

**Bangor School Department Request for Proposal:
Inclusive Hiring Search Assistance for Superintendent for 2021/2022
School Year
February 8, 2021**

The Bangor School Committee invites search firms and consultants to submit a proposal to assist the Board and our stakeholders with ensuring an inclusive search process to hire a Superintendent of Schools for the 2021/2022 school year.

About Bangor

Bangor School Department is a high performing school district in Central Maine, with approximately 3700 students, 600 employees, and an annual budget of \$49 million. Bangor is an area rich in natural, cultural, and civic activities and opportunities.

The Bangor School Department has a long-standing tradition of academic excellence, and by many measures is considered among the best school systems in the State of Maine and across the nation. Just a few of our state and national recognitions include:

- 5 National Blue Ribbon Schools of Excellence
- Standard and Poor's Magazine Outperformer Award
- Newsweek Top High School Award
- Parents' Choice Award
- Sports Illustrated Top 50 and Best in the State of Maine
- Numerous State, New England, and National Championships and Winners
- More National Merit Scholars and Semi-Finalists than any Maine high school, public or private

Our students excel academically and in athletics, the arts, and global citizenship. Bangor schools repeatedly score among the top schools in the state on the statewide assessment. Our students thrive and excel, despite the fact that one half of our students live in poverty. An issue that informs everything we do.

We have ten schools in the district: five PreK-3 Schools, two 4-5 Schools, two Middle Schools and one High School. We recently completed major facilities upgrades to three schools. We have a legacy of an above-average number of students involved in extracurricular activities. We are in the process of healing from a race based harassment incident and have committed our district to becoming leaders in diversity, equity, and inclusion. We have just completed our next ten-year Strategic Plan to cover our growth for 2020-2030. Our district is governed by a 7-member School Committee. You can learn more about Bangor School Department online at <https://www.bangorschools.net>

About the Superintendent Search

Bangor School Committee has hired Maine School of Management (MSMA) to conduct our superintendent search. We seek to hire a firm/consultant to partner with MSMA to lead additional training as part of the recruitment / interview / applicant selection process. Our goal is to complete the search, with the guidance of MSMA partnered with an experienced firm or consultant, and hire a Superintendent with a July 1, 2021 start date. Bangor School Committee recognizes the importance of attracting a wide and diverse pool of qualified and interested candidates in a tight and competitive labor market. We seek an experienced guide to work in partnership with MSMA, our Board, Administration, Students, Staff, and Community stakeholders through a professional, transparent process to reduce risk and enhance our goal to attract and hire the best qualified candidate as our Superintendent.

The training we seek to provide are listed below by the party in parentheses. Training will involve anyone in the interview process from screening applications to participating in the interviews. All participants, including all Bangor School Committee members, will be required to participate in these trainings as we feel it important enough to ensure that biases are left out of the decision making process.

- Confidentiality workshop (MSMA)
- Review of Policies that address the Hiring of Administrative Staff—A review of the 11-step procedure, Maine and Federal Laws that address Equal Opportunity as well as practices to avoid discrimination of protected classes. (MSMA)
- Interrupting Bias in the Hiring Process: (Consultant and MSMA)
 - What's getting in the way of an Inclusive Hiring Process?
 - What is Bias?
 - Can I get rid of my Bias?
- Interrupting Bias in the Virtual Hiring Process. (Consultant and MSMA; led by Consultant)
- Expanded sourcing of candidates (MSMA and Consultant)
- Seven Practical Ways to Reduce Bias in Your Hiring Process. (Consultant and MSMA; led by Consultant)
- Transition Planning. (MSMA and Consultant)
- Onboarding Your Superintendent. (MSMA and Consultant)

Requirements for Your Submission

Bangor School Department kindly requests that each bidder submit responses to the following 8 topics/questions-with no more than 1 page per response. Bidders may

supplement their responses with additional attachments, but each question needs a full, and separate response:

1. Firm or Consultant Description (Your background, experience, and results)
2. Who Will Manage Our Search from Your Firm (Help us to get to know who will lead your work with us, and any other people we'll work with)
3. Your Suggested Training Approach
4. How You Source Candidates (including candidates of diversity)
5. Engaging Staff, Students, and Community in the Process (your best practices and results)
6. Managing Risk (your best practices at reducing risk in a search process while meeting our timing goal of hiring a Superintendent for the 2021/2022 school year by July 1, 2021)
7. Your Timeline (for April 30, 2021 hiring target date):
 - Phase 1: Planning Activities
 - Phase 2: Sourcing Candidate Activities, including your strategy and results for candidates of diversity
 - Phase 3: Interviewing Candidates Activities
 - Phase 4: Selection, Hiring and Contract Activities
8. Your Fees, broken down into four phases (it is important that we understand your fees by phase as we consider the extent of involvement we require based on needs and budget):

Please include a copy of your contract and terms.

Working Draft Timeline

We have established the following draft working draft timeline for Bangor School Department Superintendent Search. This is not final and we expect that our search advisor partner, in conjunction with MSMA, and along with our stakeholders, will work with the School Committee to discuss, refine, and finalize a process and timeline:

RFP and Search Firm Selection Process:

- Monday, February 8, 2021: Issue this Request for Proposal
- Thursday, February 19, 2021: Deadline for receiving bidder proposals (by 3:00 p.m. Eastern time)
- February 22, 2021: The School Committee. All bidders will be asked to be available for a 45-minute in-person, phone, or interactive meeting with our School Committee.
- Wednesday, February 24, 2021: Board meeting with a goal of Board reviewing, discussing, and voting on retaining a Search firm/consultant.

- Thursday, February 25 - Friday, February 26: Notify selected Search Firm, finalize and sign contract with selected Search Firm/Consultant

Phase 1: Planning Activities (Jan - Feb) included but not limited to these considerations:

- Seek Stakeholder/Community Feedback gathering (ie, survey or focus groups)
- Create ongoing Stakeholder Communication plan Create Leadership Profile
- Update Job Description Update/Create District Organization Chart
- Write Job Posting Notice Review Job Application, including Affirmative Action/EEO statement
- Consider Policy Review (ie. Policy GCFB and GCFB-R, "Recruiting and Hiring of Administrative Staff and Hiring Procedures; Policy AC: Nondiscrimination/Equal Opportunity and Affirmative Action)
- Strategize Marketing Strategy/Materials (advertisements, postings, testimonials), including new outreach strategies to widen our ability to attract interested, qualified candidates.

Phase 2: Planning Activities (Feb - March), included but not limited to these considerations:

- Organize Search Committee/Stakeholders Develop Selection Process Overview roadmap document.
- Phase 2 Sourcing Activities (Feb.), included but no limited to search firm and District stakeholders working together to source candidates.
- Demonstrate ability to attract a larger and more diverse group of qualified and interested applicants, while maintaining the goal of hiring the best qualified candidate.
- Along with sourcing candidates, Feb. - March will be time to organize an Interview Committee, and develop our interview strategy and tools. This step may include consideration of best practices, training, and delegation on topics including interview format, site visits, background and reference checking, removing institutional bias, interview questions, evaluation rubrics, and other factors.

Phase 3: Interview Activities (March - April) Below dates are subject to slight changes.

- First week of March: Deadline for candidate applications received by MSMA
- March activities: Review of all applications, and process for vetting, including Internet searches as appropriate by MSMA

- Selection of semi-finalists for first interview
- Semi-finalist interviews; week of April 5th
- By April 9 Select finalist candidates
- Prepare for second Interview (semi-final interview)
- Semi-final interviews; week of April 20th
- Board/Stakeholder interviews with finalist candidates, including any site visits as necessary (end April).

Phase 4: Selection, Hiring and Contract Activities (May - July)

- By May 12 Hiring Decision
- End of May: Negotiating and voting on contract, and beginning onboarding activities
- Set target date of no later than July 1 as Superintendent's start date
- Onboarding July

Your Proposal Submission

Your written proposal (please ensure a full response to our 8-topic/question format, plus any attachments you have) must be received in our offices by Thursday, February 19, 2021 by 3:00 p.m. eastern time. Please send hardcopy or email your documents, including the signed General Requirements page following, in PDF format) to:
Bangor School Department, 73 Harlow St, Bangor, ME 04401,

General Requirements

By submitting a proposal, the successful bidder agrees that it shall indemnify, defend, and hold harmless the Bangor School Department, its agents, employees, and Board of Education (the "indemnified parties") from and against all losses, liabilities, claims, actions, expenses (including reasonable attorneys' fees) damages, and any other costs of any nature whatsoever which an indemnified party it may suffer or incur in connection with the negligent acts or omissions of the successful bidder, its agents, employees or subcontractors in connection with the carrying out of the successful bidder's obligations under this request for proposal and the resulting contract.

Bangor School Department may disqualify a bidder for any conduct, situation, or circumstances, determined by Bangor School Department, in its sole and absolute discretion, to constitute a conflict of interest. For the purposes of this Request for Proposal ("RFP"), the term "conflict of interest" includes, but is not limited to, any situation or circumstance where: (a) in relation to the RFP process, the bidder has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) communicating with any person with a view to

influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (ii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or (b) in relation to the performance of its contractual obligations contemplated under a contract for the deliverables outlined in this RFP, the bidder's other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgment, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

Issuance of this Request for Proposal ("RFP") does not commit Bangor School Department to pay any costs incurred in the preparation and submission of a response, or to procure a contract for any services.

Selection of a bidder is totally at the discretion of Bangor School Department. Failure to comply with these instructions, and the other specific provisions of the RFP, may result in the proposal being rejected for that reason alone. Please note, responses will not be returned.

The following signature page for your response must contain the following representations in order to be considered:

Bidder hereby represents and agrees as follows:

1. Bidder and its duly authorized undersigned representatives agree that they have read the Request for Proposal ("RFP") for which this response is being submitted; that they understand the RFP; and that this response is responsive to and complies with the instructions and conditions to the RFP.
2. Bidder understands and agrees that this response (including any and all attachments, exhibits, and documents referred to in this response) may be included in any final contract between the bidder and Bangor School Department.
3. Bidder certifies that it has no conflict of interest in submitting this bid and agrees that, if selected, it will not represent any other party or client which may create a conflict of interest in its representation of Bangor School Department. If the Bidder is unclear whether a conflict of interest exists, Bidder will immediately contact Bangor School Department and ask for an interpretation.
4. Bidder agrees to be bound by the representations, terms, and conditions contained in this response.

Signature: _____

Date : _____