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**REQUEST FOR PROPOSAL
CONDITIONS AND SPECIFICATIONS**

SUPERINTENDENT OF TUKWILA SCHOOL DISTRICT

Submission Date and Time: January 4, 2018, 12:00 p.m.

Destination for Delivery of Proposals:

Executive Director of Human Resource & Labor Relations
Tukwila School District
Administration Building
4640 S. 144th St
Tukwila, WA 98168

REQUEST FOR PROPOSAL

Executive Search Firm for Superintendent of Tukwila School District

1. Intent

The purpose of this Request for Proposal (“RFP”) is to invite proposals for the selection of a search firm to assist the Board of Directors in its recruitment of a new Superintendent. The Board of Directors seeks proposals from experienced and qualified search firms specializing in searches for administrators of educational organizations. The search firm will act under the direction of the Board.

2. Budget

The Board of Directors is interested in reviewing proposals ranging from \$12,000 to \$25,000.

3. Key Dates

The **anticipated** schedule (subject to revision) is as follows:

2018

- Dec. 12** Request for Proposals issued
1. RFP to be e-mailed to search firms and organizations known to provide such services in the area.
 2. RFP will simultaneously be published on the District’s website for viewing and response by **any** search firm.
 3. RFP to be posted in Tukwila Reporter and the Seattle Times for a two-week period.

2019

- Jan. 4** Deadline for receipt of proposals from search firms: 12:00 p.m., PST.
- Jan. 8** Opening and review of proposals.
- Jan. 12** Presentations from search firm and selection of search firm by Board of Directors (subject to successful negotiation thereafter of final contract and execution by search firm and District).

Further timelines to be developed in consultation with the search firm.

4. Scope of Services

1. Provide an outline of recommendations for the search process and work with the Board of Directors or appointed designee to implement a search process including, without limitation, development of a plan, and timeline for recruitment, selection and communications;
2. Meet with Board members to clarify and determine views regarding desirable qualifications, experience, and characteristics of candidates;
3. Engage the community, staff, students and utilizing resources with attention to our diverse community.
4. Identify qualified candidates and share with those candidates Tukwila's characteristics and the Board's criteria for the new superintendent, and encourage qualified internal and external candidates to apply;
5. Conduct all aspects of advertising, solicitation of candidate applications, and background screening of candidates in accordance with applicable laws (i.e. obtain both a consumer report and an investigative consumer report for purposes of assessing validation of qualifications, professional and personal reputation) ;
6. Facilitate input and prepare summaries from and conversations with staff, students, parents, the community and stakeholders throughout the search process;
7. Assist Board and/or designee as requested with assessment of pool of initial responses received from interested candidates; and
8. Assist Board and/or designee as requested in further review and identification of highest qualified candidates; and
9. Facilitate requests for additional information from candidates and references.
10. Assist Board and/or designee as requested with assessment of pool of initial responses received from interested candidates; and
11. Assist Board as requested in further review and identification of highest qualified candidates and facilitate requests for additional information from candidates and references.

5. Required Contents of Proposals

The proposal shall contain, at a minimum, the following information under the following sections organized in the order given below. Search firms may use a format of their choosing within the sections. Any proposal not containing the required information may be eliminated from further consideration. Proposals should be submitted in three ring binders to allow easy removal of pages for photocopying

A. Firm Profile

1. A description of search firm history and firm philosophy;
2. Qualifications and experience relevant to this scope of work;
3. What key attributes or differentiators make your firm the most qualified to conduct this search? What sets your search firm apart from others?
4. Address each of the items listed in the Scope of Services including the methodology used by the firm to fulfill these services in a diverse community (languages and cultures) ;
5. Proposed timeline of search;
6. Identify key personnel to be assigned to this search, including resumes;
7. State whether your firm maintains a database or pool of candidates who have indicated they seek new positions; if so, describe what your firm does to find potential candidates who are not in your database or pool, and state how many placements you have made of candidates in the past 5 years who are not in your database or pool;
8. Provide a list of Superintendent searches conducted by your search firm in district with an enrollment between 1,000 – 5,000 students within the last five (5) years, including the name of the school district, the name and previous position of the candidate selected through the search, and if the candidate is presently serving in the same position. If the candidate selected is no longer serving in the same position, state the length of time he or she remained in that position;
9. If your firm maintains a database or pool of candidates who have indicated they seek new positions, state how many of the candidates listed in response to No. 8 above came from that database vs. how many were identified through other means outside that pool;
10. Describe your process for background checks and screening of applicants;
11. Provide a list of references and contact information and at least three letters of reference from board member clients from three different school districts for whom you have provided services in the last five (5) years. Do not include superintendents who have been placed through your firm's services;
12. State whether any school district has in the past five (5) years, terminated your services prior to completing its search. If so, please state the name of the school district that terminated your services and the reason for such termination;
13. Are there any current legal claims pending against your firm? Have there been any legal claims filed by a school district against your firm in the past 10 years? Has full or partial payment been withheld by a school district within the last 10 years? If yes to any of these, provide details;

14. Is your firm familiar with the Washington open meetings and public records laws and the application of these laws to the District's search process? and;
15. Is your firm, owners, and/or any member of your professional staff involved in any pending complaint or litigation regarding professional misconduct, discrimination, or sexual or other unlawful harassment? If yes, provide details. If there is no such pending complaint or litigation, has such a complaint or litigation been filed at any time within the last 5 years? If yes, provide details.

B. Proposed Search Plan for the Tukwila School District

Provide the methodology your firm uses to initiate and carry out a search. The narrative should address search activities including, without limitation:

1. How you propose to communicate and work with a five-member elected Board;
2. Your experience in effective community engagement in a diverse community (languages and culture) both in terms of collecting information from the public to develop the initial position qualifications and evaluation criteria and in providing a meaningful way to generate and receive public input in the desirable qualities of candidates;
3. Examples of your community engagement materials in a diverse community (languages and cultures), and a description of the "deliverables" for community engagement that the Board could choose to utilize;
4. How you will collect information from stakeholders to develop the initial position qualification and evaluation criteria;
5. What you see as the major challenges to a successful superintendent search and how you would address them; and
6. What information, services and assistance you will require from the Board and district staff to enable you to conduct the search.

C. Describe and itemize the anticipated fee structure of this search.

1. Detail the firm's fee structure proposed for this work. Include the manner that fees would be calculated and expense reimbursements that would be charged to the District.
2. Describe the manner in which additional services requested by the District would be charged, i.e. translation services.
3. Provide an estimate, based upon the firm's proposed fee structure, for the total cost to the District. This amount is an estimate only and will not be considered a bid or guarantee of the amount to be paid by the District. The amount to be charged will be subject to completed negotiations between the District and the successful firm and a signed contract.

4. Describe the terms of any guarantee that your firm provides concerning selection, placement, and minimum period of retention of a Superintendent, including circumstances under which an additional search is conducted at no additional charge.

6. Proposal submission format and instructions

One original written proposal and one electronic version (downloaded on flash drive) must be delivered via mail delivery or hand delivery in a sealed envelope (“Response to RFP for Search First Services”) to:

Tukwila School District
Attn: Executive Director of Human Resources and Labor Relations
4640 S. 144th Street
Tukwila, WA 98168

Any proposal may be withdrawn and may be re-submitted prior to the deadline for receipt of proposals. A proposal may not be modified or withdrawn by any firm for ninety (90) days following opening of proposals.

The deadline for receipt is 12:00 p.m. on Friday, January 4, 2019 (the “Closing Date”). Proposals received after that time will not be opened and will be returned to the submitter.

Neither the issuance of this Request for Proposals, nor the receipt and evaluation of any proposal, commits the Board to enter into any contract.

Public Record

After the Closing Date, submissions received in response to this RFP shall be public records, and shall not be considered proprietary or confidential. Our submission is not private after the deadline for bidding has passed and proposals have been opened.

6. Opening of Proposals

All proposals will be opened on Tuesday, January 8, 2019 at 5:30 p.m. Proposals will be opened and reviewed in public at the Administration Building, 4640 S. 144th Street, Tukwila, WA 98168. After review, firms will be selected to present to the Board of Directors during a Special Board Meeting on Saturday, January 12, 2019. The Special Board Meeting will be held at the Administration Building, 4640 S. 144th Street, Tukwila, WA 98168.

7. Review of Proposals

Proposals will be reviewed and evaluated on each applicant's qualifications, experience, resources, and references based on the proposals submitted and any other information that may be developed.

A current financial statement may be requested from any search firm as evidence of the firm's financial stability. The information must contain a statement as to whether the statement was internally prepared or whether it was prepared by an outside accounting firm.

Evaluation Criteria

The following criteria, plus such other criteria as deemed relevant, will be used to recommend for a finalist:

1. Relevant qualifications of the firm's personnel based on education and experience with special attention to work performed in a diverse community;
2. Compliance with the requirements of this RFP and quality of responses;
3. Experience and reputation of the firm and personnel in the performance of similar consulting services;
4. The track record of the firm in successful placement of candidates vs. unsuccessful placement (including Superintendents placed but not ultimately assuming duties, or leaving duties within two (2) years of placement);
5. The success of the firm in placing candidates who are not within its existing database/pool;
6. Availability of firm resources to meet the schedule and project requirements;
7. Information supplied by references as well as information learned from persons not listed as references; and
8. Fee structure and cost estimates for services and expenses, taking into consideration that pricing is not necessarily reflective of the overall value to the District nor will the proposal containing the lowest price necessarily serve the best interest of the District to select a qualified and responsible search firm.

8. Presentations by search firm finalists to the Board and Selection

Finalists approved by the Board of Directors will be invited to interview with, and make a presentation to, the Board of Directors. Search firms will be scheduled to present to the Board of Directors on Saturday, January 12, 2019 during an open public Special Board Meeting. The meeting will be held at the Administration Building, 4640 S. 144th Street, Tukwila, WA 98168.

Following completion of all search firm interviews, the selection of a search firm will be placed on the agenda and a vote will be taken by the Board of Directors to select the search firm that the Board determines is best suited to meet the needs of the District based on information provided at the interviews as well as the evaluation criteria as listed in section 7 above.

9. Contact Information

Address questions relating to the RFP to Deborah Kohr by email: kohrd@tukwila.wednet.edu

In order to maintain the highest ethical standards, after the issuance date of this RFP and prior to the deadline for submission of proposals, search firm representatives are not permitted to contact individual Board members or any District staff member (other than identified above) to discuss questions about this RFP or to seek to gain additional information. Failure to adhere to this requirement may result in disqualification from further consideration of the search firm.

10. General Requirements

The following terms and conditions will be part of any contract between the District and the selected search firm ultimately selected by the Board. By submitting a Proposal, search firm agrees that the contract between the parties shall contain, but not be limited to, these general provisions:

1. Professionalism

Search firm shall provide qualified staff to the satisfaction of the Board of Directors who shall perform their duties in a highly professional and timely manner in accordance with the requirements of the agreed upon services schedule and with all applicable state laws and regulations.

2. Invoicing

Invoices will itemize charges and will provide reasonable detail of the services that were performed. No separate charges shall be made to the District for routine expenses such as travel in the metropolitan area, cellular phone charges, photocopying charges, computer usage, equipment rental or postage.

3. Termination

The Board shall have the right to terminate the contract, without penalty, with search firm at any time and for any reason. In that event, search firm will be paid only for services rendered, and out of pocket expenses incurred, through the termination date. In such event, a detailed (time and money) itemized final statement of work performed by search firm up through the date of termination by the Board shall be provided by the search firm.

4. Indemnification

Search firm shall hold the District, its Board of Directors, and its individual employees harmless, and shall fully indemnify and defend said persons and entity, from all loss, damages, claims for damages and/or judgments for personal injuries, including death, to any person, costs or expenses in law or equity arising out of or in any way resulting from or arising out of the provision of its services.

5. Civil Rights

Search firm agrees to comply with Title VI of the Civil Rights Act of 1964 (P.L. 88352) and all requirements imposed by or pursuant to the Regulations of the Department of Education (34 C.F.R. Part 100) issued pursuant to that title, to the end that, in accordance with Title VI of that Act and the Regulation, no person in the United States shall, on the grounds of race, color of national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives federal financial assistance from the department; and hereby gives assurance that all measures necessary to immediately effectuate this agreement will be taken. Search firm further agrees to comply with all other applicable requirements of state and local laws, ordinances and regulations regarding nondiscrimination in employment.

6. Insurance Requirements

At all times during the term of any agreement with the District, search firm shall purchase and maintain workers' compensation insurance for all of its employees as required by law, and shall be required to maintain employer's liability insurance, commercial general liability insurance, professional liability insurance, and automobile liability insurance as generally maintained by other search firms in the Washington geographic area.

7. Force Majeure

The parties shall be excused from performance hereunder during the time and to the extent that they are prevented from performing in the customary manner if 1) nonperformance is due to extraordinary weather (not including any weather condition which is not severe enough to warrant the closing of District schools), fire, strike, loss of transportation facilities, lockout, unavailability or commandeering of materials, products, plants or facilities by the Government or rationing or limitation of use of materials or products; and 2) nonperformance is not due, in whole or in part, to the fault or neglect of the party not performing.

8. Savings Clause

Search firm and District shall agree that in the event any provisions specified in the contract are finally held or determined to be illegal or void as being in contravention of any applicable law, the remainder of the contract shall remain in full force and effect.

9. Exclusion of Persons with Certain Criminal Records and Criminal Background Check

Search firm will be required to agree that it shall not assign any person to perform services to the District who has a criminal record of a serious nature, including but not limited to any of the following crimes, regardless of the length of time since conviction: (a) any felony; (b) rape, including statutory rape, or any other sexual assault; (c) sexual conduct with a minor of any kind; (d) abuse of a minor or any protected person; (e) endangerment of a child or debauching a minor; (f) public indecency; (g) prostitution, pandering, or keeping a place of prostitution; (h) assault or battery; (i) kidnapping, false imprisonment or abduction; (j) child pornography; or (k) any offense in which a minor was a victim or a witness. Contractor shall be required to obtain any authorization or consent necessary from its employees to obtain background check information to assure compliance with this requirement and shall actively continue to adhere to this requirement throughout the contract period.

10. Assignment

The services contemplated by the District are deemed to be in the nature of personal services and the contract shall not be assigned in whole or in part by the search firm without the prior written consent of the District.

11. New Employee Work Eligibility Status

Search firm is required to assure that it shall use a federal immigration verification system to determine the work eligibility status of new employees physically performing services within the State of Washington. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the EVerify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of a newly hired employee.



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REQUIRED STATEMENT BY SUBMITTER

Please include a signed copy of this statement with your RFP response:

[Search Firm] has read and understands the conditions set forth in this RFP and agrees to them without exception.

[Search Firm] understands that nothing in this RFP shall obligate the Board of Directors to ultimately select any of the search firms submitting proposals nor to enter into any contract with any person or firm.

[Search Firm] 1) authorizes any member of the Board of Directors to contact any of [search firm's] previous or current clients ("Client"), whether or not listed by [search firm] as a reference in this response; 2) authorizes any Client to provide information to any member of the Board of Directors about the current or past business relationship between [search firm] and that Client (including, but not limited to, personal opinions and level of satisfaction with [search firm's] services and results obtained; and 3) releases Client from any and all liability related to the providing of such information. [Search Firm] further authorizes the Board to provide a copy of this authorization and release to any Client

[Search Firm] agrees that if it is selected to provide professional services, a contract will be prepared by the District between the parties shall contain, but not be limited to, the provisions and requirements contained in this RFP.

Name _____

Company _____

Date _____

Neither the issuance of this Request for Proposals, nor the receipt and evaluation of any proposal, commits the Board to enter into any contract.

The Board of Directors reserves the right to reject all proposals received in response to this RFP.

Certificated Superintendent Position Description

JOB TITLE: Superintendent

REPORTS TO: School Board of Directors

JOB OR POSITION SUMMARY: The Superintendent reports directly to the board and holds all executive and administrative authority and responsibility for the effective operation of the schools, excluding those areas of control that are required by statute to be exercised directly by the board or another officer. The Superintendent acts as the district leader with the support of the district's administrators, who make up the district leadership team.

ESSENTIAL FUNCTIONS AND RESPONSIBILITIES:

1. Visionary leadership: The superintendent is an educational leader who improves learning and achievement for each student by leading the development, articulation, implementation, and stewardship of a vision that is shared and supported by school and community stakeholders.

- Builds commitment to the district's vision and mission.
- Develops strategies to implement the district's vision.
- Holds board and staff mutually accountable for striving toward the vision.
- Aligns district procedures and practices with the vision.
- Uses the vision as an indicator of progress.

2. Instructional leadership: The superintendent is an educational leader who improves learning and achievement for each student by advocating, nurturing, and sustaining a district culture conducive to student learning and staff professional growth through a race and equity lens.

- Advocates for student learning as the district's highest priority.
- Promotes the systematic improvement of curriculum, instruction, and assessment.
- Assures that district policies, practices, and resources support student learning.
- Promotes values, beliefs and behaviors that create an organizational culture devoted to student learning.
- Gives a high priority to reducing achievement gaps.
- Focuses evaluation and professional development on the improvement of student learning.
- Implements effective procedures for staff evaluation.

- Develops systematic strategies for using professional development to improve student learning.
- Personally models effective professional development.
- Builds leadership capacity to improve student learning.

3. Effective management: The superintendent is an educational leader who improves learning and achievement for each student and employee by ensuring management of the organization, operations, facilities planning, and resources for a safe, effective, and humane learning environment.

- Uses a continuous improvement process for implementing, monitoring, evaluating, and improving district operations.
- Effectively manages fiscal resources to support instructional improvement and other district goals.
- Strategically manages human resources to support instructional improvement and other district goals.
- Effectively manages key elements of district operations.
- Develops system for assuring that employee performance meets district expectations.
- Ensures long-range facilities planning and maintenance schedules are monitored, and that cost effective strategies are implemented to meet board priorities.
- Develops and implements procedures and practices that ensure the safety and well-being of students.
- Develops and implements procedures and practices that ensure the safety and well-being of employees.
- Develops and implements procedures and practices that ensure an orderly learning environment.
- Assures that district policies and practices result in a climate that is positive, friendly, and responsive to the needs of students and employees.

4. Inclusive practice: The superintendent is an educational leader who improves learning and achievement for each student by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.

- Develops two-way communication strategies to reach families, and other individuals, agencies, or community members.
- Develops strategies to involve families and community members in the educational process.
- Develops strategies for constructive resolution of conflicts with families and community members.
- Mobilizes community resources to support district goals.

- Assists board in planning, conducting, and building support for levy and bond campaigns.
- Recognizes and responds to the diversity within the district.
- Capitalizes on the diversity of students and community to improve learning.
- Increases district capacity to positively address cultural tensions or conflicts.
- Works to reduce achievement gaps.
- Identifies and eliminates district policies and practices that have discriminatory effects.

5. Ethical leadership: The superintendent is an educational leader who improves learning and achievement for each student by acting with integrity, fairness, and in an ethical manner.

- Models high standards of professional and ethical behavior.
- Interacts respectfully with others.
- Articulates high expectations for ethical and professional behavior of district employees and students.
- Examines district procedures and practices for possible violations of fairness, social justice, and human dignity.
- Values transparency

6. Socio-political context: The superintendent is an educational leader who improves learning and achievement for each student by understanding, responding to, and influencing the political, social, economic, legal, and cultural context.

- Gains understanding of the community by interacting with local community members and engaging in community activities.
- Engages with local, state and federal officials in order to protect and promote the interest of children in the district.
- Engages with professional associations, business organizations, and other external groups to gain understanding of the current environment and develop district responses to emerging issues.
- Respects and advocates mutual understanding of the roles and responsibilities of superintendents and board.
- Honors board policy.
- Provides the board with timely information.
- Treats all board members and staff fairly, respectfully, and responsibly.
- Provides necessary support for effective board decision-making.
- Builds strong team relationships with the board.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED

- Knowledge and experience in management of district finances including bonds and levies
- Knowledge of laws governing the operation of school district
- Knowledge of and experience with leadership and instructional frameworks; specifically, the AWSP Framework and the Danielson Instructional Framework
- Knowledge of the Common Core curriculum development, assessment and instructional strategies and Next Generation science standards which provides a basis for leadership in these areas
- Knowledge of safety and response procedures, processes, and protocols to maintain a safe educational and working environment
- Skills in data analysis to assess, monitor, and inform instruction for student growth
- Skills and ability in organization, time management, task prioritization and record keeping
- Exemplary skills in written and oral language with the ability to communicate respectfully, clearly and concisely by telephone, in person, and in written form
- Ability to effectively utilize collaborative decision-making in a team environment and engender teaming at all levels using Professional Learning Communities
- Ability to solve problems creatively and decisively given school district context
- Ability to meaningfully involve and engage student, parents, other community members, and staff in the operation of the district
- Ability to apply diplomatic techniques in all district-related matters and maintain strict confidentiality in sensitive matters
- Ability to foster a district climate which challenges and motivates staff
- Ability to remain calm, flexible, and work effectively under pressure
- Ability to maintain a high level of physical stamina, stability, and creativeness
- Ability to maintain and model a consistently positive attitude
- Ability to make appropriate decisions rapidly and with ease, using prudent judgment and common sense
- Ability to work cooperatively with other administrators – advises appropriate district administrators of progress, problems, and other information regarding the district's program
- Knowledge of race and equity issues and ability to develop a staff reflective of our diverse community.
- Committed to creating a culture free of harassment, intimidation, and bullying for students and staff.

LICENSING/CREDENTIAL AND/OR EDUCATION REQUIREMENTS

1. Valid Washington State superintendent's credential preferred.
2. Master's or Doctorate degree in educational leadership/administration or related field. Doctorate preferred.
3. Minimum three years' successful experience as a superintendent or assistant superintendent.
4. Minimum three years' successful supervisory experience, preferably as a building administrator.
5. Successful Washington State Patrol check and FBI Fingerprint Clearance Report and Disclosure Statement in accordance with state law.

PHYSICAL REQUIREMENTS:

Ability to frequently travel to school buildings, offices, various events, and other engagements. Ability to perform extensive work at a computer display terminal. Ability to communicate with staff, students and community.

Classification: Superintendent of School

TERMS OF EMPLOYMENT

| | |
|----------------------|---|
| Position: | Administrative |
| Salary Range: | See administrators' salary schedule |
| Work Year: | July 1 – June 30, (260 contracted days) |
| Sick Leave: | 12 days per year |
| Holidays: | 11 days per year |
| Annual Leave: | 28 total vacation days |
| Benefits: | Medical/Family Dental/Family Vision/Long Term Disability/Life Insurance Retirement/Employee Assistance Program |

EVALUATION

Evaluation responsibilities are assigned to the Tukwila School District Board of Directors