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West Virginia Purchasing Division

**Response for Search Services
State Superintendent of Schools
RFP No. EDD403074**

Technical Proposal

Hudepohl & Associates, Inc.

By: 
Gary Hudepohl, Managing Partner
ghudepohl@hudepohl.com

Date: January 6, 2014

Hudepohl & Associates
EXECUTIVE SEARCH SERVICES

January 6, 2014

Ms. Evelyn P. Melton
Department of Administration, Purchasing Division
2019 Washington Street, East
Charleston, WV 25305

Dear Ms. Melton:

Thank you for the opportunity to be considered to manage West Virginia Department of Education's search for its next State Superintendent of Schools. In an independent survey, our firm achieved an unprecedented 95% approval rating, or a superior mark, in client satisfaction. I encourage you to speak to Gordon Gee, President of West Virginia University, and our other references to gain additional insight as to how we turn searches into discoveries.

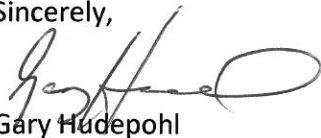
We have extensive public sector search experience, specifically in public education, including K-12 districts and state agencies. In addition to managing the search for the Ohio Superintendent of Public Instruction, we managed the CEO and superintendent searches for the following districts and educational entities.

- Inter-University Council of Ohio
- Ohio Association of Community Colleges
- Lakota Local Schools, Oak Hills Local Schools, Forest Hills Local Schools, Cleveland Heights-University Heights City Schools, and Southwest Licking Local Schools

Anyone can search, and many firms do just that. Today, search is not enough and that's why we practice source-search, to strategically discover and link top talent with extraordinary opportunities. It's a different approach (an industry model) than others that manage public education searches – "We recruit versus simply accepting applications." It's a different process, a different outcome, and a higher cost.

Enclosed you will find our proposal. Please note that our firm is not engaged in other projects that might conflict with this search or affect the timeline of the search. If there are questions, please contact me at 614-854-7300 (office), 614-571-3056 (cell), or via email at ghudepohl@hudepohl.com.

Sincerely,



Gary Hudepohl
Principal & Managing Director

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Section 4, Subsection 4: Qualifications and Experience

- 1. An overview of the company – address, telephone and fax numbers, email address; whether company is local, regional, or national firm; areas of specialization.**

Vendor Response: Hudepohl & Associates, a retained executive search firm, serves a diverse national non-profit client base—K- 12 public school districts, higher education institutions, public pension funds, and state & local government entities located throughout the U.S. Our offices are in Columbus, OH and Juno Beach, FL.

2727 Tuller Parkway, Suite 201, Dublin, OH 43017, 614-854-7300 (corporate office)
700 Ocean Royale Way, Suite 310, Juno Beach, FL 33408, 614-854-7300 (branch office)

Our purpose is to strategically discover and link best of breed leaders with extraordinary leadership opportunities. Our team has over 35 years of search experience and includes two Principals and two Consultants. Our senior leadership team of Gary Hudepohl and Debbie Roche has over 40 years of Fortune 50 business experience and managed more than 500 searches.

- 2. The length of time the vendor has been in business under the present name and structure, any other names under which the vendor has done business, dates it operated under each name, and the locations at which it operated under each name.**

Vendor Response: Hudepohl & Associates, Inc., an S-Corp registered in the state of Ohio, was founded in 1994; since inception, the company has operated under the same name and legal structure, and has offices in Columbus, OH and Juno Beach, FL.

- 3. Provide an outline of the Vendor’s background and qualifications to conduct an executive search for the position of State Superintendent of Schools.**

Vendor Response: Hudepohl & Associates is well qualified to manage the WVDE state superintendent search. Our firm’s extensive experience recruiting CEOs to lead large and complex public entities brings WVDE a committed partner on the search.

We have managed over 500 searches, the vast majority being for executives leading large complex public sector entities, including large state agencies and K-12 districts. Selected examples of our K-12 searches (urban, rural, and suburban districts) are listed below.

- Superintendent of Public Instruction, State of Ohio (1,764,297 students, 615 public school districts, \$11.2 billion budget)
- Lakota Local Schools (18,500 students)
- Oak Hills Local School District (8,100 students)
- Forest Hills Local Schools (7,800 students)
- Cleveland Heights-University Heights City Schools (6,000 students, urban district)
- Southwest Licking Local Schools (3,200 students, rural district)

ATTACHMENT A: VENDOR RESPONSE SHEET

In addition to our relevant experience, we understand:

- Complexities of working a high profile public search.
- Recruiting (not merely accepting applications) educational leaders.
- Leveraging community and business leaders to recruit the top talent.

4. Provide evidence of financial stability.

Vendor Response: We are privately held and do not release financial records. In general, for the past 19 years, we have reported positive financial results and are financially stable with continued growth in sales and new customers, and positive and sustainable trends in net income and EBITDA. We have an established banking relationship with Chase Bank, and if requested, a letter of Financial Soundness will be provided.

5. The Vendor should show experience in the business of performing executive search services and should include a minimum of three (3) professional references to substantiate the Vendor's capacity and qualifications. References should be current (within the past five years) and should include name, title, organization name, address, phone number and e-mail address, what search was conducted, and the date the search was completed. The Vendor needs to grant permission to Agency to Contact the references.

Vendor Response: Please contact the individuals below or any of our clients listed in this proposal. In addition to the current references listed below, we have managed searches for state agencies in California, Maryland, Nebraska, New Mexico and several other states.

Ohio Department of Education (1,764,297 students, 615 districts, \$11.2 billion budget)

Engagement: 2009 Superintendent of Public Instruction search

Ms. Jennifer Sheets

Former Board President
State of Ohio Board of Education
740-992-2151
jsheets@littlesheetsbarr.com

Mr. J.C. Benton

Director of Board Relations
State of Ohio Board of Education
614-466-3825
j.c.benton@ode.state.oh.us

Ms. Deb Delisle

Assistant Secretary for Elementary and Secondary Education
U.S. Department of Education
Former Superintendent of Public Instruction, State of Ohio
614-307-3333
delisledeb@yahoo.com

ATTACHMENT A: VENDOR RESPONSE SHEET

Lakota Local School District (18,500 students, suburban district, \$165 million budget)
Engagement: 2011 Superintendent search for the 7th largest Ohio district

Ms. Joan Powell
Board Member, former President
513-315-9251
joan.powell@fuse.net

Dr. Karen Mantia
Superintendent
513-874-5005
Karen.Mantia@lakotaonline.com

Mr. Ray Murray
Board Member
513-470-8143
rmurray@zoomtown.com

West Virginia University

Gordon Gee, President
Retired President, Ohio State University
304-293-5531
Gordon.gee@osu.edu

Description of Relationship: Managed many key leadership searches for President Gee while at Ohio State University, including the CFO, Chief Investment Officer, Chief Compliance Officer, Treasurer, and Vice President of Technology Commercialization.

Gee Testimonial - *"Hudepohl is my go to firm, they have a specific world view, beyond tenacious and committed..., like a long time advisor, they innately and equally know who to source, as well as they know who they are sourcing for..., this balanced insight is like mimicry between client and candidate."*

Ohio Public Employees Retirement System (\$80 billion public pension fund)
Engagement: 2013 CFO search, 2009 Chief Investment Officer search, and many other senior leadership searches

Ms. Karen Carraher
Executive Director/CEO
614-222-0011
kcarraher@opers.org

Mr. Bob Smith, President & CEO
Spero-Smith Investment Advisors
Board Member & Chair, Investment Committee
216-464-6266
bob@sperosmith.com

ATTACHMENT A: VENDOR RESPONSE SHEET

Cleveland Heights-University Heights City Schools (6,000 students, inner-ring suburb, \$111 million budget)

Engagement: 2009 Superintendent search

Mr. Kal Zucker

Board Member, former President
440-479-8849
k_zucker@chuh.org

Mr. Scott Gainer

Chief Financial Officer
216-320-2078
s_gainer@chuh.org

- 6. The vendor should provide resumes for the key project staff, which included information on the individual's skills related to this project, education, experience, significant accomplishments, and any other pertinent information.**

Vendor Response: The following are bios of the two principals that worked the Ohio Superintendent of Public Instruction search and would be assigned to the WVDE search.

Gary Hudepohl, Principal & Managing Director - Gary, a graduate of Xavier University, founded Hudepohl & Associates in 1994. He has completed more than 500 searches for a wide range of organizations, including K-12 districts, higher education institutions, public pension funds, Fortune 500 companies, and privately held companies.

Gary has managed searches for the K-12 Superintendent, State Superintendent of Public Instruction, CEO, COO, CFO, Vice President Technology Commercialization, Chief Human Resources Officer, General Counsel, Chief Information Officer, Chief Investment Officer, and many other executive positions in the public and private sectors.

Prior to founding Hudepohl, he worked over 20 years for UPS and served on the Executive Leadership Team of the Upstate New York, Massachusetts, and East New England operating districts, and the Midwest Region.

Debbie Roche, Principal & Senior Vice President - Debbie is a CPA and a graduate of The Ohio State University. She has over 20 years' experience in public accounting and the private sector. She manages searches for a wide range of organizations, including K-12 districts, higher education institutions, public pension funds, Fortune 500 companies, and privately held companies.

Debbie has managed searches for the K-12 Superintendent, State Superintendent of Public Instruction, CFO, Chief Human Resources Officer, General Auditor, Chief Information Officer, Vice President Technology Commercialization, and many other executive positions in the public and private sectors.

Prior to joining Hudepohl, Debbie held various positions during her tenure at Borden, Inc. – President of Borden Asset Management, General Controller and General Auditor, and Interim Chief Information Officer. Prior to Borden, she spent 11 years at PricewaterhouseCoopers managing large clients in various industries and worked two years in the London, England practice office.

Section 4, Subsection 1: Recruitment

1. Describe your experience in recruiting and successfully placing a State Superintendent or Local School Superintendent.

Vendor Response: We have managed searches for the state superintendent and K-12 superintendents of mid and large districts. All searches were national in scope and we actively recruited strategic, innovative and energetic leaders to ensure the continuation of high academic achievement through the economic challenges facing public education. Selected examples of these searches are listed below.

- Superintendent of Public Instruction, State of Ohio (1,764,297 students, 615 public school districts, \$11.2 billion budget)
- Lakota Local Schools (18,500 students)
- Oak Hills Local School District (8,100 students)
- Forest Hills Local Schools (7,800 students)
- Cleveland Heights-University Heights City Schools (6,000 students, inner-ring suburb district)
- Southwest Licking Local Schools (3,200 students, rural district)

In addition to superintendent searches, we also managed other key district leadership and State of Department of Education searches.

- Superintendent for Office of Policy and Accountability
- Executive Director of Assessment
- Director of Evaluation
- Chief Operations Officer

Non-Profit CEO Search Experience

We also have extensive experience placing CEOs in other non-profit entities across the country. The following are examples of key public sector executive placements demonstrating our capabilities to serve and recruit from the national market.

- President/CEO, Inter-University Council of Ohio
- President/CEO, Ohio Association of Community Colleges
- Executive Director/CEO, Florida State Board of Administration
- Executive Director/CEO, Ohio Public Employees Retirement System
- Executive Director/CEO, State Teachers Retirement System of Ohio
- Executive Director/CEO, Colorado Public Employees Retirement Association
- Executive Director/CEO, Illinois Teachers' Retirement System
- Executive Director/CEO, Ohio Bureau of Workers' Compensation
- Executive Director/CEO, Kentucky Retirement Systems
- Executive Director/CEO, Nebraska State Investment Council
- Executive Director/CEO, Maine Public Employees Retirement System
- Executive Director/CEO, School Employees Retirement System of Ohio

ATTACHMENT A: VENDOR RESPONSE SHEET

2. Describe your experience in identifying and successfully placing a diverse and qualified pool of Superintendent candidates, including average number of states of origin for candidates.

Vendor Response: We understand the importance of diversity in the work place. On each search, a customized recruitment strategy is designed to source a qualified and diverse applicant pool. Applicants are evaluated and advanced on experience and qualifications as compared to the client’s selection criteria. We have a positive track record of sourcing and placing women and minorities, see sample placements below.

Position	Employer	Gender	Race
State Superintendent	State of Ohio, Department of Education (1.7 million students)	Female	Caucasian
K-12 Superintendent	Lakota Local Schools (18,500 students)	Female	Caucasian
Executive Director/CEO	Maine Public Employees Retirement System	Female	Caucasian
Executive Director/CEO	Ohio Public Employees Retirement System	Female	Caucasian
Chief Investment Officer	Maryland State Retirement System	Male	African American
Chief Investment Officer	Orange County Employees Retirement System	Female	Asian
Chief Human Resources Officer	University of Cincinnati	Male	African American
Vice President Enrollment & Student Affairs	Central State University	Male	African American

3. Of the searches you have conducted, what % has resulted in successful placements.

Vendor Response: Since 1994, our firm successfully completed every search except two; or 498 of 500+, a 99.6% Fill Rate. Within public education, every search has been completed successfully, 100% Fill Rate.

A national brand marketing firm, hired in 2011, independently measured our level of customer satisfaction and led a re-branding of the company. Based on their interviews of clients and placements across the country, we scored:

- 98% LFR, Leadership Fit Rate, on a scale of 100
- 95% client approval rating
- 9.33 placement satisfaction rate (10 being highest)

When comparing the three critical criterion of long-term performance: *acceptance, retention and fill rate*, we simply exceed our competitors.

4. Provide the average length of time from initiation of search activities to successful search completion.

Vendor Response: The length of a search varies with many factors; a search typically takes 14 to 16 weeks. However, based on our experience, superintendent searches tend to take longer, 16 to 24 weeks.

5. Describe a typical search process in detail

Vendor Response: Our process is what separates us from the competition, ensuring **magnetic professional matches** between, client, candidate and culture. At Hudepohl, we don't waste your time with sub-par candidates, pooling talent incorrectly, and burning valuable organizational resources. But what we do have time for is doing it right!

Our breed of search, called source-search, is an *active recruiting of passive candidates*. We don't just draft candidates to employers, we draw them together. To discover and ensure magnetic matches, we adhere to our 5A Advantage. We practice this search process to perfection; our performance is not just meeting, but continually exceeding the expectations of candidates and clients alike.

Hudepohl 5A Advantage Search Process

1 Aspire

All professional matches begin from a foundation of aspiration; seeking unequaled results which exceed clients' objectives and specified outcomes. In this first phase, we conduct an in-depth needs analysis by interviewing board members, governor, other key elected officials, community and business leaders, educational association representatives, and other stakeholders, as determined by the BOE to hear their insight. The information collected from these various sources is the foundation to develop the common themes that form the position specification.

2 Assimilate

This phase entails the adaptation between WVDE's leadership values and cultural visions and prospective candidates' principles, philosophies, practices and doctrines. During this second phase, we target and actively recruit top talent, unexpected candidates.

Our experience managing the Ohio Superintendent of Public Instruction and district superintendent searches, and higher education administrative leader searches will be of significant value, as we will leverage our knowledge, experience and network, ensuring a "quick start" on the search. Applicants are also sourced from our proprietary resume database and from networking with our contacts in the public education community.

During the recruitment process, we will also collect compensation data to validate WVDE's targeted compensation. Our team will develop the content for any advertising. We may

recommend advertising in *Education Week and Chronicle of Higher Education* (plus any other publications to support sourcing a qualified, diverse applicant pool), and posting on appropriate websites, such as WVBA, NABSE, and WVASA. In addition, our firm will interact with members of the Minority Student Achievement Network.

Our Executive Summary, detailing activities and results, is submitted regularly to the board or search committee chair. Additionally, the Principal regularly communicates with the board or search committee chair to provide an update on the search.

3 Appraise

Mid process we conduct applicant interviews (by phone and of course in person) and commence background checks. These interviews are designed to collect experiential data, assess cultural fit, and affirm interest. Gary Hudepohl, as the lead consultant, personally interviews the most qualified applicants (he has completed over 3,500 personal interviews) and conducts a comprehensive assessment of technical skills and leadership competencies as compared to the model of top leaders he has developed from the many searches conducted.

Unlike some of our competitors, a background check is completed on candidates prior to client interviews. This practice ensures anything that would disqualify a candidate is known in advance, not discovered at some future point after client interviews have commenced.

A licensed investigation firm completes a comprehensive background check. It includes Previous Address Search, County Criminal and Civil History Search, Federal Criminal and Civil History Search, Sexual Offender Search, Education Verification, License Verification, Credit Report, Social Security Number Verification, Employment Verification, and Driving Record. In addition, our due diligence includes the mining of information in the public domain, including social media web sites. Exceptions are reported to the board or search committee.

4 Authenticate

It is in this stage where the ultimate outcome is the authenticity between all – candidate, client and culture, and their respective objectives. In this fourth phase, where client interviews are conducted, we make advisory recommendations, supported and validated by our unique methodology. Here we produce our pertinent FLIQ Briefing Book for the search committee, which includes candidate resumes and a Summary of Experience & Qualifications, a rating and comparison of candidates' experience and performance.

Executive reference interviews are also executed at this time on finalists and specific references are requested that are best qualified to speak to selected topics. The interview questions are customized and based on input from first round interviews. A copy of the final report is provided to the board.

Our office will schedule interviews and arrange travel in accordance with the Agency's travel policies. Gary Hudepohl will attend and facilitate interview sessions, if requested. He will also prepare interview questions, develop an evaluation form, and conduct interview training, if requested.

5 Activate

Our final phase activates the commencement of the human capital relationship by negotiating detailed compensation packages and an employment agreement with your candidate of choice. Gary Hudepohl, in collaboration with the board, can lead negotiations or act as an intermediary.

Our office will also assist the new hire with transition services, realtor services, and other relocation assistance. We will also follow-up with the board and the placement within the first 90 to 120 days to checkup on the transition plan.

6. Describe in detail how the Vendor will work with the Board of Education during each phase of the process, including the support the vendor would provide during interviews, site visits, open forums, etc.

Vendor Response: Please make reference to the response to question 5 above. As indicated, we work closely with the board throughout the process to ensure every board member is kept informed. Every board member's involvement in Step 1 (Aspire) is critical to ensure there is consensus on the position specification, which details the general responsibilities, key objectives, qualifications and preferences of the next superintendent.

Throughout the search, the lead consultant regularly communicates with the board or search committee chair and provides detailed information to update the board. At specific times during the search, the lead consultant will meet in person or by conference call with the board to provide an update. Typically these meetings occur at the following key milestones:

- Board Meeting -- discussion and approval of the position specification
- Conference Call -- review of the recruitment and advertising plan
- Conference Call – update after 4 to 5 weeks of recruiting calls
- Board Meeting – update after phone calls with qualified applicants
- Board Meeting – update after personal interviews with most qualified applicants
- Board Meeting – attend and facilitate first round interviews
- Board Meeting – attend and facilitate final round interviews

The lead consultant will assist the board with the interview format, development of interview questions/topics, new hire compensation, and contract negotiations and media relations.

Section 4, Subsection 2: Staffing Plan

- 1. Identify the name of the Vendor's principal who will be responsible for supervising this project, as well as staff who will be assigned direct work on this project. Detail their qualifications, education, and work experience and provide a narrative description of the work responsibilities of each.**

Vendor Response: A team of three is assigned to each engagement to ensure adequate resources are assigned throughout the search. Gary Hudepohl, Managing Director, will be the lead consultant responsible for management of the engagement through its conclusion and will be supported by Debbie Roche, Principal, and a Senior Consultant, both active in all phases of the search. The bios for Hudepohl and Roche are available in our response to question 6, Qualifications and Experience.

- 2. A contingency plan that shows the ability to add more staff if needed to ensure meeting benchmarks and deadlines.**

Vendor Response: Because of the staffing model detailed in response to question 1 above, in the event of an emergency or unforeseen event preventing a member of the team from continuing on the search, the search will be uninterrupted.

Section 4, Subsection 3: Proposed Search Plan

1. Approach method used by firm to accomplish task of RFP.

Vendor Response: Please make reference to the question 5, Recruitment, for a description of our search process. Also, our firm would target educational leaders that have a proven track record of significant academic improvement ideally in urban, suburban, and rural districts with demographics that include poverty and minority achievement gaps.

2. Describe the methods used to communicate and work with a supervisory body such as the Board of Education.

Vendor Response: Generally, the lead consultant communicates with the designated representative from the board (e.g., board chair or search committee chair) and provides periodic updates to be shared with the board. Additionally, conference calls and meetings are scheduled with the board at specific milestones, as detailed in question 6, Recruitment.

3. Describe how your role in assisting the State Board of Education in establishing appropriate criteria for the selection of candidates.

Vendor Response: An in-depth needs analysis is completed based on interviews with board members and other key stakeholders (e.g., governor, legislative members interested in education, chamber of commerce representatives, and community members).

Once these stakeholder interviews are complete, Gary Hudepohl will meet with the board to review common themes and any material differences learned from these interviews to ensure there is consensus on the experience, skills and key objectives required of the next state superintendent. If there is not, he will facilitate the board discussion to build consensus. It is imperative that there is agreement on the position specification prior to launching the search.

Gary Hudepohl and Debbie Roche have extensive experience working with public boards on high profile public searches and building consensus. For example, on the State Superintendent of Ohio search, the Ohio Department of Education board was divided and stated they would probably never agree on a candidate. Hudepohl was able to pull them together to reach consensus on the position specification and the selection of Deb Delisle as superintendent, by unanimous vote.

4. Describe the method in obtaining community participation in the evaluation of candidates.

Vendor Response: The role of the community and their participation varies on each search and situation. We understand the importance of community engagement and recommend that the board identify key stakeholders to participate in Step 1 (Aspire) of the process.

ATTACHMENT A: VENDOR RESPONSE SHEET

We do not recommend open forums as it is difficult to gather specific information from such large groups and do not believe these sessions are effective in fulfilling the community engagement commitment.

On district superintendent searches, where the board wanted broader community engagement than stakeholder interviews, an on-line survey was posted on the district’s web site for the community to participate. If such a survey is desired, our office will assist in the design and interpretation of the data; which will be shared with the board and used in the development of the position specification.

5. Time-lines inherent in your search, pre-qualification, and final recommendation processes.

Vendor Response: The length of a search varies based on many factors; a search typically takes 14 to 16 weeks. However, based on our experience, superintendent searches tend to take longer, 16 to 24 weeks. Please make reference to our 5A Advantage Search Process for information on the pre-qualification and final recommendation processes. Below is the proposed timeline for the search, by activity, indicating when each activity will be accomplished.

Major Task	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16		
Step 1 - Aspire																		
Stakeholder Interviews																		
Develop Position Specification																		
Design Recruitment Strategy																		
Execute Competitive Research																		
Step 2 - Assimilate																		
Search Hudepohl Resume Database																		
Develop and Place Advertising																		
Active Recruiting of Targeted People																		
Step 3 - Appraise																		
Phone Interviews Qualified Applicants																		
Personal Interviews Most Qualified Applicants																		
Commence Background Checks																		
Step 4 - Authenticate																		
Production of FLIQ Briefing Book																		
Develop Interview Questions and Evaluation System																		
Arrange Candidate Travel																		
Board Interviews																		
Execute Reference Interviews on Finalists																		
Step 5 - Activate																		
Negotiate Compensation Package																		
Facilitate Transition and Relocation Services																		

6. Specify the information you will require from the Board and staff to enable you to conduct the search.

Vendor Response: Please make reference to question 6, Recruitment.

7. Describe the Vendor's candidate identification process that identifies a diverse pool of highly qualified and competent candidates in districts with a similar achievement and community context, reflecting a familiarity with our students' needs.

Vendor Response: Our candidate identification process is detailed in Step 2 (Assimilate) of our search process. To develop our active recruiting strategy, we build a database of key data points (e.g., enrollment, operating budget, academic rating, expenditure per student, percent minority, and percent economically disadvantage) for states and large local districts across the country.

The dataset will confirm primary targets based on their alignment to the selection criteria in the position specification. The superintendent and, at some targets, assistant superintendents will be actively recruited.

8. Describe the selection process approach with community involvement.

Vendor Response: Usually, finalists meet with the governor, governor's chief of staff, and possibly, the key members of the legislative education committee. As the board makes the hiring decision, generally there is no community involvement in the candidate evaluation or selection process. Typically, once the board makes a hire, the board will engage the community to introduce the new superintendent and to facilitate the new hire's transition.

9. Provide a collaborative model, with milestones that include feedback and can be flexible, should be warranted.

Vendor Response: Our 5A Advantage search process and timeline, previously presented, outline our process and key activities, the roles of each party, and key milestones.

10. Describe your method in conducting background checks and how all sensitive information is shared with Board.

Vendor Response: Our firm uses a national investigation firm, HireRight, to complete a comprehensive background investigation, including Previous Address Search, County Criminal and Civil History Search, Federal Criminal and Civil History Search, Sexual Offender Search, Education Verification, License Verification, Credit Report, Social Security Number Verification, Employment Verification, and Driving Record.

In addition, our due diligence includes the mining of information in the public domain, including social media web sites. Exceptions are reported to the board or search committee and, as this information is considered confidential, it is discussed in executive session.

11. Describe the development of the application process for the position.

Vendor Response: The application process is designed to be simple and efficient; an applicant provides an electronic copy of their resume or CV to our firm. Our office records each application on the Applicant Tracking Report, and reviews each application, and keeps all applicants informed of the status of their candidacy.

Section 4, Subsection 4: Work Plan

- 1. A plan that will be used to create a consistent, coherent management plan of action that will be used as a guide for this RFP. The plan should include Gantt charts documenting the successful completion of each deliverable.**

Vendor Response: Gary Hudepohl regularly communicates with the board designee on the status of the search and at key milestones. Additionally, an executive summary detailing activities and results as compared to plan is periodically provided.

- 2. Describe your method in reducing the qualified pool of candidates to only those recommended to the State Board.**

Vendor Response: Our process for evaluating and vetting applicants, and identifying recommended candidates is outlined in Step 3 (Appraise) and Step 4 (Authenticate) of our search process. In summary, applicants are compared to the requirements and selection criteria outlined in the position specification to identify qualified applicants.

Phone interviews are conducted with qualified applicants to identify the most qualified applicants, which advance to a personal interview. Gary Hudepohl, as the lead consultant, personally interviews the most qualified applicants and conducts an assessment of technical skills and leadership competencies, as compared to the model of top leaders he has developed from the many searches conducted, to identify recommended candidates.

Additionally, as described in the Step 3 (Appraise) a comprehensive background check is completed on all candidates recommended prior to client interviews. This practice ensures anything that would disqualify a candidate is known in advance, not discovered at some future point after client interviews have commenced.

Attachment B: Mandatory Specification Checklist

Section 4, Subsection 5: Mandatory Deliverables

1. The successful Vendor will be required to attend selected Board meetings Notification of dates and times will be advised in advance of meetings and the schedule will be mutually coordinated, based on selected milestones/benchmark

Vendor Response: Our firm agrees with the deliverable.

2. The successful Vendor shall share all background information including sensitive information up to the time of the final written recommendation.

Vendor Response: Our firm agrees with the deliverable.

3. The successful Vendor will be required to qualify and recommend three (3) applicants to the board for final interviews.

Vendor Response: The number of applicants is based on interest in the marketplace including variables regarding scope of position, compensation, relocation, etc. Based on our anticipation that the applicant flow of qualified candidates will be reasonable, our firm agrees with the deliverable.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any document related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

HUDEPOHL & ASSOCIATES, INC.

By 

Gary L. Hudepohl, Managing Partner

Email: ghudepohl@hudepohl.com

Phone: 614-854-7300

Fax: 614-854-7301

Date: January 6, 2014

CERTIFICATION AND SIGNATURE PAGE

By signing below, I certify that I have reviewed this Solicitation in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this bid or proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

HUDEPOHL & ASSOCIATES

(Company)



(Authorized Signature)

GARY L. HUDEPOHL, MANAGING PARTNER

(Representative Name, Title)

614-854-7300

(Phone Number)

614-854-7301

(Fax Number)

1/6/2014

(Date)

STATE OF WEST VIRGINIA
Purchasing Division**PURCHASING AFFIDAVIT**

MANDATE: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

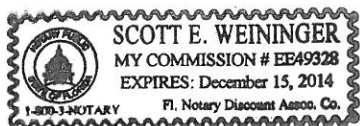
"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:Vendor's Name: HUDEPOHL & ASSOCIATESAuthorized Signature: [Signature] Date: 1/6/2014State of FloridaCounty of Palm Beach, to-wit:Taken, subscribed, and sworn to before me this 6 day of January, 2014.My Commission expires _____, 20 .

AFFIX SEAL HERE

NOTARY PUBLIC [Signature]

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: EDD403074

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

Addendum No. 1

Addendum No. 6

Addendum No. 2

Addendum No. 7

Addendum No. 3

Addendum No. 8

Addendum No. 4

Addendum No. 9

Addendum No. 5

Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

HUDERPHL & ASSOCIATES

Company

[Signature]

Authorized Signature

1/6/2014

Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.