and addenda to a solicitation may occur prior to the solicitation opening date and time. It is the bidder's responsibility to check the District website to verify whether addenda/errata have been issued. The District website is:
www.ousd.k12.ca.us/oaklandsuperintendentsearch

VIII. INSTRUCTIONS

Please provide the following information:

- a. A brief history and description of your firm including your relevant experience in providing the aforementioned services in which you are currently or in the past five (5)

years have been involved. Specifically address how the firm meets the Qualifications specified in Section II above.

- b. Name, address, phone, fax, and email addresses of principal employees. Provide resumes of the individual(s) who will be working on this project.
- c. Indicate name and contact information of lead consultant who will be assigned to this contract for the duration of the search process, through and including the hiring of a Superintendent.
- d. Provide at least 3 references of other school districts with which you have worked. (Preferably districts with a student population of at least 20,000). Please include contact information for each.
- e. Services your firm utilizes to assist school districts in identifying qualified candidates.
- f. Describe the unique expertise provided by the firm's staff and list firm staff and the qualifications of those working on this project.
- g. Address each of the items listed in the Scope of Services. Describe the methodology used by the firm for this search process and the role of the search firm at each step in the process. Describe detailed activities that are to occur, a timeline, significant milestones, and anticipated deliverables.
- h. Describe how the Board, staff, and interested community members, including parents and business leaders, can be involved in developing the criteria for selection of a superintendent.
- i. The firm's pricing proposal shall be a firm fixed price to include a schedule and the amount or rate of compensation desired for the services outlined in your proposal. Specifically identify all items included in the compensation schedule.
- j. Provide any additional information and comments your firm deems necessary to clearly communicate your firm's qualifications and the process you would use to recruit a Superintendent of Schools for the Board.

IX. EVALUATION CRITERIA

The determination of those that are qualified, interested, and available and the Board's choice of the best qualified will be based on the following criteria:

- a. The search firm's proposed approach to the work and how it meets the Board's needs.
- b. Qualifications and experience relevant to the scope of work including specific experience recruiting and placing superintendents of school district of similar size, including the experience of the team assigned to the Oakland search.

- c. Past Performance as determined by recent and relevant contracts. The Evaluation will be based on information obtained from references provided by the firm as well as other relevant past performance information obtained from other sources known to the Board.

- d. Fee structure

X. FORMAT FOR RFP RESPONSES

Additional sheets may be attached, if necessary.

SECTION A – GENERAL INFORMATION

- (1) Firm name, address and point of contact for this proposal (including prior business or operating names and dba names):

- (2) Telephone: _____ Facsimile: _____

Firm Web Address: _____

Point of Contact Email: _____

- (3) Type of firm: (check one)

Individual ☐ Partnership ☐ Corporation ☐

- (4) Names and titles of all principals/officers/partners of the firm:

Name	Title	Phone Number
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

- (5) Point of Lead Consultants To be Assigned if Contract is awarded

Name	Title	Phone Number
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

SECTION B – LEGAL

(6) Have you or any of your principals been in litigation or arbitration involving executive search services for any public, private or charter K-12 schools during the prior five (5) years? _____.

If yes, provide the name of the school district and briefly detail the dispute:

(7) Have you ever had a contract terminated for convenience or default in the prior five years? _____.

If yes, provide details including the name of the other party:

(8) Is your firm, owners, and/or principal, partner or manager involved in or is your firm aware of any pending litigation regarding professional misconduct, bad faith, discrimination, or sexual harassment? _____. (Yes or No)

If yes, provide details:

(9) Is your firm, owners, and/or principals or partners involved in or aware of any pending disciplinary action and/or investigation conducted by any local, state or federal agency? _____. (Yes or No)

If yes, provide details:

SECTION C – REFERENCES

List at least three school districts for which you have worked. Include the names, addresses, and telephone numbers of the persons who can be contacted. Information obtained through the references will be evaluated by the District.

Reference Format: To be submitted for each of the three (3) references required.

School District: _____

Contact Name: _____

Title: _____

Address: _____

Phone #: _____

Fax #: _____

Email: _____

Web Address: _____

Student Population: _____

Year Search Completed: _____

XI. GENERAL TERMS AND CONDITION

A. Errors and Omissions

If a bidder discovers any ambiguity, conflict, discrepancy, omission, or other error in the RFP, the bidder shall immediately notify the District of such error in writing and request clarification or modification of the document. Modifications will be made by addenda. Such clarification shall be given by written notice to all parties who have been furnished an RFP for bidding purposes, without divulging the source of the request for same. Insofar as practicable, the District will give such notices to other interested parties, but the District shall not be responsible therefor.

If a bidder fails to notify the District, prior to the date fixed for submission of bids, of an error in the RFP known to them, or an error that reasonably should have been known to them, they shall bid at their own risk; and if awarded the contract, the bidder shall not be entitled to additional compensation or time by reason of the error or its later correction.

The bidder should carefully examine the entire RFP and addenda thereto, and all related materials and data referenced in the RFP or otherwise available to them, and should become fully aware of the nature and location of the work, the quantities of the work, and the conditions to be encountered in performing the work.

B. Extra Work

No bill or claim for extra work or materials shall be allowed or paid unless the doing of such extra work or the furnishing of such extra materials shall have been authorized in writing by the District.

C. Disposition of Proposals

All materials submitted in response to this RFP will become the property of the District, and will be returned only at the District's option and at the bidder's expense. The original copy shall be retained for official files and will become a public record after the date and time for final bid submission as specified. However, confidential financial information submitted in support of the requirement will be returned upon request.

D. Terms of the Offer

The District's acceptance of Bidder's offer shall be limited to the terms herein unless expressly agreed in writing by the District. Proposals offering terms other than those shown herein will be declared non-responsive and will not be considered.

E. Bidder Agreement to Terms and Conditions

Submission of a signed proposal will be interpreted to mean Bidder has agreed to all the terms and conditions set forth in the pages of this solicitation.

F. Laws Governing Contract

This contract shall be in accordance with the laws of the State of California. The parties stipulate that this contract was entered into in the County of Alameda, in the State of California. The parties further stipulate that the County of Alameda, California, is the only appropriate forum for any litigation resulting from a breach hereof or any questions risen here from.

G. Time

Time is of the essence of this Contract.

H. Severability

If any provisions, or portions of any provisions, of this contract are held invalid, illegal, or unenforceable, they shall be severed from the contract and the remaining provisions shall be valid and enforceable.

I. Assignment

The Agreement shall not be assigned without the prior written consent of the District.

J. Status As Independent Contractor

This is not an employment contract. CONTRACTOR, in the performance of this Agreement, shall be and act as an independent contractor. CONTRACTOR understands and agrees that it and all of its employees shall not be considered officers, employees, agents, partner, or joint venture of OUSD, and are not entitled to benefits of any kind or nature normally provided employees of OUSD and/or to which OUSD's employees are normally entitled, including, but not limited to, State Unemployment Compensation or Worker's Compensation. CONTRACTOR shall assume full responsibility for payment of all Federal, State, and local taxes or contributions, including unemployment insurance, social security and income taxes with respect to CONTRACTOR's employees. In the performance of the work herein contemplated, CONTRACTOR is an independent contractor or business entity, with the sole authority for controlling and directing the performance of the details of the work, OUSD being interested only in the results obtained.

K. Insurance

i. Unless specifically waived by OUSD, the following insurance is required:

If CONTRACTOR employs any person to perform work in connection with this Agreement, CONTRACTOR shall procure and maintain at all times during the performance of such work, Workers' Compensation Insurance in conformance with the laws of the State of California and Federal laws when applicable. Employers' Liability Insurance shall not be less than One Million Dollars (\$1,000,000) per accident or disease.

Check one of the boxes below:

- ☐ CONTRACTOR is aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and will comply with such provisions before commencing the performance of the Work of this Contract.
- ☐ CONTRACTOR does not employ anyone in the manner subject to the workers' compensation laws of California.

ii. CONTRACTOR shall maintain Commercial General Liability insurance, including automobile coverage with limits of One Million Dollars (\$1,000,000) per occurrence for bodily injury and property damage. The coverage shall be primary as to OUSD and shall name OUSD as an additional insured. Evidence of insurance must be attached. Endorsement of OUSD as an additional insured shall not affect OUSD's rights to any claim, demand, suit or judgment made, brought or recovered against CONTRACTOR. The policy shall protect CONTRACTOR and OUSD in the same manner as though each were separately issued. Nothing in said policy shall operate to

increase the Insurer's liability as set forth in the policy beyond the amount or amounts shown or to which the Insurer would have been liable if only one interest were named as an insured.

L. Non-Discrimination

It is the policy of OUSD that in connection with all work performed under Contracts there be no discrimination against anyone engaged in the work because of race, color, ancestry, national origin, religious creed, physical disability, medical condition, marital status, sexual orientation, gender, or age; therefore, CONTRACTOR agrees to comply with applicable Federal and California laws including, but not limited to, the California Fair Employment and Housing Act beginning with Government Code Section 12900 and Labor Code Section 1735 and OUSD policy. In addition, CONTRACTOR agrees to require like compliance by all its subcontractor(s). CONTRACTOR shall not engage in unlawful discrimination in employment on the basis of actual or perceived; race, color, national origin, ancestry, religion, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex or sexual orientation.

M. Indemnification

CONTRACTOR agrees to hold harmless, indemnify, and defend OUSD and its officers, agents, and employees from any and all claims or losses accruing or resulting from injury, damage, or death of any person, firm, or corporation in connection with the performance of this Agreement. CONTRACTOR also agrees to hold harmless, indemnify, and defend OUSD and its elective board, officers, agents, and employees from any and all claims or losses incurred by any supplier, contractor, or subcontractor furnishing work, services, or materials to CONTRACTOR in connection with the performance of this Agreement. This provision survives termination of this Agreement.

I certify and declare under penalty of perjury under the laws of the State of California that the foregoing bid proposal is true and correct. Executed this _____ day of _____, 2013, at _____ (city/county), State of _____.

Company Name

Signature

Title

Print

Attachment A

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION**

I am aware of and hereby certify that neither _____ nor
Name of Bidder

its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency. I further agree that I will include this clause without modification in all lower tier transactions, solicitations, proposals, contracts and subcontracts. Where the bidder/offer or/contractor or any lower participant is unable to certify to this statement, it shall attach an explanation to this solicitation proposal.

IN WITNESS WHEREOF, this instrument has been duly executed by the Principal of the above named bidder on the _____ day of _____ 2013 for the purposes of submission of this bid.

Signature

Typed or Printed Name

Title

Berkeley Unified School District

12/14/12 12:08am



REQUEST FOR PROPOSALS for two Professional Services Search Firms for Superintendent for the Berkeley Unified School District

Proposals due: 4:00 pm, PST, January 11, 2013

8 hard copies of the proposal in a sealed envelope, as well as one electronic copy must be submitted to the bid manager no later than the time and date indicated above

Bid Manager: Delia Ruiz, Assistant Superintendent for Human Resources
2020 Bonar Street
Berkeley, Ca 94702
(510) 644-6229
deliaruiz@berkeley.net

Introduction

A year ago, the Board began its search for a superintendent. Although several candidates were considered as finalists for the position, the Board ultimately elected to continue its search for a leader possessing a track of record of extraordinary success. In issuing the present solicitation, the Board seeks both to build upon the work done during the last search process, as well as to address concerns specifically raised regarding community input and candidate vetting.

The Berkeley Unified School District is now seeking the assistance of two separate professional services firms in the search for its superintendent. This document describes the scope of work that we anticipate will be involved in this process. We invite proposals from experienced firms that are highly-qualified and have references of having conducted successful searches.

A Primary Consultant will be selected to conduct the search. The duties of this consultant will involve the following: supporting for the Governing Board during the search; engaging the community; updating and revising the existing leadership profile, as needed; widely advertising the vacancy; recruiting and screening applicants; facilitating Governing Board interviews of the applicants; conducting extensive reference and background checks; and facilitating the pre-employment process.

A Secondary Consultant will also be selected to provide the Governing Board with an independent perspective during the search. This will mainly include conducting additional reference and background checks on applicants and further supporting the Governing Board to ensure that it possesses all relevant information regarding the applicants.

Scope of Work

Primary Consultant

Engage the board members in a methodical and synergistic process
Meet with the Board as needed to ensure a high quality search process
Obtain staff and community input and ensure that all stakeholders are represented
Develop and maintain the community's trust in the process
Meet with the Board to refine a profile of the superintendent for our district
Update and revise, as necessary, the existing leadership profile based on community input
Develop a position description and strategies to recruit ideal candidates
Advertise widely
Actively recruit candidates who meet the profile
Screen applicants
Develop objective measurement tools
Coordinate selection activities for finalists
Assist the Board with the final interviews and employment of the new superintendent

Second Consultant

Meet with the Board as needed to ensure a high quality search process
Conduct independent and comprehensive reference and background checks for finalists and provide report to the Board

Tentative Timeline

December 2012	Board requests proposals
January 2013	Board approves Primary and Secondary Consultant agreements Board meets with Primary and Secondary Consultants Board publicly announces timeline and procedures for the selection of superintendent
February 2013	Primary Consultant obtains staff and community input to update and revise existing leadership profile Primary Consultant begins identifying candidates Primary Consultant develops and distributes recruitment brochure Primary Consultant actively advertises and recruits

March 2013	<p>Deadline for applications</p> <p>Board meets with Primary Consultant for initial review of applications</p> <p>Primary Consultant completes reference and background checks on candidates</p> <p>List of finalists sent to Secondary Consultant</p>
April 2013	<p>Secondary Consultant completes comprehensive and independent reference and background checks on finalists</p> <p>Board meets with Secondary Consultant to review information from comprehensive and independent reference and background checks</p> <p>Primary Consultant facilitates the Board's selection of finalists to interview</p>
May 2013	<p>Primary Consultant facilitates the Board's visit(s) to community of leading candidate</p> <p>Primary Consultant facilitates the Board's offer of employment to finalist</p>
July 2013	New superintendent begins

Proposal Requirements

Each consultant will be required to provide all necessary labor, equipment, tools, materials, and facilities to complete the work described in this RFP. Each proposal shall include, at a minimum, the following information in a clear and concise manner:

Primary Consultant

1. A description or profile of consultant and any information or materials that (s)he believes would be helpful to the Board in making its decision, i.e., a statement of qualifications
2. A summary of strategies to engage communities of color, including non-English-proficient constituents, as part of the stakeholder outreach
3. The process/approach (s)he will propose, in light of the recent superintendent search experience, including identifying strategies unique to our district versus typical search processes
4. A detailed description of how (s)he will ensure the required confidentiality throughout the process
5. A detailed summary of similar services that (s)he has provided to other public school districts comparable to our district
6. Name of lead consultant and professional resumes of principals and other employees who will render services in this process

7. A detailed description and line-item breakdown of any and all fees and estimated expenses to be charged to the District, including a listing and breakdown of fees and expenses for any optional services
8. A list of references, including names, addresses, telephone numbers, email addresses for contacts for five (5) recently-completed superintendent searches
9. A sample consultant agreement for the Board to consider

Secondary Consultant

1. A description or profile of consultant and any information or materials that (s)he believes would be helpful to the Board in making its decision, i.e., a statement of qualifications
2. The process/approach (s)he will propose to use, in light of the recent superintendent search experience, to conduct additional reference and background checks of applicants and to further support the Governing Board in ensuring that it possesses all relevant information regarding the applicants
3. A detailed description of how (s)he will ensure the required confidentiality throughout the process
4. A detailed summary of similar services that (s)he has provided to other public school districts comparable to our district
5. Name of lead consultant and professional resumes of principals and other employees who will render services in this process
6. A detailed description and line-item breakdown of any and all fees and estimated expenses to be charged to the District, including a listing and breakdown of fees and expenses for any optional services
7. A list of references, including names, addresses, telephone numbers, email addresses for contacts for five (5) recently-completed superintendent searches
8. A sample consultant agreement for the Board to consider

Process for Selection of Consultants

The District will select consultants who best meet the District's needs to perform the superintendent search process as described in this RFP. A consultant may submit proposals for the Primary Consultant and Secondary Consultant, although the Governing Board will ultimately select a Primary Consultant and a different Secondary Consultant. The criteria on which the District will make its determination will not be limited to the amount of the proposed fees, but also on the ability and experience of the consultant, as described in the proposal. Of particular interest to the Board is employing consultants who will be strategic in determining how to vary this year's approach in light of our last year's search. Each consultant submitting a proposal must submit an overall cost for performing the services, and the selected consultant will be required to sign an agreement.

Criteria for Selection of Consultant

Criteria for selection of each consultant will include the following, without limitation:

1. Experience with similar school superintendent searches in districts of comparable characteristics
2. **Participation in a public presentation/interview tentatively scheduled for mid-January**
3. Availability for staffing and conducting the search project
4. Cost of services
5. Ability to engage communities of color, including non-English-proficient constituents, as part of the stakeholder outreach
6. Ability to develop and maintain positive and productive interpersonal relationships with all participants
7. If the respondent is an agency, whether the District will be able to select the principal consultant and work primarily with the principal consultant

Limitations

This RFP is neither a formal request for bids, nor an offer by the District to contract with any party responding to this RFP. This RFP does not commit the District to award a contract or to reimburse any applicant for costs incurred in submitting a proposal. The District, in its sole discretion, reserves the right to reject any or all proposals received; to choose any combination of proposals; to interview any, all or none of the respondents; to negotiate with any respondent; to extend the deadline to submit a proposal; or to amend or cancel in part or in its entirety this RFP.

Attachment: Leadership Profile

Berkeley Unified School District Criteria for Selection of Superintendent

Berkeley Unified School District is at the center of a vibrant and diverse community, surrounded by one of the most intellectually and culturally rich regions in the United States. The District is responsible for educating more than 9,000 students. The District is proud of its schools and classrooms which offer an engaging and culturally relevant curriculum that builds on students' interests and abilities. It also places a high value on continuing to provide enriched learning environments and a comprehensive system of supports to address the needs of each student.

After seeking input from its Board members, parents, staff, students, and community via focus groups, interviews, and an online survey, the Board of Education of the Berkeley Unified School District seeks a visionary educational leader who will work collaboratively with the Board, community and staff to facilitate implementation of shared goals. The ideal candidate will possess the strengths and characteristics listed below.

An instructional leader who has a proven track record of demonstrating the ability to:

- Advocate, address and articulate the needs of ALL students based upon the whole child model through teaching and learning;
- Realize the District's vision for teaching and learning with parents, employees and the community especially as it relates to closing the achievement gap;
- Develop and implement multi-faceted and challenging instructional programs to meet the needs of ALL students with a particular focus on underperforming students;
- Identify evidenced-based best practices both internal and external to the District and support consistent implementation district wide;
- Negotiate the tension between the use of instructional time for the core curriculum standards and enrichment classes;
- Use data to inform instruction, identify priorities, and measure the success of programs; and

- Understand curriculum, instruction, and successful practices in Pre-Kindergarten through Adult Education programs.

An effective communicator who will:

- Articulate deeply held passionate beliefs about inequalities and closing the achievement gap;
- Address competing interests effectively without losing sight of the District's achievement goals;
- Make specific efforts to develop a strong ongoing relationship and communicate with the African/American and Latino communities; and
- Model excellent communication skills that include the ability to listen respectfully.

A manager who:

- Aligns and marshals resources in support of the District's vision for student learning;
- Expects all members of the school community to achieve high performance;
- Fosters communication district-wide to enhance coordinated services among the various departments;
- Implements and monitors accountability systems to improve employee and overall system performance;
- Understands the dynamics of an organization and is able to organize, delegate, supervise and hold individuals and groups accountable while working as part of a team; and
- Values the role technology serves to improve student outcomes and improve the overall functionality of the District.

An individual who has the experience and ability to:

- Reflect the unique qualities of Berkeley and become an active member of the community;
- Develop and expand strong and healthy working relationships and partnerships with organizations both within and outside of the District that benefit the educational success of ALL students;
- Inspire a love of learning and promote the value of life-long learning through instructional leadership;
- Positively interact with the cultural and political nuances of Berkeley and maintain and expand community wide support for the School District;
- Work in a district with local tax measure support and/or actively advocate for the passage of local tax measures;
- Successfully close the achievement gap; and
- Work with and negotiate with labor associations seeking mutually beneficial solutions.

St. Helena Unified School District

Request for Proposal Executive Search Firm



Release Date: January 24, 2014

Due Date and Time: February 3, 2014 at 4:00 p.m.

Request for Proposals – Executive Search Firm

The current Superintendent of the St. Helena Unified School District is leaving the District on March 14, 2014 for another position. The Board of Trustees is interested in receiving proposals from firms that specialize in the identification and recruitment of Superintendents.

DISTRICT OVERVIEW:

The St. Helena Unified School District serves 1,250 students in a primary school, an elementary school, a middle school, and a high school. Our elementary, middle and high schools are all California Distinguished Schools. As a Basic Aid District, our District obtains the bulk of its revenues directly from local property tax revenues.

Our schools are staffed with ninety-four certificated educators and five certificated administrators. Adding to the effectiveness of our professionals is a dedicated support staff of approximately sixty-five classified employees. Among other things, these individuals enable us to provide a lunch program at every school and to keep our facilities clean and safe.

St. Helena has a proud history of support for its public schools, which were established in 1895. One of the main ingredients to the success of our public schools is the exceptional amount of support from parents and community members. Each school has a parent support group whose efforts contribute greatly to the learning environment at the school. Volunteers spend countless hours in our classrooms, and the St. Helena Public Schools foundation works to support the mission of the school district.

VISION STATEMENT:

Our Vision is an inspiring and innovative learning environment with the highest expectations for all students and staff so that they are successful academically, socially, emotionally, and physically.

MISSION: The St. Helena Unified School District community is dedicated to providing opportunities and resources for all students to achieve their highest academic and social potential in a global society.

Table of Contents
for
Executive Search Firm
for the
ST. HELENA UNIFIED SCHOOL DISTRICT

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ATTACHMENTS

- a) Nondiscrimination by Supplier
- b) Workers Compensation
- c) Non-collusion Declaration

Greg Medici
Chief Business Official
St. Helena Unified School District

Instructions and Conditions
for
Executive Search Firm
for the
ST. HELENA UNIFIED SCHOOL DISTRICT

NOTICE IS HEREBY GIVEN that the St. Helena Unified School District, St. Helena, California (“District”) will receive up to, but no later than, ***February 3, 2014 at 4:00 p.m.***, sealed proposals for the award of a contract for search firm services.

Proposals shall be received in the office of the Chief Business Official, Vintage Hall, 465 Main Street, St. Helena, California 94574.

The St. Helena Unified School District reserves the right to reject any or all proposals and to waive any irregularity in the proposal process.

CONTACT

Questions regarding this proposal shall be directed to Greg Medici, via e-mail at gmedici@sthelena.k12.ca.us or phone at (707) 967-2704, Jeannie Kerr, President of the Board of Trustees, via email at jeanniekerr@sbcglobal.net or Jeff Conwell, Vice President of the Board of Trustees, via e-mail at conwellsb@gmail.com.

PREPARATION OF PROPOSAL

The District requests six (6) copies of each proposal. All proposals submitted must be in a sealed envelope bearing on the outside the name of the consulting firm, the address, and the title of the RFP for which the envelope is being submitted. It is the sole responsibility of each consulting firm to see that the proposal is received by the District at the proper time. Any proposal received after the scheduled closing time for receipt of proposals will be returned to the consulting firm unopened.

SIGNING OF PROPOSAL

The signature of all persons signing shall be in longhand and executed by the person duly authorized to make contracts. The consulting firm's legal name shall

be fully stated. Obligations assumed by such signature must be fulfilled.

QUALIFICATION

All consulting firms may be required to furnish evidence of their technical ability, experience, and financial responsibility.

ALTERATION OR VARIATION OF TERMS

No alteration or variation of the terms of this proposal shall be valid unless made or confirmed in writing and signed by all parties hereto, and no oral understanding or agreements not incorporated herein, and no alterations or variations of the terms hereof unless made or confirmed in writing between the parties hereto shall be binding on any of the parties hereto.

ASSIGNABILITY

A contract is not assignable by the consulting firm either in whole or in part.

COMPLIANCE WITH STATUTE

By responding to the Request for Proposal, the consulting firm hereby warrants that all applicable Federal and State statutes and regulations and/or local ordinances will be complied with in connection with the delivery of the services offered.

PROPOSAL RESULTS

Proposal results will be available for inspection at Vintage Hall, 465 Main Street, St. Helena, California 94574, upon award of contract to the successful consulting firm.

PRICE TERMS AND CONDITIONS

Price, terms, and conditions of the proposals submitted are valid for thirty (30) days from the date of proposal opening, unless the offering party in writing allows for a longer period of time.

MODIFICATIONS

Changes in or additions to the Proposal Form, recapitulations of the work

proposal upon alternative proposals, or any other modifications of the Proposal Form which are not specifically called for in the contract documents may result in the rejection of the proposal as not being responsive. No oral or telephonic modification of any proposal submitted will be considered.

WITHDRAWAL OF PROPOSALS

Consulting firms may withdraw their proposal either personally, by written request, or by fax'd request confirmed in the manner specified above at any time prior to the scheduled closing time for receipt of proposals.

EVIDENCE OF RESPONSIBILITY

Upon the request of the District, a consulting firm whose proposal is under consideration for award maybe required to submit promptly to the District's satisfaction evidence showing the consulting firm's financial resources, experience, and organization for the performance of the contract.

WORKER'S COMPENSATION

The consulting firm shall sign and file with the District the following certificate prior to performing any work under the contract:

"I am aware of the provisions of Section 3700 of the Labor Code which requires every employer to be insured against liability for worker's compensation or to undertake self-insurance in accordance with the provisions of that code, and our firm will comply with such provisions before commencing and during the performance of the work of this contract."

The certificate is included herein.

INSURANCE REQUIREMENTS

The consulting firm shall take out and maintain and shall require all subconsultants, if any, whether primary or secondary, to take out and maintain:

1. Public Liability Insurance for injuries including accidental death to any one person in an amount not less than \$1,000,000;
2. Subject to the same limit for each person on account of one accident, in an

amount not less than \$1,000,000;

3. Property Damage Insurance in an amount not less than \$500,000;
4. Worker's Compensation Insurance in an amount adequate to cover all employees;
5. Professional Liability Insurance (errors and omissions) in an amount not less than \$1,000,000; and
6. Automotive and truck where operated in amounts as stated in paragraph 1.

Failure to furnish such evidence of insurance, if requested, may be considered default by the consultant. Insurance coverage shall be provided through carriers admitted to transact business in California.

DISTRICT RIGHTS AND OPTIONS

The District reserves the right to postpone selection for its own convenience, to withdraw this Request for Proposals at any time, and to reject any and all proposals without indicating any reason for rejection; or to negotiate with any, all, or none of the respondents to the RFP. This RFP does not obligate the District to negotiate a contract. Proposals will not be returned. No compensation shall be paid for any work related to preparation of any proposals. The District reserves the right to waive any irregularities in proposals submitted.

CONFLICT OF INTEREST

Identify any current or former District employee, or relative of a District employee, employed or on the firm's governing board as of the date of the proposal. Include their position and responsibilities within the Consultant's organization. If, following a review of this information, it is determined by the District that a conflict of interest exists, the Consultant may be disqualified from further consideration for the award of a contract.

Service Requirements
for
Executive Search Firms
for the
ST. HELENA UNIFIED SCHOOL DISTRICT

INTRODUCTION

At the direction of the Board of Trustees, the District is inviting interested Executive Search Firms to demonstrate their ability to provide assistance with the identification and recruitment of candidates for the position of Superintendent of Schools. The District will be selecting a search firm to supply the above referenced services based on its expertise, experience, responses to the requirements section of this RFP, and the interview process.

PROPOSAL REQUIREMENTS

Proposals must include the following:

1. **Detailed description of the search process and all associated costs provided in an itemized format.** The selected search firm will work in collaboration with a District liaison. Some services may be provided by or in collaboration with the District liaison.
2. **Timeline for the search process, given the Board's tentative schedule of:**
 - A. Position advertisement - mid-February 2014
 - B. Community forums - February and March 2014
 - C. Application period ends - March 31, 2014
 - D. Screening and Interviews – April 2014
 - E. Final Selection and site visits complete by April 30, 2014
 - F. Candidate Start Date – On or Before July 1, 2014

3. Services:

- A. Solicit input from all District stakeholders.
- B. Assist the Board with the development of a hiring profile.
- C. Assist the Board with statewide advertising brochure and advertising for the position.
- D. Assist the Board with the recruitment of high quality applicants who match the established profile.
- E. Assist the Board with the facilitation of the applicant screening process.
- F. Assist the Board with the facilitation of the interview process and a site visit with the final recommended candidate(s).
- G. Conduct preliminary, reference and final background checks.
- H. Assist in the contract process with recommended candidate.
- I. Facilitate a transition of new leadership in the district.

4. Provide samples of related materials (advertising, survey forms, reports, etc.).

5. Experience/References:

- A. Provide background information about your firm.
- B. Describe at least five searches conducted for School Districts and County Offices of Education; include the average length of time the candidates remained on the jobs.
- C. Provide resumes of key members of the project team, specifically the team leader who would be assigned to facilitate the search.
- D. Provide the names, addresses, phone numbers, and email address of four past or current clients who may be contacted to attest to your ability to perform the requested services.

6. Guarantee:

- A. What type of guarantee does your firm provide in the event of an unsuccessful search?

SELECTION PROCESS

Written responses will be evaluated and screened to between three and five consulting firms. Finalists will be asked to interview with the screening panel consisting of two members of the Board of Trustee in a public session on February 12, 2014; we ask that you please keep this date open on your schedules. A committee of the Board and the District's Chief Business Official will negotiate final terms, conditions, and pricing of the agreement with the top rated firm. The finalist is expected to attend the Board's February 13, 2014 Board Meeting to answer any questions regarding the process.

EVALUATION FACTORS

The evaluation of proposals will be based on the review and analysis of numerous factors, which will include, but not be limited to, the following:

1. The consulting firm's detailed process for conducting the requested services.
2. The consulting firm's background, qualifications, experience and guarantee in providing work as identified in the Proposal Requirements section of this RFP.
3. References of work done of a similar nature in California. Include the number of clients in California, number of years in education services, and all other factors that indicate the firm's commitment to perform satisfactorily, including responsiveness and availability.
4. Costs, including hourly rates for all levels of service, different personnel costs, travel time cost, and all associated costs for support services of work processing, copying, etc. All costs must be identified in your proposal. All costs are negotiable until contract signing. A not to exceed price should be included. Suggestions: consulting firms are encouraged to offer cost reduction suggestions.
5. Results from the panel interview process.

SUBMITTALS

Include the following information in your response which should be limited to no more than 20 pages:

1. Company profile information as described in the Selection Process section
2. Search process description
3. Qualifications of personnel
4. References
5. All appropriate Attachment Forms
6. Other pertinent data (cost savings suggestions, communications plans, etc.)

Search firms who were directly contacted and received the RFP packet:

The Cosca Group
4751 Mangels Blvd.
Fairfield, CA 94534
(707) 646-2846
tcgcorp@sbcglobal.net
www.thecoscagroup.com

Dave Long & Associates
636 Loretta Drive
Laguna Beach, CA 92651
(916) 616-6027
(760) 219-5873
DLong@DLAssoc.com
www.dlassoc.com

Education Leadership Services
Dr. Wendell Chun, Director
10408 St. Andrews Drive
Oakdale, CA 95461
(209) 613-2409
wlchun@comcast.net
www.edleadershipservices.net

Hazard, Young, Attea & Associates, Ltd.
West Coast Regional Office
530 Lytton Ave. 2nd Floor
Palo Alto, CA 94301
(650) 617-3335
hya@ecragroup.com
www.ecragroup.com

Leadership Associates
50-855 Washington St. #C-205
La Quinta, CA 92253
lhunt@leadershipassociates.org
www.leadershipassociates.org

Ray and Associates, Inc.
4403 1st Ave. SE, Suite 407
Cedar Rapids, IA 52402-3221
(319) 393-3115
glr@rayassoc.com www.ravassoc.com

Greg McKenzie
Search Consultant
1470 Rosemont Road
West Linn, OR 97068
(503) 752-2438
gregmckenzie@att.net

Heidrick & Struggles
1 California Street, Suite 2400
San Francisco, CA 94111
(415) 981-2854
jkranz@heidrick.com
www.heidrick.com

RBL Enterprises
1300 Clay St., Suite 600
Oakland, CA 94612
(510) 622-7707
ruth@ruthlove.org
www.ruthlove.org

Wilson Riles and Associates, Inc.
1140 Chargene Way
Sacramento, CA 95822-1031
(916) 448-0600
priles@wredu.com
wriles@wredu.com
www.wredu.com