

**Superintendent**  
Ken Kenworthy



# Okeechobee County School Board

863-462-5000

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Okeechobee, Florida 34974

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**Chairperson**  
Melisa Jahner  
**Vice Chairperson**  
Joe Arnold  
**Members**  
Jill Holcomb  
Malissa Morgan  
Amanda Riedel

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## Request for Qualifications (RFQ)

### RFQ #22/23-01

Release Date: August 2, 2022

### Employment Services

Notice is hereby given that the Okeechobee County School Board (herein after referred to as “Okeechobee County School Board” or “the District”) intends to select a qualified service provider for the provision of employment services on an as-needed basis. The purpose of this solicitation is to provide a pool of service providers to accommodate the District with temporarily filling open positions.

A proposal in response to this RFQ must be submitted to Okeechobee County School Board, Human Resources Department **ATTN: Joseph Stanley**, 700 SW 2<sup>nd</sup> Avenue, Okeechobee, FL 34974, no later than 5:00 PM EST on August 30, 2022.

#### RFQ #22/23-01 – Employment Services

The responsibility for submitting a response to this RFQ to the Okeechobee County School Board Human Resources Department, on or before the stipulated time and date will be solely and strictly the responsibility of the Proposer. Okeechobee County School Board will in no way be responsible for delays caused by the United States Postal Service or by any other delivery service or occurrence. Any proposals received after the stipulated time and date will not be accepted, and/or opened and will be returned to the Proposer.

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## **SECTION 1 - REQUEST FOR QUALIFICATIONS (RFQ)**

Firms interested in providing EMPLOYMENT SERVICES to the Okeechobee County School Board are hereby notified that a sealed Proposal for providing the requested services in response to this RFQ will be accepted until time and date listed within the schedule in Section 2 and must be received by mail or delivered by hand to the following location. Proposals received after this deadline will not be accepted.

**Okeechobee County School Board  
Human Resources Department  
Attn: Joseph Stanley  
700 SW 2<sup>nd</sup> Avenue  
Okeechobee, FL 34974**

The Proposal is limited to 25 informational pages and shall be presented in a binder format. Four (4) copies, one (1) original marked “original” signed by a person(s) legally authorized to bind the firm and submitted in a sealed package clearly labeled with the RFQ number and the name of the submitting firm. In addition, one (1) flash drive shall accompany the Proposal submittal.

The format of the Proposal shall be in strict conformance to stipulated criteria in Instructions to Submitting Firms (Section 3) and the Evaluation Criteria (Section 4).

## **SECTION 2 - SCOPE OF SERVICES**

### Background

The Okeechobee County School Board is located in rural south-central Florida. A public school system, the District serves 6,600 students in grades PreK-12 across ten school sites. These sites include five elementary schools, two middle schools, one freshman campus, one traditional high school, and one alternative high school. The District is also the county’s largest employer, with approximately 1,000 full-time, part-time, and temporary employees. As is true of many districts across the Nation, the Okeechobee County School Board has experienced great difficulty in locating substitute teachers due, in part, to the current employment environment. While our pre-pandemic daily fill rate was, on average, 85%, our average daily fill rate for the last 12 months has been 62%.

As an organization, the Okeechobee County School Board strives relentlessly to improve student achievement. This is evident in the enthusiastic staff we hire and the innovative programs that are implemented in our classrooms. We believe that by putting students first, we will ensure that each of our graduates is ready for the world beyond the walls of the classroom. We are acutely aware that the decline in our daily fill rate is affecting instruction and it is our belief that addressing this issue will have a positive impact on student learning.

### Scope of Work

The scope of work is the provision of employment services for the Okeechobee County School Board. Such services will be provided on an as-needed basis and shall include, but may not be limited to, substitute teaching, substitute food service, and substitute custodian positions. Services would begin no later than November 28, 2022.

### Schedule

The following dates and activities identify proposed project schedule milestones (subject to modification by Okeechobee County School Board):

Advertisement/RFQ	August 2, 2022
Cutoff for Questions	August 16, 2022 at 5:00 PM EST
Deadline for Response to Questions	August 22, 2022
Deadline for Sealed Bid Delivery to District Office	August 30, 2022 at 5:00 PM EST
Rating of Initial Proposals by Selection Committee	August 31, 2022
Recommendation of Selected Firms Finalized	September 8, 2022
Board Approval of Selected Firms	September 8, 2022
Board Approval of Master Agreement with Selected Firm	September 8, 2022

## **SECTION 3 - INSTRUCTIONS TO SUBMITTING FIRMS**

### **A . Purpose**

The intent of this Request for Qualifications (RFQ) is to retain a firm to provide employment services on an as-needed basis for the Okeechobee County School Board.

### **B . Questions**

Any questions, requests for clarifications or interpretations regarding this RFQ during the submittal preparation period (or reporting errors, inconsistencies, or ambiguities) must be submitted in writing to Janet Pineda, Director of Financial Services, via email to janet.pineda@okee.k12.fl.us no later than the date and time listed in Section 2. No questions or clarifications will be considered after that date and time. Questions must be typed or printed. Responses will be posted as an addendum and made available on the Human Resources Department page on the OCSB website (www.okee.k12.fl.us).

### **C . Required Submittal Format**

Proposers interested in being considered for these services shall submit a total of four (4) copies, including the one (1) response marked "Original", and one (1) flash drive containing all original documents of the required response to the Request for Qualifications (RFQ) and shall be signed by a person(s) legally authorized to bind the firm.

To facilitate analysis of its submittal, the firm must prepare its proposal in accordance with the criteria outlined in Section 4. **Proposals shall respond to each of the Criteria in the same order listed and use tabs to identify each section.** The Proposal is **limited to 25 informational pages.** Proposals shall be submitted in a sealed package clearly labeled with the RFQ number and the name of the submitting firm.

Okeechobee County School Board emphasizes that the Proposer concentrate on accuracy, completeness, and clarity of content. The Proposer must use sections and tabs that are clearly identified and must number and label all parts, pages, figures, and tables in its proposal.

If a firm's proposal deviates from these instructions, such proposal may, in Okeechobee County School Board's sole discretion, be rejected.

### **D . General Conditions for Submissions**

1. Issuance of the RFQ does not constitute a commitment by Okeechobee County School Board to award a contract. Okeechobee County School Board reserves the right to reject any or all submissions received in the response to the RFQ, cancel the RFQ, or waive any technicalities or formalities when and if it is deemed in the best interest of Okeechobee County School Board to do so.
2. The award of any contract hereunder is subject to the provisions of Chapter 112, Florida Statutes (Florida Statute 112.313). Proposers must disclose with their Proposal the name of any officer, director, partner, proprietor, associate or agent who is also an officer or employee of Okeechobee County School Board. Further, all Proposers must disclose the name of any officer or employee of Okeechobee County School Board who owns, directly or indirectly, any interest in the Proposer's firm or any of its branches or affiliate companies.
3. A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity, may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work, may not submit proposals on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list. (F.S.287.133). By submitting a proposal, the Proposer represents that restrictions related to public entity crimes stated in Section 287.133(2) (a), Florida Statutes, do not apply to either his/her own company, or that of his/her subcontractors or suppliers.
4. Okeechobee County School Board reserves the right to request clarification of information submitted and to request additional information from one or more firms.
5. All Proposals become the property of the Okeechobee County School Board upon receipt and will not be returned to the Proposer.
6. Okeechobee County School Board operates under the public disclosure laws required of governmental agencies. Proprietary firm information must be identified and will be protected to the greatest extent possible, but must be disclosed by Okeechobee County School Board upon receipt of a Public Records Request.
7. By making a submission, the Proposer agrees to comply with all applicable federal, state and local statutes and regulations.
8. Okeechobee County School Board accepts no responsibility for any expenses incurred by those Proposers offering their services in the preparation of a response to either this RFQ or subsequent requests. All submitting expenses shall be

- borne by the offering Proposer exclusively.
9. The successful Proposer shall obtain approval from Okeechobee County School Board prior to reassigning any key staff involved in the performance of this service as shown in the submission.
  10. The successful Proposer will also obtain approval from Okeechobee County School Board prior to assigning any new personnel to their key staff positions. Such approval will not be unreasonably withheld. Okeechobee County School Board may, with prior written substantiation, require removal of any employee(s) of the successful Proposer who Okeechobee County School Board reasonably deems incompetent, careless, insubordinate, unsuitable, or otherwise unacceptable, or whose continued employment on the contract it deems contrary to public interest or not in the best interest of Okeechobee County School Board.
  11. News releases pertaining to this procurement or contract shall not be made without prior written approval from Okeechobee County School Board.
  12. Okeechobee County School Board reserves the right to proceed to interview without further discussion of submissions received.
  13. As a condition of the award, the successful Proposer shall, at its expense, ensure that all of the firm's employees who will be permitted access on School grounds when students are present meet the background screening requirements of Sections 1012.465, 1012.467 and 1012.468 Florida Statutes, (Jessica Lunsford Act). Contractor's failure to comply with this requirement will constitute a material breach of the contract. Information regarding the compliance procedure is available by calling the Human Resources Office of the Okeechobee County School Board at (863) 462-5000, extension 1021. All costs to comply with this requirement will be borne by the contractor.
  14. Respondents to this solicitation or persons acting on their behalf may not contact, between the release of the solicitation and the end of the 72-hour period following Okeechobee County School Board posting the notice of intended award, excluding Saturdays, Sundays, and state holidays, any employee or officer of Okeechobee County School Board concerning any aspect of this solicitation, except in writing to the authorized Okeechobee County School Board representative identified in Section 3(b). Violation of this provision may be grounds for rejecting a response.
  15. Subsequent to the execution of an Agreement, no reports, information or data given to or prepared by the successful Proposer shall be made available to any individual or organization by the successful Proposer without the prior written approval of Director of Human Resources.
  16. Any contract resulting from this RFQ shall be governed by the laws of Florida, without giving effect to the choice of laws principles thereof, and is deemed to have been executed, entered into and performed within Florida. The parties hereby irrevocably submit to jurisdiction in Florida, and venue shall lie in the Okeechobee County Courts. The parties hereby waive any objection to such jurisdiction and venue.
  17. If attempts for contract negotiations fail with the selected firm, then negotiations will begin with the next highest ranked firm until a successful contract is awarded.
  18. As a condition of the award, the successful Proposer affirmatively states that it is registered with and uses the E-Verify system, as defined in F.S. 448.095, to verify the work authorization status of all newly hired employees, contractor and subcontractors.
  19. When considering final contract negotiations, the master agreement will include applicable provisions regarding public access to all records concerning this Contract according to applicable Florida laws including Chapter 119, Florida Statutes.

## **E . Insurance Requirements**

Vendors shall furnish a Certificate of Insurance that complies with the insurance requirements listed below. The Certificate of Insurance shall list the deductible to include any self-insured retention (SIR) as well as the type of policy purchased (i.e., claims made or per occurrence) for each of the policies listed below. The following liability coverage limits must not be less than the limits specified. A thirty (30) day advance notice of cancellation is required. The policies must be specifically endorsed to grant Okeechobee County School Board the same notification rights that it provides to the first named insured as respects cancellation and non-renewal. This endorsement must be attached to the certificate of insurance. Okeechobee County School Board by and through its Risk Management Department and, in cooperation with the Purchasing Department, reserves the right to review, modify, reject or accept any required policies of insurance, including limits, coverages or endorsements, herein from time to time throughout the term of this contract.

Only insurance companies authorized to do business in the State of Florida with a Best Rating of "B+" or better according to the latest edition of Best's Key Rating Guide, published A.M. Best Company shall be acceptable.

### **1. General Liability**

COMMERCIAL GENERAL LIABILITY INSURANCE, INCLUDING CONTRACTUAL LIABILITY, TO COVER THE HOLD HARMLESS AGREEMENT SET FORTH HEREIN, WITH LIMITS OF NOT LESS THAN:

EACH OCCURRENCE	\$1,000,000
PERSONAL/ADVERTISING INJURY	\$1,000,000
PRODUCTS/COMPLETED OPERATIONS AGGREGATE	\$2,000,000
GENERAL AGGREGATE	\$2,000,000
FIRE DAMAGE	\$100,000 ANY 1 FIRE
MEDICAL EXPENSE	\$5,000-\$10,000 ANY 1 PERSON

AN ADDITIONAL INSURED ENDORSEMENT MUST BE ATTACHED TO THE CERTIFICATE OF INSURANCE. COVERAGE IS TO BE WRITTEN ON AN OCCURRENCE FORM BASIS. THIS INSURANCE SHALL APPLY AS PRIMARY INSURANCE/NON-CONTRIBUTORY WITH RESPECT TO ANY OTHER INSURANCE OR SELF-INSURANCE PROGRAMS AVAILABLE TO OKEECHOBEE COUNTY SCHOOL BOARD. A PER PROJECT AGGREGATE LIMIT ENDORSEMENT SHOULD BE ATTACHED. DEFENSE COSTS ARE TO BE IN ADDITION TO THE LIMIT OF LIABILITY. A WAIVER OF SUBROGATION IS TO BE PROVIDED IN FAVOR OF OKEECHOBEE COUNTY SCHOOL BOARD. XCU COVERAGE IS TO BE INCLUDED WHEN INDICATED BY THE SCOPE OF SERVICE. COVERAGE SHOULD EXTEND TO INDEPENDENT CONTRACTORS AND FELLOW EMPLOYEES. COVERAGE IS TO INCLUDE A CROSS LIABILITY OR SEVERABILITY OF INTERESTS PROVISION AS PROVIDED UNDER THE STANDARD ISO FORM SEPARATION OF INSURED'S CLAUSE.

2. Automobile Liability

BUSINESS AUTOMOBILE LIABILITY FOR ANY AUTO (ALL OWNED, HIRED, AND NON-OWNED AUTOS) WITH LIMITS OF NOT LESS THAN \$1,000,000 PER ACCIDENT. IN THE EVENT VENDOR DOES NOT OWN ANY AUTOMOBILES, OKEECHOBEE COUNTY SCHOOL BOARD WILL ACCEPT PROOF OF HIRED AND NON-OWNED AUTO LIABILITY ONLY. CERTIFICATE HOLDER MUST BE LISTED AS ADDITIONAL INSURED. A WAIVER OF SUBROGATION MUST BE PROVIDED. COVERAGE SHOULD APPLY ON A PRIMARY BASIS.

3. Workers' Compensation

WORKERS' COMPENSATION INSURANCE WITH LIMITS EQUAL TO FLORIDA STATUTORY REQUIREMENTS. EMPLOYERS LIABILITY MUST INCLUDE LIMITS OF AT LEAST \$500,000 EACH ACCIDENT, \$500,000 EACH DISEASE/EMPLOYEE, \$500,000 EACH DISEASE/MAXIMUM. A WAIVER OF SUBROGATION MUST BE PROVIDED. COVERAGE SHOULD APPLY ON A PRIMARY BASIS. SHOULD SCOPE OF WORK PERFORMED BY VENDOR QUALIFY ITS EMPLOYEE FOR BENEFITS UNDER FEDERAL WORKERS' COMPENSATION STATUTE (EXAMPLE, U.S. LONGSHORE & HARBOR WORKERS ACT OR MERCHANT MARINE ACT), PROOF OF APPROPRIATE FEDERAL ACT COVERAGE MUST BE PROVIDED.

WORKERS' COMPENSATION EXEMPTION FORMS WILL NOT BE ACCEPTED FOR THE PROJECT ARCHITECT, ENGINEER, GENERAL CONTRACTOR, OR SOLE PRACTITIONER THAT INTENDS TO SUB-CONTRACT THE WORK TO OTHER INDIVIDUALS OR COMPANIES. THESE ENTITIES OR INDIVIDUALS ARE REQUIRED TO PURCHASE A WORKERS' COMPENSATION INSURANCE POLICY.

If Worker's Compensation Insurance or Form DWC-250 Notice of Election to be Exempt is not provided, vendor must indicate the reason, by signature, from the following:

- 1) Vendor is an Independent Contractor.

Signature \_\_\_\_\_

- 2) Vendor is an employer in the non-construction industry, who employs less than four part-time or full-time employees.

Signature \_\_\_\_\_

4. Professional Liability

WHEN INDICATED BY THE SCOPE OF SERVICE, VENDOR MUST MAINTAIN PROFESSIONAL LIABILITY OR EQUIVALENT ERRORS & OMISSIONS LIABILITY WITH LIMIT OF NOT LESS THAN \$1,000,000 PER OCCURRENCE. FOR POLICIES WRITTEN ON A CLAIMS MADE BASIS, VENDOR SHALL MAINTAIN A RETROACTIVE DATE PRIOR TO OR EQUAL TO THE EFFECTIVE DATE OF THIS CONTRACT. IN THE EVENT THE POLICY IS CANCELED, NON-RENEWED, SWITCHED TO AN OCCURRENCE FORM OR THERE IS A CHANGE IN RETROACTIVE DATE, VENDOR MUST

PURCHASE AN EXTENDED REPORTING PERIOD RIDER DURING THE LIFE OF THIS CONTRACT OF NOT LESS THAN 3 YEARS. COVERAGE IS TO APPLY ON A PRIMARY BASIS.

5. Umbrella/Excess Coverage

UMBRELLA/EXCESS LIABILITY INSURANCE THAT PROVIDES COVERAGE FOR ALL UNDERLYING POLICIES WITH LIMITS OF NOT LESS THAN \$1,000,000.

**F .** Evaluation Criteria

The Selection Committee will evaluate the written proposals to determine the firm best suited to fulfill the District's requirements.

Okeechobee County School Board reserves the right to accept or reject any proposal in the best interest of the School District.

Okeechobee County School Board reserves the right to award the contract to the next most qualified firm if the successful firm does not begin the contractual services within fifteen (15) days of signing the contract.

The following Criteria are intended to provide the Selection Committee with information regarding the qualifications of each proposing employment services firm. The submittal shall be organized, tabbed and shall respond to each of the Criteria in the same order listed below.

**Written Proposal Format and Evaluation Criteria**

1. **TAB 1: LENGTH OF TIME IN BUSINESS & QUALIFICATIONS OF ASSIGNED STAFF** (0-5 Points)  
Rank the firm based on the number of years in business and the experience/resumes of the staff members assigned to this project.
2. **TAB 2: LOCAL SERVICE CAPACITY & LIVE CALL CENTER SUPPORT** (0-5 Points)  
Rank the firm based on its ability to provide local service representatives for recruiting and filling vacancies, as well as the provision of live call center support.
3. **TAB 3: MINORITY BUSINESS ENTERPRISE, WOMEN OR VETERAN OWNED** (0-5 Points)  
Rank the firm based on their Certification as a Minority Business Enterprise, Women or Veteran Owned business.
4. **TAB 4: PROPOSED TRANSITION TIMELINE** (0-10 Points)  
Rank the firm based on the steps and timeframe involved for their proposed transition. Timeline must include plan for a 90-day probationary period and steps that will be taken to transition substitutes back to Okeechobee County School Board employment if the contract is terminated during the probationary period.
5. **TAB 5: INSURANCE, LITIGATION AND SETTLEMENTS** (0-5 Points)  
Rank the firm based proof of insurance and applicable coverage for this project. In addition, disclose any pending litigation and any settlements in the past five (5) years.
6. **TAB 6: PAST PERFORMANCE – FIVE (5) PREVIOUS FLORIDA CLIENTS** (0-15 Points)  
Rank the firm based on their five previous clients in Florida using attached reference form (see page 10).
7. **TAB 7: RECRUITING PLAN** (0-15 Points)  
Rank the firm based on their proposed plan for recruiting substitute teachers.
8. **TAB 8: PAYROLL PROCESSING** (0-10 Points)  
Rank the firm based on their ability to provide payroll processing in-house.
9. **TAB 9: SUBSTITUTE TEACHER MANAGEMENT & USE OF CURRENT INFRASTRUCTURE** (0-15 Points)  
Rank the firm based on their plan to effectively transition substitutes from the District, their overall onboarding plan for newly hired substitute teachers, and their experience with the Frontline Absence Management System.
10. **TAB 10: FEE SCHEDULE** (0-15 Points)  
Rank the firm based on their fee schedule.

**Written Proposal Total Possible Points = 100 Points**

**G . Additional Requirements**

A Master Agreement must be included as part of the submitted bid. Any such agreement must be governed by the laws of the State of Florida and the venue for resolution of any disputes be Okeechobee County, Florida. The following language must also be included (please note that section C below must be in all capitalized letters, and size 14 bold-type font, per Florida statute):

Contractor affirmatively states that it is registered with and uses the E-Verify system, as defined in F.S. 448.095, to verify the work authorization status of all newly hired employees.

**Contractor's Duties Regarding Public Records**

**(A) Compliance with Florida Laws**

Contractor must provide public access to all records concerning this Contract according to applicable Florida laws including Chapter 119, Florida Statutes. If Contractor asserts any exemptions to Florida's public records laws, Contractor has the burden of establishing and defending the exemption.

**(B) Recordkeeping and Public Access**

Under Florida Statutes 119.0701(3)(a), a request to inspect or copy public records relating to a School District contract for services must be made directly to the School District. In addition, Contractor must: (1) keep and maintain public records required by the School District in order to perform the service; (2) upon request from the School District's custodian of public records, provide the School District with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided by law; (3) ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Contractor does not transfer the records to the School District; and (4) transfer, at no cost, to the School District, all public records in possession of the Contractor or keep and maintain public records required by the School district to perform the service. If the Contractor transfers all public records to the School District upon completion of the Contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the Contract, the Contractor shall meet all applicable requirements of retaining the public records. All records stored electronically must be provided to the School District upon request from the School District's custodian of public records, in a format that is compatible with the information technology systems of the School District. At the conclusion of the Contract with the School District, Contractor shall provide to the School District all electronic records associated with this Contract on electronic media (CD-ROM or USB flash drive).

**(C) IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT TELEPHONE NUMBER 863-462-5000 x 1026, EMAIL ADDRESS [kenworthyk@okee.k12.fl.us](mailto:kenworthyk@okee.k12.fl.us) AND MAILING ADDRESS: 700 S.W. Second Avenue, Okeechobee, FL 34974.**

## **SECTION 4 - SELECTION PROCESS**

The written Proposals received in response to this RFQ will be evaluated and ranked by a Selection Committee, comprised of no fewer than three (3) voting members in accordance with the process and evaluation criteria and utilizing the attached Ranking Sheet. Various Professional Consultants, representatives from Okeechobee County School Board may also be present during this process as non-voting members of the Committee. A ranking shall be established by totaling the sum of the scores given to each Proposer by all voting members of the Selection Committee.

No information will be released by Okeechobee County School Board after the due date for submission of the Proposals until the selection has been made. All submitting firms will receive notification of the selected Proposer. The Okeechobee County School Board reserves the right to conduct or not conduct interviews, at its sole discretion.

### **Evaluation Criteria Rating Sheets**

The Selection Committee will evaluate the Proposals received in response to this RFQ based on the Evaluation Criteria included in this document. The Selection Committee will utilize the attached Evaluation Rating Sheets during the scoring process.

### **Recommendation**

The Selection Committee will recommend to the Okeechobee County School Board that an Agreement for services be negotiated with the firm with the highest total points for the provision of employment services.





**Employment Services Request for Qualifications**  
Reference Form for Florida Public School Districts

School District: \_\_\_\_\_ District Contact: \_\_\_\_\_

Contact Telephone: \_\_\_\_\_ Contact Email: \_\_\_\_\_

*Using a scale of 1-5 (where '1' is poor and '5' is outstanding), please rate the Employment Services firm you retain for each of the areas below:*

Area	Rating	Comments
Ability to Meet Fill Rate Needs		
Innovative Recruiting Plans		
Addressing School/Parent Concerns Regarding Substitute Teachers		
Adherence to District Policies and Procedures		
Support Staff Available to Meet District Needs		

*Please respond to the following questions regarding your experience with the employment services firm retained by your school district:*

1. What was your district's average fill rate (approximate) prior to using this vendor?
2. What has your district's average fill rate (approximate) been after using this vendor?
3. What activities have your employment services firm done in an effort to recruit substitute teachers?
4. Please describe the support your employment services firm provide the district's schools in regards to substitute teachers.
5. Please describe the support your employment services firm provides to the District Office in regards to substitute teachers.