

May 3, 2021

301-279-3555

RFP Number: 4305.2  
Due Date: June 3, 2021  
Open Time: 2:00 p.m.

To: Prospective Respondents:

The purpose of this Request for Proposal (RFP) is to solicit and engage a professional and knowledgeable firm (agency, company, corporation, consultant, etc.) to conduct a comprehensive, national executive search for the Montgomery County Board of Education (Board) for the purpose of identifying and attracting the best qualified candidates for the Superintendent of Schools (Superintendent) of Montgomery County Public Schools (MCPS).

The Board intends to engage the selected firm for the period of time necessary to select by early May 2022 and appoint the best qualified candidate for a term to begin on July 1, 2022.

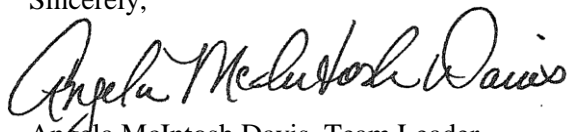
A virtual pre-proposal conference will be held on Monday, May 17, 2021 at 10:00am via WebEx. All information to connect to the virtual pre-proposal conference is available within the RFP document, Section 11.0. Questions regarding the RFP must be submitted by the close of business, 4:00 p.m., on Tuesday, May 11, 2021. Responses will be posted on the MCPS Procurement website on Friday, May 14, 2021.

Please respond according to the instructions provided in the attached. Submissions must be received on or before 2:00 p.m., on Thursday, June 3, 2021. Submissions received after this date and time will not be considered. Submittals shall be delivered in a sealed envelope with the RFP number, opening date and opening time indicated in the lower left corner of the envelope. Submissions shall be delivered to Montgomery County Public Schools Procurement Unit, 45 West Gude Drive, Suite 3100, Rockville, Maryland 20850.

The contractor must submit one (1) original, one (1) redacted copy, one (1) electronic version on flash drive and twelve (12) separate copies of the proposal. The submission must be signed by an official having authority to contract with MCPS. The firm and official's name shall be used. This solicitation does not commit the district to pay any costs incurred in the submission of proposals or guarantee that an award will be made.

In the event of emergency closing of the MCPS Board of Education offices, this RFP will open at the same time on the next regular working day.

Sincerely,

  
Angela McIntosh Davis, Team Leader  
Procurement Unit

AMD  
Enclosure

**Department of Materials Management  
Procurement Unit  
MONTGOMERY COUNTY PUBLIC SCHOOLS  
Rockville, Maryland 20850-1747**

**Request for Proposal #4305.2  
Executive Search Firm for Selection of a Superintendent of Schools**

**1.0. INTENT**

The purpose of this Request for Proposal (RFP) is to solicit and engage a professional and knowledgeable firm (agency, company, corporation, consultant, etc.) to conduct a comprehensive, national executive search for the Montgomery County Board of Education (Board) for the purpose of identifying and attracting the best qualified candidates for the Superintendent of Schools (Superintendent) of Montgomery County Public Schools (MCPS).

The Board intends to engage the selected firm for the period of time necessary to select by early May 2022 and appoint the best qualified candidate for a term to begin on July 1, 2022.

**2.0 INTRODUCTION**

Montgomery County Public Schools (MCPS) is the 14th largest school system in the country serving more than 165,000 students from 157 countries speaking 150 languages. The school district has approximately more than 24,000 employees with an annual operating budget of \$2.6 billion. The Board oversees the work of the superintendent and the school system. Comprising eight members, the Board is the policy-making body responsible for the operation and general strategic direction of the school system. The Superintendent is appointed by the Board and serves as its executive officer and secretary-treasurer. The Superintendent is responsible for the overall administration of the school system and recommends appropriate action to the Board. Information about the school system is enclosed and also is available on the MCPS website at [www.montgomeryschoolsmd.org](http://www.montgomeryschoolsmd.org).

During the past 4 years with MCPS, outgoing Superintendent Jack R. Smith, Ph.D., working with the Board has been a steadfast champion for excellence and opportunity for all students. MCPS is committed to an *All Means All* approach to ensuring student success. While many of MCPS students achieve at the highest levels, not all have had access, opportunities, and resources needed to meet their full potential. MCPS is committed to addressing disparities in student outcomes by closing gaps in opportunity and achievement for all students, in all classrooms, in all of our schools. The MCPS All In: Equity and Achievement Framework provides the purpose, path, and plan to ensure success for all students. The Board commissioned a number of important studies such as the Metis Report and the Education Resources Strategies Report (ERS) to examine and provide data on equitable resource and program allocation to support the vision outlined in the Equity and Achievement Framework. The Board has emphasized a research-based approach to decision making with a commitment to using an equity lens. Some of MCPS' accomplishments in recent years include the following:

- Four MCPS high schools made the top 500 in the 2019 U.S. News & World Report list of Best High Schools. MCPS had three of the top five high schools in the State of Maryland.

- In 2018, MCPS students took more than 40,000 Advanced Placement exams. Students earned a college-ready score (3 or higher) on 70.8 percent of those exams.
- In 2018, the percentage of AP exams taken by MCPS African American students (47.1 percent) that earned college-ready scores of 3 or higher is significantly higher than the percentage of exams for African American students in the nation (29.9 percent).
- In 2018, the percentage of AP exams taken by Hispanic students that earned college-ready scores of 3 or higher (55.2 percent) was greater than the percentage of exams for Hispanic students in the nation (42.5 percent).
- More than two-thirds (67.5 percent) of graduates from the Class of 2018 took at least one AP exam, compared with 49.1 percent in Maryland.
- More than half (53.1) of the Class of 2018 scored a 3 or higher on at least one AP exam while in high school—significantly higher than the state average of 31.6 percent.
- In 2018, the percentage of MCPS African American and Hispanic graduates earning a 3 or higher on at least one AP exam surpassed the state average.
- The Class of 2019 earned an 1,119 average combined SAT score, surpassing both national and state averages. More than 75 percent of graduates took the SAT and MCPS Hispanic and African American students outperformed their peers across the nation.
- More than \$393.0 million in scholarships was awarded to students in the Class of 2019.
- Forty-one schools received the National Blue Ribbon Schools Awards.
- Nine schools received the National Green Ribbon Schools Organizational Excellence.
- MCPS was the recipient of the 2010 Malcolm Baldrige National Quality Award, the highest presidential honor given to American organizations for performance excellence. The award recognizes performance excellence through innovation, improvement, and visionary leadership. MCPS is only the sixth school system to receive this award and is the largest, by far. In 2006, MCPS won Maryland’s most prestigious award for performance excellence—the U.S. Senate Productivity Award—for implementation of the Malcolm Baldrige Criteria for Performance Excellence, a management philosophy that focuses on continuous improvement in the constant pursuit of excellence.
- MCPS was named a 2010 finalist for the \$1.0 million Broad Prize for Urban Education, qualifying MCPS graduates in the Class of 2011 for \$250,000 in college scholarships. MCPS is the first district in Maryland and the Washington region to be named a finalist for this prestigious award.
- MCPS leads the state with more than 690 teachers certified by the National Board for Professional Teaching Standards, a national recognition of professional excellence.

- MCPS was named a Gold Medal school system for 15 consecutive years by Expansion Management magazine as a measure of the attractiveness of the school system to the business community.
- MCPS was nationally recognized for the professional development program for administrators, teachers, and supporting services staff. The program was featured in a 2010 case study by the National Board of Professional Teaching Standards.

### **3.0 QUALIFICATIONS**

The selected firm must have experience in conducting a successful search (selection of a candidate and acceptance of a position, as facilitated by your firm) for a Superintendent of Schools for a K-12 school district with at least 50,000 students. If a firm does not have such experience or does not submit information in the proposal regarding this qualification, the proposal may be deemed non-responsive and may be eliminated from further consideration.

### **4.0 SCOPE OF SERVICES**

The basic scope of services shall include the following:

- a. Conduct all aspects of the recruitment process as directed by the Board.
- b. Work with Board-designated staff and others.
- c. Work with staff and the Board to develop a plan and timeline for the search that includes community involvement while balancing the need for confidentiality of applicants.
- d. Meet with the entire Board and with individual Board members to assess Board priorities, goals, and objectives in order to assist the Board in determining and articulating criteria and qualifications necessary for selecting a Superintendent.
- e. Develop and implement a plan to provide and facilitate community input and engagement regarding desired superintendent skills, characteristics, and qualifications. Such a plan should include all school system stakeholders, including parents and parent organizations, employees, the business community, and key elected officials.
- f. Prepare and distribute materials as necessary to advertise position.
- g. Advise the Board on an appropriate compensation package for the Superintendent that facilitates a successful recruitment effort.
- h. Nationally advertise and recruit qualified candidates.
- i. Screen all applications.

- j. Conduct appropriate background checks and interviews of qualified applicants and include the results as part of the information provided to the Board for those recommended for consideration by Board.
- k. Coordinate and facilitate the interview process.
- l. Evaluate and rank the qualified applicants in accordance with appropriate criteria.
- m. Maintain strict confidentiality throughout the search process as directed by the Board.
- n. Prepare reports and recommendations to the Board, as requested.
- o. Provide any other assistance to the Board as necessary to facilitate its final selection of a Superintendent for a term to begin on July 1, 2022.

## **5.0 INSTRUCTIONS**

Please provide the following information:

- a. A brief history and description of your firm including your relevant experience in providing the aforementioned services in which you are currently or in the past five (5) years have been involved. Specifically address how the firm meets the Qualifications specified in Item 3.0.
- b. Name, address, phone, and email addresses of principal employees. Provide resumes of the individual(s) who will be working on this project.
- c. Indicate name and contact information of lead consultant who will be assigned to this contract for the duration of the search process, through and including the hiring of a Superintendent.
- d. Provide references of other school districts with which you have worked. (Preferably districts with a student population of at least 50,000). Please include contact information for each.
- e. Services your firm utilizes to assist school districts in identifying qualified candidates. Describe the unique expertise provided by the firm's staff and list firm staff and the qualifications of those working on this project.
- f. Address each of the items listed in the Scope of Services, Item 4.0. Describe the methodology used by the firm for this search process and the role of the search firm at each step in the process. Describe detailed activities that are to occur, a timeline, significant milestones, and anticipated deliverables.
- g. Describe how the Board, staff, and interested community members, including parents and business leaders, can be involved in developing the criteria for selection of a Superintendent.

- h. If awarded, and for the Board to utilize your services, MCPS will enter into a professional services agreement to include the mutually agreed upon scope of services and the MCPS General Contracting Articles (Appendix A). The agreement will be governed by Maryland law.
- i. The firm's pricing proposal shall be a firm fixed price to include a schedule and the amount or rate of compensation desired for the services outlined in your proposal. Specifically identify all items included in the compensation schedule.
- j. The firm shall submit its audited financial statements. The company should be profitable for the last three (3) years. Financial data will be held confidential if so requested.
- k. Provide any additional information and comments your firm deems necessary to clearly communicate your firm's qualifications and the process you would use to recruit a Superintendent.

## **6.0 EVALUATION CRITERIA**

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

- a. The search firm's proposed approach to the work and how it meets the Board's needs.
- b. Qualifications and experience relevant to the scope of work including specific experience recruiting and placing superintendents of school districts of similar size. This includes the personnel that will be assigned to the search.
- c. Past performance as determined by recent and relevant contracts. Evaluation will be based on information obtained from references provided by the firm, as well as other relevant past performance information obtained from other sources known to the Board.
- d. Fee structure

## **7.0 SELECTION OF THE SEARCH FIRM**

The Board reserves the right to ask clarifying questions about submitted proposals. Firms also may ask questions that they may have related to this RFP prior to submitting their responses, see Item #10, Schedule of Events. Only proposals received by the deadline will be considered. Proposals will be screened down to a number of finalists. The Board will invite the finalists to make an oral presentation at a time and date to be announced in November 2021. All respondents will receive written notification regarding the final selection.

## 8.0 SUBMISSION GUIDELINES

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

One (1) original and twelve (12) copies and one (1) electronic version on USB flash drive of responses must be sent by mail, courier or hand-delivery and shall be in binders with tabs identifying each section. A table of contents should be included and all pages numbered as referenced in the table of contents. No fax or email of proposals will be accepted. Proposals are to be received no later than 2:00 p.m., on Thursday, June 3, 2021. Submit responses of the entire RFP proposal to:

Montgomery County Public Schools  
Procurement Unit – Angela McIntosh Davis, Team Leader  
45 West Gude Drive, Suite 3100  
Rockville, Maryland 20850

**Please contact MCPS Procurement Unit via e-mail, [Angela\\_S\\_McIntosh-Davis@mcpsmd.org](mailto:Angela_S_McIntosh-Davis@mcpsmd.org) to receive an electronic Word version of the RFP.**

Please note that the Montgomery County Board of Education or the Montgomery County Public Schools shall not be responsible nor be liable for any costs incurred by the vendor in the preparation and submission of their proposals and pricing.

## 9.0 PROJECT OFFICER

The Board project officer for this proposed procurement is:

Montgomery County Board of Education  
Attn: Ms. Lori-Christina Webb, Chief of Staff-Ombudsman  
850 Hungerford Drive, Room 123  
Rockville, Maryland 20850  
Phone: 240-740-3030

All prospective firms are cautioned that information relating to the proposed procurement may be obtained only from Mrs. Angela S. McIntosh-Davis, CPPB, Team Leader, Procurement Unit. Once the contract is awarded, Ms. Lori-Christina Webb will be your point of contact.

Any attempt to solicit information from other sources within the MCPS system may be cause for rejection of the firm's proposal.

## 10.0 SCHEDULE OF EVENTS

The anticipated schedule for activities related to this RFP is as follows:

RFP issued:	May 3, 2021
Questions due:	May 11, 2021 at 4:00 p.m.
Prebid conference:	May 17, 2021 10:00 a.m.
<b>Proposals due:</b>	<b>June 3, 2021, 2:00 p.m.</b>
Interview of Search firms:	Mid-June 2021
Anticipated award date:	July 2021

All dates are subject to change at the discretion of the Board of Education.

## 11.0 VIRTUAL PRE-PROPOSAL CONFERENCE

A pre-bid conference for prospective firms will be held on May 17, 2021 at 10:00 a.m. via WebEx (see below). The conference will be recorded and posted on the MCPS RFP webpage following the meeting. Attendance at this conference is encouraged, but is not mandatory. Questions to this RFP are due on May 11, 2021, by 4:00 p.m. so that responses can be prepared for distribution at the pre-proposal conference. The purpose of the pre-proposal conference will be to allow prospective firms the opportunity to obtain clarification of the RFP and ask questions directly of MCPS staff to assist them in the preparation of their proposal responses.

### WebEx Link:

<https://mcps.webex.com/mcps/j.php?MTID=mbf3572da8964d7f9082767fe576c396d>

**Meeting number: 185 103 2296**

**Password: JFa4MBJcM84 (case sensitive)**

**Join by Phone: 1-650-479-3208 Access Code 185 103 2296**

Firms shall provide the names of the persons who plan to attend the pre-proposal conference. Send the names to Mrs. Angela S. McIntosh Davis via e-mail, [Angela\\_s\\_mcintosh-davis@mcpsmd.org](mailto:Angela_s_mcintosh-davis@mcpsmd.org) no later than May 13, 2021.

## 12.0 ADDENDA/ERRATA

Changes and addenda to a solicitation may occur prior to the solicitation opening date and time. It is the bidder's responsibility to check the MCPS website at <https://www.montgomeryschoolsmd.org/calendar/mcpsbids.aspx>, under "Vendor Event Calendar" or contact the Procurement Unit at 301-279-3555 to verify whether addenda/errata have been issued. Failure to provide the signed acknowledgement of the addenda/errata may result in a submission being deemed non-responsive.



### 13.0 EMARYLAND MARKETPLACE ADVANTAGE (EMMA)

Maryland law requires local and state agencies to post solicitations on EMMA. Registration with EMMA is free. It is recommended that any interested supplier register at [www.eMarylandMarketplace.com](http://www.eMarylandMarketplace.com), regardless of the award outcome for this procurement as it is a valuable resource for upcoming bid notifications for municipalities throughout Maryland.

### 14.0 INQUIRIES

Inquiries regarding this solicitation must be submitted in writing, to Mrs. Angela S. McIntosh-Davis, Team Leader, Montgomery County Public Schools, Procurement Unit, 45 West Gude Drive, Suite 3100, Rockville, Maryland 20850. Questions are due by close of business, 4:00pm on May 11, 2021. Responses will be sent out May 16, 2021, and posted on EMMA. The Board will not be responsible for any oral or telephone explanation or interpretation. Vendor contact with any other MCPS employee regarding this solicitation until the contract is awarded by the Board will be considered by MCPS as an attempt to obtain an unfair advantage and result in disqualification and non-consideration of its RFP response. The MCPS Procurement Unit website is—<http://www.montgomeryschoolsmd.org/departments/procurement/>.

**Contact by Offerors with any other MCPS employee regarding this solicitation until the contract is awarded by the Board will be considered by MCPS as an attempt to obtain an unfair advantage and result in non-consideration of its RFP response.** In addition, MCPS expects all Offerors to review and assure compliance throughout the RFP process with [Board Policy BBB](#), *Ethics*, and MCPS Regulation [GCA-RA](#), *Employee Conflict of Interest*.

### 17.0 MULTIAGENCY PARTICIPATION

MCPS reserves the right to extend the terms and conditions of this solicitation to any and all other agencies within the State of Maryland, as well as any other federal, state, municipal, county, or local governmental agency under the jurisdiction of the United States and its territories. This shall include but not be limited to private schools, parochial schools, nonpublic schools such as charter schools, special districts, intermediate units, nonprofit agencies providing services on behalf of government, and/or state, community and/or private colleges/universities that require these goods, commodities and/or services. Use of this solicitation by other agencies may be dependent on special local/state requirements attached to and made a part of the solicitation at the time of contracting. The supplier/contractor agrees to notify the issuing agency of those entities that wish to use any contract resulting from this bid and also will provide usage information, which may be requested. A copy of the contract pricing and the bid requirements incorporated in this contract will be supplied to requesting agencies. Each participating jurisdiction or agency shall enter into its own contract with the Award Offeror(s) and this contract shall be binding only upon the appropriate approved signature of such an agreement. Invoices shall be submitted “directly” to the ordering jurisdiction for each unit purchased. Disputes over the execution of any contract shall be the responsibility of the participating jurisdiction or agency that entered into that contract. Disputes must be resolved solely between the participating agency and the Award Offeror. MCPS assumes no authority, liability, or obligation on behalf of any other public or nonpublic entity that may use any contract resulting from this bid. MCPS pricing is based on the specifications provided

in this solicitation.

### **18.0 UNNECESSARILY ELABORATE BROCHURES**

Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective proposal are not desired and may be construed as an indication of the Offeror's lack of cost consciousness. Elaborate art work and expensive visual and other presentation aids are neither necessary nor wanted.

### **19.0 BID PROTESTS**

Any bid protests, including appeals, will be governed by the applicable MCPS Procurement Unit Regulations. The burden of production of all relevant evidence, data and documents and the burden of persuasion to support the protest is on the Offeror making the protest.

### **20.0 CONTRACT**

MCPS plans to enter a contractual agreement with Respondent(s) to whom the award is made and intends to make MCPS General Contract Articles, attached hereto and incorporated herein as Appendix A, part of the contractual agreement, except and unless modified by MCPS. Proposals must clearly identify any variances from or objections to the specifications in this RFP and the terms and conditions of the MCPS General Contract Articles. Lacking any response to the contrary, MCPS will infer that the Respondent agrees to the specifications of this RFP and each term and condition of the MCPS General Contract Articles. Respondents should note that any variance may provide a basis for MCPS to reject the proposal. **In particular, the provisions set forth in Articles 5, 12-14, 16-18, 21-24, 26, 28, and 29 of the MCPS General Contract Articles are non-negotiable.**

As a note of clarification, Article 19 of the MCPS General Contract Articles applies to any products or services that the Respondent develops specifically for MCPS pursuant to this RFP, not to the Respondent's existing off-the-shelf products and services. MCPS understands and acknowledges that the Respondent retains all intellectual property rights to its existing off-the-shelf products and services and that MCPS will be granted licenses to utilize such products and services.

In addition, with regard to Article 8.D. of the MCPS General Contract Articles, MCPS reserves the right to submit payment in the form of credit card, Single Use Account (SUA), or Automated Clearing House (ACH). The Respondent shall not assess MCPS with any additional charge, fee, or price for the use of these electronic payment methods.

### **21.0 TREATMENT OF TECHNICAL DATA IN PROPOSAL**

The proposal submitted in response to this RFP may contain technical data which the Offeror does not want used or disclosed for any purpose other than evaluation of the proposal. The use and disclosure of any such technical data, subject to the provisions of the Maryland Public Information Act ("MPIA"), may be so restricted:

Provided, that Offeror marks the cover sheet of the proposal with the following legend, specifying

the pages of the proposal which are to be restricted in accordance with the conditions of the legend: “Technical data contained in pages \_\_\_ of this proposal shall not be used or disclosed, except for evaluation purposes.”

Provided, that if a contract is awarded to this Offeror as a result of or in connection with the submission of this proposal, MCPS shall have the right to use or disclose these technical data to the extent provided in the contract.

This restriction does not limit the right of MCPS to use or disclose technical data obtained from another source without restriction.

MCPS assumes no liability for disclosure or use of unmarked technical data or products and may use or disclose the data for any purpose and may consider that the proposal was not submitted in confidence and therefore is releasable. Price and cost data concerning salaries, overhead, and general and administrative expenses are considered proprietary information and will not be disclosed, if marked in accordance with the instructions in Section 22.0.

## **22.0 PROPRIETARY AND CONFIDENTIAL INFORMATION**

Offerors are notified that MCPS has unlimited data rights regarding proposals submitted in response to this solicitation. Unlimited data rights means that MCPS has the right to use, disclose, reproduce, prepare derivative works, distribute copies to the public, or perform publicly and display publicly any information submitted by the Offeror in response to this or any solicitation issued by MCPS. However, MCPS will exempt information that is confidential, commercial, or financial information of an Offeror, as defined by the *Maryland Public Information Act* (MPIA), State Government Article, Section 10-617, from disclosure. It is the responsibility of the Offeror to clearly identify each part of its proposal that is confidential, commercial, or financial information by stamping the **bottom right-hand corner** of each pertinent page with one-inch bold face letters stating the words “**confidential**” or “**proprietary**.” The Offeror agrees that any portion of the proposal that is not stamped as proprietary or confidential is not proprietary or confidential. As a condition for MCPS keeping the information confidential, the Offeror must agree to defend and hold MCPS harmless if any information is inadvertently released. Each Offeror must submit a proprietary and confidential redacted copy of its proposal to be used in responding to MPIA requests.

## **23.0 NOTICE TO OFFERORS**

The appropriate items below must be completed as part of the RFP. Failure to comply may disqualify your bid. Type or print legibly in ink.

(See next page)

**I. OFFEROR INFORMATION:** As appropriate, check and/or complete one of the items below.

- 1. Legal name (as shown on your income tax return) \_\_\_\_\_
- 2. Business Name (if different from above) \_\_\_\_\_
- 3. Tax Identification Number \_\_\_\_\_

**A copy of your W-9 Form must be submitted with this bid response.**

**II. OFFEROR'S CONTACT INFORMATION:** This will be filed as your permanent contact information.

- 1. Company Name \_\_\_\_\_
- 2. Address \_\_\_\_\_
- 3. Bid Representative's Name \_\_\_\_\_
- 4. Phone Number/Extension \_\_\_\_\_
- 5. Email Address \_\_\_\_\_
- 6. Website \_\_\_\_\_

**III. OFFEROR'S CERTIFICATION:** Upon notification of award, this document in its entirety is the awarded Offeror's contract with MCPS. By signing below, the undersigned acknowledges that he/she is entering into a contract with MCPS.

- A. The undersigned proposes to furnish and deliver supplies, equipment, or services, in accordance with specifications and stipulations contained herein, and at the prices quoted. This certifies that this bid is made without any previous understanding, agreement or connection with any person, firm, or corporation making a bid for the same supplies, materials, or equipment, and is in all respects fair and without collusion or fraud.
- B. I hereby certify that I am authorized to sign for the bidder and that all statements, representations, and information provided in this response to the Request for Proposals, including but not limited to the Non-Debarment Acknowledgement, are accurate.

By (Signature) \_\_\_\_\_

Name and Title \_\_\_\_\_

Witness Name and Title \_\_\_\_\_