CONSULTANT SERVICES PROVIDED FOR LITTLETON PUBLIC SCHOOLS THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

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

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

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

STAGE 3 - RECRUITING AND SCREENING

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

STAGE 3 - RECRUITING AND SCREENING — CONTINUED

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

STAGE 4 - CANDIDATE PRESENTATION

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

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

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

The Superintendent search services and process provided above can be adjusted to meet the specific needs of the Littleton Public Schools.

POINTS OF EXPERIENCE IN TIME OF COVID-19

During this unprecedented time of COVID-19, we, along with other firms, have had to adapt our way of thinking and practices in order to accomplish the task at hand – finding your next Superintendent.

We had searches in various stages when the outbreak of COVID-19 hit forcing school districts to close and states to issue shelter in place orders. Some of the ways we have adapted our search experiences are as follows:

- 1. First meetings with the Board and Board one-on-one interviews can be conducted electronically or by phone.
- 2. In addition to our current electronic 31 qualities survey, and in lieu of in person stakeholder meetings, we have conducted stakeholder meetings via Zoom with groups and members chosen by the Board/district.
- 3. Another option used to gather stakeholder/constituent group input is to place the stakeholder questions into Survey Monkey and providing the district with links for each group which they then distribute to the selected members of each respective group. Upon closure of the survey, we review and compile responses to the stakeholder questions. This information is used internally to assist in finding commons themes, names of suggested candidates and possible interview questions.
- 4. If presenting the candidate packets to the Board in person is not an option, we can conduct a meeting via Zoom or other electronic means where we would provide the Board with links to the candidate packets as well as the one-way candidate Spark Hire videos.
- 5. If needed, candidate interviews can also be conducted electronically. We know this is not ideal, but it can be utilized to keep the process moving.
- 6. We realize an important part of the process is to have stakeholders meet the candidates. If that is not possible due to current conditions, we suggest an electronic forum for each candidate whereby the community can submit questions, a moderator would then compile the questions into a select number (given the time allotment) of various topics, and then ask those questions to the candidates (i.e. 30 minute time limit, 2 minutes per question, going alphabetically by candidate with one candidate completing their 30 minutes followed by the next candidate). If district technology allows, these forums would then be shown on the district meeting site or YouTube site.
- 7. This is YOUR search. We will work with you to devise a plan that works for you!

LITTLETON PUBLIC SCHOOLS SUPERINTENDENT SEARCH SUGGESTED PROCESS AND TIMELINE

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

	DATE	
on con		Consultant planning meeting with the Board and individual Board member interviews. (<i>Time:</i> <u>TBD</u>) (option to conduct via Zoom, conference call or gotomeetings.com)
Stage 1 Board Input & Preparation		Begin preparing information for the District promotional flyer and online application form with the District liaison representative(s).
		Notify all associates and other professional contacts of vacancy.
_	_	Contact constituents and stakeholders for input meetings on
nent		Online survey link, for input on developing the profile, available on District website from to
7 John -		Meetings with constituent and stakeholder group representatives.
Stage 2 Profile Development & Process		8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.
Louis -		Promotional flyer draft due.
_		Board to finalize Superintendent profile for the promotional flyer and online application form. (<i>Time:</i> <u>TBD</u>) (option to conduct via Zoom, conference call or gotomeetings.com)
Screening		Print promotional flyer. Forward to consultant.
Recruiting Screening		E-mail promotional flyer and online application instructions to interested candidates.
Rec y		Deadline for all application materials. (*See note below.)
Stage 4 Candidate Presentation		Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. (<i>Time: TBD</i>) Interview candidates (1 st round).
Pre		Meeting with consultant following the last interview. (Time: TBD)
<u> </u>		Interview finalist candidates (2 nd round). <i>(Optional)</i> Final meeting with consultant following the last interview. <i>(Time: TBD)</i> (option to conduct via
of Finalis Planning		Zoom, conference call or gotomeetings.com)
Plai -		Consultant will discuss contract terms with the finalist.
ion of interest		Offer the contract.
Selection of Finalist & Future Planning		Press release of new Superintendent.
Se ==	_	Board Self-Assessment Survey Results presented to the Board.

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

(Actual dates to be determined in the first meeting with the Board.)

BUILDING THE PROFILE

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

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

Our process consists of Q and A sessions and the administration of our own 31 Desirable Characteristics Survey. This is culminated in an open meeting report to the Board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

INTERVIEW PROCESS – COMMUNITY INPUT

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

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

INCLUSION, EQUITY AND ELIMINATION OF INSTITUTIONAL RACISM

During these challenging times we articulate our organizational commitment to identifying and acting upon the changes that are needed to bring about inclusion, recognize the need for equity, and eliminate institutional racism.

We recognize social injustice, systemic racism, socio-economic limitations and the disparities associated with the identification and placement of school district leadership personnel. Furthermore, this recognition has not only guided our recruitment and placement of school district leaders, it directly impacts our recruitment and selection of our search Associates and national office personnel.

Therefore, we will:

- Declare inclusion as an organizational core value;
- Engage in intentional conversation and behavior around diversity and equity;
- Identify social justice as a behavior model impacting our school search practices;
- Recognize systemic racism as an equity problem for children's access to a fair, thorough and effective public education;
- Place equity, inclusion and diversity as major tenant of practice; and
- Use our voices and practices as instruments for change.

As a broad-based representative, nationwide organization that focuses on the delivery of leadership search and selection services to school districts, we commit ourselves to the statements above.

Additionally, we will continue to ask ourselves the appropriate questions that help us focus on the delivery of our respective services through the lenses of integrity, equity, social justice and inclusion.

Finally, we will continue to bring forward the organization's forces of institutional leadership, advocacy, scope of representation, levels of expertise and spheres of influence in these areas from this day forward.

Join us as we: WORK together, ASK questions, LISTEN fully, and ACT meaningfully!

RECRUITMENT

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

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

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



USA SCHOOL DISTRICT

SUGGESTED SUPERINTENDENT SEARCH ADVERTISING

RECOMMENDED BY RAY & ASSOCIATES

AASA Job Bulletin & Website + \$99 for each additional PowerPost (Veterans, Diversity and Social)

\$410 – Job listing would run for 30 days.

\$640 - Job listing would run for 60 days.

Education Week Newspaper and Website

\$3,590 estimated total cost for job listing to run three times, print only, and twice on the website.

(Approx. \$700 per job listing print only)

(Approx. \$1,160 per website listing for each 30 day post.) The website posting includes the following features - Showcases online job posting by highlighting it on Education Week's home page with a direct link to the listing and highlights the posting on weekly newsletters attracting the attention of an additional 2 million top quality, active and passive, job seeking educators.

(NABSE) National Alliance of Black School Educators

\$250.00 to post job listing online for 30 days.

Association of Latino Administrators and Superintendents (ALAS)

\$150.00 – Job listing would run for 6 weeks.

Executives Only Website (A salary amount is required in order to place ad)

Free job listing. Runs continuous throughout the search.

National Association of School Superintendents (NASS) Website

Free job listing. Runs continuous throughout the search.

Ray and Associates, Inc.

Free job listing. Runs continuous throughout the search.

TheLadders Passport

Free job listing. Runs continuous throughout the search.

School Leadership 2.0

\$95.00 to post job listing for 40 days.

Education America Network Website

\$295.00 to post job listing for 30 days.

State School Board Association

Free job listing for districts that are a part of the state school board associations.

State Association of School Administrators

Free job listing for districts that are members.

State Association of School Business Officials

Free job listing for districts that are members.

OTHER OPTIONAL ADVERTISING

American Association of School Personnel Administrators (AASPA)

\$250.00 to post job listing online for 30 days.

District Administration Website (website for District Administration Magazine) + \$99 for each additional PowerPost (Veterans, Diversity and Social)

\$295 - Job listing to run for 30 days

\$495 – Premium posting (maximum exposure) to run for 30 days

ImDiversity.com Website

\$125 - Job listing would run for 30 days. \$175 - Job listing would run for 60 days

The Broad Center (Broad Talent Bridge)

Free online job listing.

Hispanic Outlook in Higher Education

\$330 for 2 weeks in their digital edition plus 6 weeks online or \$195.00 to post job listing online for 30 days

Career Builder (affiliate of USA Today)

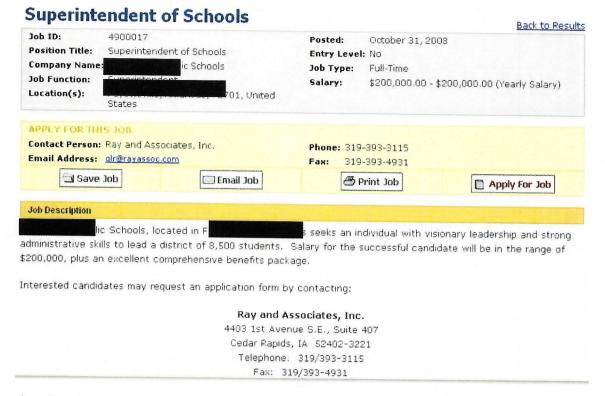
\$250.00 to post job listing online for 30 days.

Diverse: Issues in Higher Education

\$250.00 for extended posting of job listing online for 60 days.

SAMPLE ADVERTISEMENTS

American Association of School Administrator's (AASA) website sample advertisement.



Sample advertisement in Education Week.

SUPERINTENDENT

School District, located in , seeks an individual with visionary leadership and strong administrative skills to lead a district of students. Salary for the successful candidate will be in the range of \$, plus an excellent comprehensive benefits package.

Interested candidates may apply online at www.rayassoc.com

Ray and Associates, Inc.

Ph: 319/393-3115 E-mail: glr@rayassoc.com

Application Deadline:

Please do not contact the Board or District directly.

SAMPLE BROCHURES



SCREENING, REFERENCE CHECKS, INTERVIEWS AND FINAL SELECTION

Once recruited, all applicants are screened from the perspective of a viable match with Board criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with Board expectations. Those who emerge successfully from this screening are termed viable candidates, and our background research team then conducts extensive background investigations and internet checks on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations such as American Association of School Administrators (AASA), Association of Latino Administrators and Superintendents (ALAS) and National Association of Black School Educators (NABSE). Our firm also checks current and past relationships with administrators and verifies candidate's education and work history utilizing multiple internet sites and social media feeds. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected by the Board become top candidates.

As part of the candidate presentation to the Board, Ray and Associates will bring before the Board 8-12 top candidates for the Board's consideration. Board members will have the opportunity to observe each top candidate interviewed with questions specifically designed to the Superintendent search through video technology. The Board will also have a chance to review the application packet submitted by each top candidate.

Upon the completion of the review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process.

Ray and Associates will conduct criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees on the top 2-3 candidate(s) through an outside service at no additional cost.



WORKING WITH BOARD THROUGH EACH STAGE OF SEARCH

Stage One is Board Input and Preparation. The firm will meet with each Board member individually to obtain input for the profile development and meet with the entire Board to set the timeline for the search, finalize procedures and services desired by the Board, establish the Board contact person(s), discuss the application process, set the advertising and determine the salary.

Stage Two is the Profile Development and Process. Our firm takes the development of the profile very seriously. We will meet with employees and stakeholders as identified by the Board. We also will hold morning and evening open forums to collect input from the community. The purpose of the interviews and meetings are to gather and organize information that will contribute to the development of an accurate profile for the position. The Board will have the opportunity to review our recommendations and make the final decision on the desired profile.

Stage Three of the process is Recruiting and Screening. The firm's dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and screening of applicants.

Stage Four is Candidate Presentation. Ray and Associates will bring before the Board 8-12 top candidates for their consideration. Board members will have the opportunity to not only review the application packet submitted by each top candidate but they will also have the opportunity to observe each top candidate interviewed with questions specifically designed to the search through video technology. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. In addition to the top candidate packets provided to the Board, we will have available to the Board each and every completed file for their perusal if they so choose.

Upon the completion of the review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process. Ray and Associates will assist the Board in establishing the interview format and in developing interview questions.

Stage Five is the Selection of the Finalist and Future Planning. At the conclusion of the last interview, the representative from Ray and Associates will once again be onsite to lead the Board through a similar consensus building activity which has proven to be very successful in assisting Board members to reach a final determination of their finalist(s). It is also requested by some of our client school boards that the top two (sometimes three) finalists are brought back to the District for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

We believe strongly that this process allows the final selection of candidates to be in the control of the Board. When Boards are provided with a limited number of candidates from whom to consider, the Board has only limited involvement in the search process. Through the outstanding discussions fostered by the consensus building instrument provided by Ray and Associates, Board members have overwhelmingly been appreciative of their strong involvement.

MONITORING THE SEARCH PROCESS - CLIENT CHECKPOINTS

The Board's role is the most important one in the search process. Although we assist you in the process by actively recruiting, identifying and recommending qualified candidates, you alone will determine which candidate you will hire.

Our search process is set up in a manner that provides the Board with a continuous monitoring capability which features clearly defined checkpoints:

Timeline	•Establish a timeline for the process		
Input	Determine the input process		
Qualifications	•Set the Superintendent qualifications		
Flyers	 Review and approve informational flyers and application forms 		
Progress Reports	 Receive regular progress reports from the consultant 		
Interview Process	 Approve format and questions for the interview process 		
Candidates	•Select candidates for final interview		
Hiring	•Hire the candidate		
Contract	Determine and approve the contract		
Press Release	•Approve the press release		

These check points assure that you know the progress of the search and have the information to be fully informed and in control of the search.

CONFIDENTIALITY

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

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

FOLLOW-UP AFTER THE SEARCH:

BOARD SELF-ASSESSMENT SURVEY FOCUS ON FUTURE PLANNING

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

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

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

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

SATISFACTION GUARANTEED

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

If the Board is dissatisfied with the new Superintendent within two years from the date of employment of the Superintendent and if either party dissolves that relationship by resignation or termination within a two-year period of the initial employment, with the exception of: acts of God, health issues, or the awarding of severance payment to the departing Superintendent, the firm of Ray and Associates, Inc. will conduct a new Superintendent search at no cost to the District, except for expenses.

Furthermore, we do not recruit candidates we have placed for a minimum of 5 years.

REFERENCES

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

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Evansville Community School District	Evansville, WI	Kathi Swanson	Board President	Cell: 608-728-1045 swansonk@evansville.k12.wi.us
Round Rock ISD	Round Rock, TX	Amy Weir	Board President	Cell: 512-295-5016 amy weir@roundrockisd.org
Alhambra Elementary School District	Phoenix, AZ	Cathleen O'Neil Frantz	Board President	Cell: 602-579-0368 cathleenoneilfrantz@alhambraesd org
Salt Lake City School District	Salt Lake City, UT	Nate Salazar	Board Member	Cell: 801-367-6392 nate.salazar@slcschools.org
Bexley City Schools	Bexley, OH	Victoria Powers	Board Vice President	Cell: 614-214-2485 vepowers@icloud.com
Clintondale Community Schools	Clintondale, MI	Beverly Lewis-Moss	Board President	Cell: 586-808-1970 mossb@clintondaleschools.net
Everett Public Schools	Everett, WA	Caroline Mason	Board President	Cell: 425-238-7308 caroline.mason@everettsd.org
Westside Community Schools	Omaha, NE	Adam Yale	Board Member	Cell: 402-672-2294 yale.adam@westside66.net
Waxahachie Independent School District	Waxahachie, TX	Dusty Autrey	Board President	Cell: 972-670-7121 dautrey@wisd.org
Berlin Area School District	Berlin, WI	Catherine Kujawa	Board President	Cell: 920-279-4657 ckujawa@berlin.k12.wi.us
Woodland Hills School District	North Braddock, PA	Jamie Glasser	Board President	Cell: 412-874-0161 glasja@whsd.net
Tangipahoa Parish School System	Amite, LA	Therese Domiano	Former Board President	Cell: 985-974-2955
Lawrence Public Schools	Lawrence, KS	Shannon Kimball	Former Board President	Cell: 785-840-7722 skimball@usd497.org
Pittsburg Community Schools USD 250	Pittsburg, KS	Marlene Willis	Former Board President	Cell: 602-404-8835 mwillis@usd250.org
Savannah-Chatham County Public Schools	Savannah, GA	Mary Davis- Brown	Board Secretary	Work: 912-395-1014 Mary.Davis-Brown@sccpss.com
Gresham Barlow School District	Gresham, OR	John Hartsock	Former Board Member	Cell: 503-780-4806

Mercer Island School District	Mercer Island, WA	David D'Souza	Former Board Chair	Cell: 206-202-0894 david.dsouza@mercerislandschoo .org
Durham Public Schools	Durham, NC	Minnie Forte- Brown	Board Member	Cell: 919-452-2177
Council Bluffs Community School District	Council Bluffs, IA	Troy Arthur	Former Board President	Cell: 402-651-0956 Troyarthur4cb@gmail.com
Flagstaff Academy	Longmont, CO	Wayne Granger	Executive Director	Cell: 720-864-9094 wgranger@flagstaffacademy.org
Poway Unified School District	San Diego, CA	Michelle O'Connor- Ratcliff	Former Board President	District: 858-521-2704 moconnorratcliff@powayusd.com
Howard-Winneshiek Community School District	Cresco, IA	Clint Farlinger	Business Manager/Board Secretary	Wk: 563-547-2762 cfarlinger@howard-winn.k12.ia.u
Olathe Public Schools	Olathe, KS	Rick Schier	Former Board President	Home: 913-530-3644 rickschierboe@gmail.com
Joplin Schools	Joplin, MO	Jeff Koch	Former Board President	Work: 417-529-1236 jeffrykoch@hotmail.com
Austin Independent School District	Austin, TX	Vince Torres	Former Board President	Cell: 512-784-0620
Northshore School District	Bothell, WA	Amy Cast	Former Board President	Cell: 206-601-7909 Sbdistrict5@nsd.org
Des Moines Public Schools	Des Moines, IA	Dick Murphy	Former Board President	Cell: 515-250-5567 Hm: 515-278-6048 rmurphyia@earthlink.net
Maury County Public Schools	Columbia, TN	Jim Morrison	Former Board President	Wk: 615-350-7637 Cell: 931-446-2438 jcment@cpws.net
Brevard Public Schools	Viera, FL	Robert Jordan	Former Board Chairman	Cell: 321-698-7110 Work: 321-383-4813 Robert.Jordan@genesisvii.com
Collier County Public Schools	Naples, FL	Allun Hamblett	Former Deputy Chief Administrative Officer	Cell: 239-398-0761 ARHAssociates@comcast.net
Howard County Public School System	Ellicott City, MD	Brian Meshkin	Former Board Member	Cell: 949-812-0081 brian@brianmeshkin.com
Fargo Public Schools	Fargo, ND	Jim Johnson	Former Board President	Cell: 701-200-4794 Work: 701-232-7481 johnsji@fargo.k12.nd.us
Glen Ellyn School District 41	Glen Ellyn, IL	Erica Nelson	Former Board President	Work: 630-452-4349 npdnelson1@gmail.com
Paradise Valley Unified School District	Phoenix, AZ	Anne Greenberg	Board Member	Cell: 602-751-6642 Hm: 602-493-6642 asgpvusdBoard@cox.net

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

Ray and Associates, Inc.

Leaders in Executive Searches

"What school boards say about Ray and Associates"

"In a somewhat constricted timetable, they lead a process to gather information from all stakeholder groups on the characteristics that should be prioritized in the search, managed the application and interview process, and organized a busy day of in-person forums and zoom meetings for stakeholder groups. The entire team at Ray and Associates lead and supported every aspect of our search process."

July 7, 2021 Ms. Victoria Powers, Board Vice President

Bexley City Schools, OH Enrollment: 2,400

"In late March 2021 we asked the team to assist us with an accelerated timeline to expedite their traditional search schedule. Within 8 weeks we interviewed multiple highly-qualified finalists and identified our next Superintendent. This unprecedented search could not have been possible without Ray and Associates' willingness to modify their approach, their willingness to collaborate, the assistance of the Ray and Associates team, and the amazing administrative team at your corporate office."

June 24, 2021 Ms. Cathleen O'Neil Frantz, Board President Alhambra Elementary School District, AZ

Enrollment: 12,000

"From the very beginning, they delivered professional, comprehensive services. The firm developed a rigorous timeline and met all its commitments. Ray and Associates, Inc. provided professional services in a consumer-friendly manner that allowed us to select a superintendent that will serve our community well."

May 20, 2020

Mr. Michael Raczak, Board President Indian Prairie School District 204, IL

Enrollment: 27,400

"The quality of services provided by Ray and Associates cannot be understated and their ability to bring consensus among board members was phenomenal. While they provided support, they also respected our role as a board taking the lead in many aspects of the process. They were professional and knowledgeable throughout the entire process. I would highly recommend Ray and Associates to any School Board who wants to conduct a national search."

Search completed January 2020 Mr. Steve Cona III, Board Vice Chairman Hillsborough County Public Schools, FL

Enrollment: 220,000

"We chose Ray and Associates for our search based on their long successful track record and the individuals with whom we worked closely. Their in-depth knowledge of conducting a national search, large number of consultants through out the country, and strong recommendations from other boards put them at the top of the list after our search firm interviews. I am confident Ray and Associates and their team of consultants would do the same outstanding job for other school boards needing consultation in the hiring of a new superintendent."

August 7, 2019 Ms. Caroline Mason, Board Vice President Everett Public Schools, WA

Enrollment: 21,000



WHEREAS, the USA SCHOOL DISTRICT is desirous of obtaining professional services and Ray and Associates, Inc., a consulting firm, is desirous of providing such services, and it is agreed between the parties that the following terms and conditions shall be in effect:

RAY AND ASSOCIATES WILL:

- 23. Comply with all USA SCHOOL DISTRICT and State legal requirements.
- 24. Customize the search process to meet the needs and expectations of the USA SCHOOL DISTRICT.
- 25. Conduct individual Board member interviews to assess the Board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
- 26. Work with the Board to establish a timeline that lists each step in the search process.
- 27. Discuss with the Board the requirements and salary range for the Superintendent position.
- 28. Work with the USA SCHOOL DISTRICT staff and those selected by the Board in the development of an accurate informational flyer and approval of the online application form.
- 29. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the Board. In addition, our firm has the resources to offer an online survey option. We will provide a link to the survey to post on the District's website.
- 30. Provide the Board with cost saving options to minimize expenses by utilizing Skype, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
- 31. Develop all required forms for the application and screening process.

- 32. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
 - Notify all associates to actively recruit potential candidates.
 - Contact individuals in our firm's database whose interests match District criteria.
 - Actively recruit applications from qualified individuals.
 - Solicit nominations from knowledgeable people in the profession.
 - Contact other professional consultants in private and public sectors.
 - Discuss with all candidates the District's characteristics and the Board's profile and criteria for the new Superintendent position.
 - Advertise nationally in the following as selected by the Board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the STATE School Administrators and STATE School Boards Publications, The School Administrator Publication, Executives Only Website and other publications selected by the Board.
- 33. Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with District criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with District expectations. Those who emerge successfully from this screening are deemed viable candidates.
- 34. Check references provided and conduct additional background investigation of leading candidates. The firm will interview each viable candidate that meets Board criteria and verifies their qualifications and experience. A check of a candidate's work history is also completed utilizing online resources such as Google, Yahoo, Facebook, Twitter and other social media sources as well as checking for blogs.
- 35. Provide the Board with an opportunity to observe each top candidate interviewed with questions specifically designed by Ray and Associates, Inc. through video technology.
- 36. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the Board in determining the finalists for an interview.
- 37. Assist the Board in establishing the interview format and in developing interview questions.
- 38. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.
- 39. Help arrange the details of interviews for leading candidates.
- 40. Provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
- 41. Coordinate with the **USA SCHOOL DISTRICT** Business Office the procedure for reimbursement of candidates' expenses.
- 42. Assist District in negotiating the contract with the successful candidate at no additional cost to the District.

- 43. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the Board.
- 44. If desired, assist the District in preparing a press release, upon request, announcing the appointment of the new Superintendent.
- 45. Provide the Board with a report of the Board Self-Assessment Survey Results at no additional cost.

SECTION II

GENERAL PROVISIONS

CONFIDENTIALITY

Ray and Associates, Inc. will preserve the confidential nature of any information that becomes available to the firm resulting from the services rendered to the Board.

SATISFACTION GUARANTEE

If the USA SCHOOL DISTRICT or Ray and Associates, Inc. terminate this agreement, the USA SCHOOL DISTRICT will be charged for only the work performed and expenses incurred up to the date of termination.

If the Board is dissatisfied with the Superintendent within two years from the date of employment of the Superintendent, and if either party dissolves that relationship by resignation or termination within a two-year period of the initial employment, with the exception of: acts of God, health issues, or the awarding of severance payment to the departing Superintendent, the firm of Ray and Associates will conduct a new Superintendent search at no cost to the District, except for expenses.

CONSULTANT FEE

The base fee for the performance of the USA SCHOOL DISTRICT Superintendent search by the consultant as provided in the proposal will be XX thousand dollars (\$XX,000.00).

Any services requested by the district after the new Superintendent is hired and the search is closed, will be billed as an additional fee. This fee will be determined based upon the services requested and agreed to prior to the services being rendered.

The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when the Superintendent is officially hired by the District.

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

CONSULTANT REIMBURSED EXPENSES

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

CANDIDATE EXPENSES

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

SECTION III

WHEREAS, the parties have agreed upon the above terms and conditions, they have this date set their signatures as evidence of said agreement.

BOARD CHAIR NAME, Board President USA SCHOOL DISTRICT	Date		
Michael Collins, President RAY AND ASSOCIATES, INC.	Date		

SATISFACTION GUARANTEED

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

If the Board is dissatisfied with the new Superintendent within two years from the date of employment of the Superintendent and if either party dissolves that relationship by resignation or termination within a two-year period of the initial employment, with the exception of: acts of God, health issues, or the awarding of severance payment to the departing Superintendent, the firm of Ray and Associates, Inc. will conduct a new Superintendent search at no cost to the District, except for expenses.

Furthermore, we do not recruit candidates we have placed for a minimum of 5 years.

ALL EXECUTIVE SEARCH FIRMS ARE NOT THE SAME!

Ray and Associates, Inc.

THE CLEAR DIFFERENCE...

- ✓ We customize every search to meet the specific needs of our clients.
- We have the largest professional recruiting network in the country.
- ✓ We have a highly qualified, full-time staff that is readily accessible to respond to both clients and candidates.
- ✓ We maintain a large, prescreened database of traditional and non-traditional candidates from across the country.
- We aggressively recruit candidates who closely match the District profile.
- We provide an attractive, user-friendly and informative website that allows candidates to access application materials on-line.
- ✓ We receive more applications than any search firm in the nation.
- ✓ We interview each individual Board member in order for them to provide information and insight into the development of the profile characteristics for the position.
- ✓ We collect and organize community and staff input when desired by the Board and provide a report that is highly useful in establishing the position criteria. In addition, our firm offers an online survey in various languages and will provide a link to the survey to post on the District's website.
- ✓ We offer the option to have our office design and develop the promotional application and flyer for the position.
- ✓ We have the most complete and comprehensive investigative system to assure our clients of candidate quality.
- ✓ We have a unique and successful consensus building process for Boards who may be split on candidates or other issues.
- ✓ We have been highly successful in providing a large diverse pool of candidates in all of our searches.
- We provide an in-depth candidate video interview to the Board.
- ✓ We provide criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
- We provide a two-year guarantee clause in our contract with our clients.
- ✓ We do not recruit candidates we have placed for a minimum of 5 years.
- ✓ We provide a service to our clients after the Superintendent is hired to ensure a smooth transition and to establish realistic expectations at the outset.