LEADERSHIP ASSOCIATES
California's Premier Executive Search & Leadership Development Firm

# Superintendent Search Proposal for

# Alum Rock Union School District

February 23, 2026


**Consultants:**

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**Leadership Associates**
449 W. Foothill Blvd., #427
Glendora, CA 91741
530-302-5112
www.leadershipassociates.org

# ALUM ROCK UNION SCHOOL DISTRICT

# SUPERINTENDENT SEARCH PROPOSAL

**FEBRUARY 23, 2026**

LEADERSHIP ASSOCIATES
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**Alum Rock RFP**
**Leadership Associates' "Proposal Content" Responses Key**

1. The Proposal must include a description and profile of the Consultant, including a statement of qualifications, a description of the type of services the Consultant provides and any other information or materials the Consultant believes would be helpful to the Board in making its decision. Consultant must demonstrate its experience and capacity to manage and coordinate the types of activities to be conducted and to provide the search services in a timely and satisfactory manner. **Addressed throughout the proposal.**

2. A detailed summary of services the Consultant proposes to provide the District, including but not limited to: (a) search process planning, preparation, community and stakeholder engagement, timelines, and implementation; (b) candidate recruitment; (c) candidate applications, screening, references, evaluations, and interviews; (d) candidate appointment; and (e) search closing process. **See Executive Summary, page 5; Search Process Flow Chart, page 7; and Search Process Plan, page 8; Proposed Timeline, page 10.**

3. A proposed plan and timeline for the search; in preparing a proposed plan and timeline consultants should be mindful that the Board intends that the successful candidate for the Superintendent position will commence her/his employment with the District by July 1, 2026. **See Proposed Timeline, page 10**

4. Samples of related materials. (Advertising, brochures, survey forms, reports, etc.). **See examples, pages 39-41**

5. A summary of strategies to identify and engage parents and other community stakeholders. **See Search Process Flow Chart and Search Process Plan, pages 7-9.**

6. A detailed summary of similar services that Consultant has provided to other school district locally, statewide, and nationally (as applicable Summary to include details such as time duration, number of candidates, and strategies). **See page 6.**

7. Describe any contacts or relationships Consultant has, is seeking, or has had with any other school district in Santa Clara County. Also, describe any current or previous relationships with any District Board member or employee. ). **See References & District Relationships, pages 13-14.**

8. Identify the Consultant's key staff and subconsultants (if any) who will assist the District in the search process, including a statement of the professional qualifications of Consultant's principals, employees, and subconsultants, if any, who will render the services to the District, including the Consultant's Principal or employee who will be the primary contact for the engagement. **See Partner Qualifications, pages 16-21.**

9. A detailed description and breakdown of any and all fees (and hourly rates, if applicable) and estimated expenses to be charged to the District, including a listing and breakdown of fees and expenses for any optional services. **See Summary of Services, page 8.**

10. A description of the guarantee provided by the Consultant for completion of a successful search. **See Summary of Services, page 8.**

11. A detailed description of Consultant's insurance coverage including a current certificate of insurance detailing insurance carriers, types of coverage and coverage limits. **See Certificate of Insurance, page 40.**

12. A sample consultant agreement for the Board to consider. **See Sample Contract, page 12.**

13. A list of references, which must include the name, address, telephone number, email address, and contact person for Consultant's five most recently completed Superintendent searches for Districts of similar or larger size. **See References and District Relationships, page 13**

14. Detailed information regarding any unsuccessful searches during the last five years. **See Legal and Unsuccessful Searches Disclosure, page 22**

15. Identify whether the Consultant or any of its Principals has been terminated by any district, had any claims asserted against it, or been subject to litigation during the last five years. If so, describe in detail. **See Legal and Unsuccessful Searches Disclosure, page 22**

LEADERSHIP ASSOCIATES

449 W. Foothill Blvd. #427
Glendora, CA 91741
(760) 771-4277
www.leadershipassociates.org

February 23, 2026

Linda Cavez, Board President
Alum Rock Union School District
2930 Gay Avenue
San Jose, CA 95127

Dear Cavez and Alum Rock Union School District Board of Trustees:

Leadership Associates is pleased to submit a proposal to partner with you and your district to select a new superintendent.

Our firm has worked with a wide variety of school districts throughout California since our founding in 1996. Since that time, Leadership Associates has completed more than 750 executive searches, with the majority being superintendent searches, for California school boards. More than 85% of the superintendents selected have remained in their positions for more than five years.

Our commitment to supporting the diverse student population in California is reflected in our expansive engagement and recruitment efforts. We want to listen carefully to students, staff, parents, and community members to learn what they perceive as the desired qualities and characteristics for the next superintendent. We also strive to contact and recommend candidates who have a proven track record of experience in culturally proficient practices that have proven successful in addressing educational equity gaps. In fact, this past year, 66% of the individuals selected by school boards where Leadership Associates led the search were women or persons of color. This approach is made possible through the extensive network of our diverse partners who have expertise leading school systems through an equity lens. We believe this deep commitment has been the key factor contributing to our unparalleled successful placement of high-quality superintendent candidates across the state. We will dedicate ourselves to ensuring you have the finest and most diverse pool of candidates from which to select to serve as your new superintendent.

Our previous work has included partnering with Boards in several similar and/or nearby districts including Mountain View Whisman SD, Santa Clara County Office of Education, Gilroy, Los Altos, Tamalpais UHSD, Eastside Union HIgh SD, Moreland USD, Morgan Hill USD, Mount Pleasant ESD, San Rafael USD, Mill Valley ESD and Evergreen We also strive to remain active in education organizations such as the California County Superintendents (CCS), We are an affiliate of CSBA and we remain current on key education policy and system-wide developments, including Local Control and Accountability Plan (LCAP) and Local Control Funding Formula (LCFF) legislation. We have a strong record of success in helping districts find superintendents who meet the profile developed by the Board, which is developed with extensive engagement from staff, parent leaders and community led by Leadership Associates.

Through our years of experience, we have come to understand and respect the uniqueness of each board and district. While there are similarities among districts, we believe that each district

has a unique culture that is important to respect and understand. There are many good superintendent candidates, but only some will be the right match for your school district. It is our job and our commitment to you to find those candidates that best match your ideals and beliefs as a district.

In considering the uniqueness of Alum Rock Union School District, we are aware and respectful of the District's accomplishments and priorities:

- Alum Rock Park, located in Alum School District is the oldest municipal park in California.
- Award-winning Jazz and Mariachi Program
- Award-winning Dual Language Immersion Program
- STEAM and Innovation opportunities at district schools
- District focus on student wellness with an emphasis on social-emotional learning

We would welcome the opportunity to partner with the Board to discuss the search process, including options for staff and community input, an overview of the potential candidate pool, timeline, and the importance of maintaining a confidential process. We also want to obtain from the Board and subsequently from staff, parents and community groups' perspectives on District strengths and challenges as well as the desired qualities and characteristics of the new superintendent. Once this is done, we will prepare a summary report for the Board, develop a position description for Board review, and begin recruiting and vetting candidates who will be an excellent fit for you to choose from to serve as your next superintendent.

If our firm is selected, Donald Evans, Jim Brown and Marc Ecker will be the lead consultants actively involved with this search. We are highly proficient in this field and are also former superintendents with many years of experience. In addition, to ensure the widest possible pool of qualified candidates, all partners who are located in various geographical regions of the state will actively support and assist with the search. We will use our extensive leadership network at the state and national level to help find the best candidates for this exciting, challenging, and rewarding position.

We look forward to having an opportunity to discuss this proposal with you and address any questions you may have. We realize how important it is for the Board to have a relationship with its search firm that is based on trust and respect. We will be fully committed to you and will provide the Board with high-quality candidates who are a good match for the special community that is the Alum Rock Union School District.

Respectfully,

Donald Evans, Ed.D.
Lead Consultant
Leadership Associates

Jim Brown
Emeritus Partner
Leadership Associates

Marc Ecker
Senior Partner and CBO
Leadership Associates

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## EXECUTIVE SUMMARY

Leadership Associates is a California executive search firm with a national reach that specializes in helping California School Boards find new superintendents. We have done so since 1996 and have assisted with more superintendent searches than any search firm working in California. Our success is based on the following key factors:

1. We view each district as unique and therefore work as partners with the Board to develop a customized approach that the Board may use to select its new superintendent.

2. We have developed processes that lead to the successful hiring of candidates who meet the profile developed by the Board. These processes include conducting extensive recruiting and thorough reference checking and working with the Board throughout the interview and contract approval process.

3. Our partners are all active educators and former superintendents with successful leadership experiences in a variety of districts and in state and national organizations.

4. We understand and respect the factors that contribute to a highly effective governance team. We are committed to helping Board members work collaboratively throughout the various phases of the selection process. Done well, a search will always strengthen the work of the Board and pave the way for a successful superintendent.

5. We bring the Board highly qualified candidates. We are proud of the high-quality leaders we have been able to bring forward for Board consideration in previous searches.

6. Our belief is that in order for superintendents to be successful they must have successful leadership experience leading and managing complex organizations. They should know what excellence in curriculum and instruction looks like and be deeply committed to equity. Their behavior must be of the highest integrity and reflect ethical values in their relationships with students, staff, community, and the Board. They must support powerful teaching and learning, build leadership capacity, and strengthen systems and processes that support high levels of achievement for all students.

7. We will always provide our best recommendations to the Board including those related to the hiring of specific candidates and the importance of maintaining a high degree of confidentiality so that the best possible candidates come forward.

In conclusion, we strongly believe Leadership Associates is the right match for your district. The superintendent position is one of the most challenging leadership positions in this country. It demands a unique knowledge base and skill set. The new superintendent will need to inspire the confidence of teachers, parents, and community leaders, build on the good work done by so many, but never be afraid to challenge everyone to do better and encourage innovative thinking wherever possible. We are the firm that will help the Board find that leader.

## SUMMARY OF SIMILAR SERVICES

Summary of similar services that Consultant has provided to other school districts locally, statewide, and nationally.

Leadership Associates searches are typically three months in duration. On average there are 20-25 applications for each position. Strategies include regular meetings with the Board of Education, an extensive partner engagement process, development of a position description unique to each district, active recruiting of a diverse group of candidates that match the position profile, thorough reference checking, and support for the Board as they select and interview candidates. Leadership Associates also provides ongoing professional development support for boards, superintendents, and other school district leaders through a variety of workshops, conferences, and job-specific networks.

For a full summary of our services (listed below), please visit the Leadership Associates website at https://www.leadershipassociates.org/.

- Comprehensive Executive Searches to recruit and place exceptional superintendents and top-tier executive leaders in California School Districts and Local Education Agencies (LEAs).
- Powerful Leadership Development opportunities for new and existing leaders.
- Governance Services, including support, self-evaluation, and workshops for District Teams.

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# SUPERINTENDENT SEARCH PROCESS FLOW CHART

Note: *Blue italicized text* indicates Board Participation

| | |
|---|---|
| **Phase 1**<br>Initial Meeting with Board | • *Review search process*<br>• *Discuss collectively with the Board:*<br>  o *Characteristics desired in new Superintendent*<br>  o *District strengths and challenges*<br>  o *Community / staff input process*<br>  o *Online survey*<br>  o *Search Protocols and Agreements*<br>• *Finalize timeline* |
| **Phase 2**<br>Community and Staff Input | • Meet with individuals and groups per Board's request to solicit input:<br>  o Characteristics desired in new Superintendent<br>  o District strengths and challenges<br>• Post online survey following Board approval<br>• Present survey results to board members |
| **Phase 3**<br>Position Description | • Develop Position Description using:<br>  o Input received<br>  o Description of District and community<br>  o Key search dates / timelines<br>• *Board reviews and approves draft*<br>• Posted on Leadership Associates website, District website, and provided to candidates |
| **Phase 4**<br>Advertising, Recruitment, Reference Checking | • Advertise in trade publication(s)<br>• Announce to our 1,100+ subscribers<br>• Actively recruit<br>• Conduct reference and database checks on all potential candidates<br>• Conduct individual interviews with all potential finalists |
| **Phase 5**<br>Selection of Finalists | • *Meet with Board to review all applicants*<br>• *Discussion and determination of top candidates*<br>• *Board determines finalists to interview*<br>• *Review of interview process and preparation of interview questions* |
| **Phase 6**<br>Final Interviews | • *Board conducts interviews with assistance from Leadership Associates*<br>• *Board selects finalist*<br>• Consultants inform all candidates of outcome |
| **Phases 7, 8 & 9**<br>Validation Process<br>Contract Offer<br>Public Approval of New Superintendent after New Superintendent is Signed | • *Board conducts a validation process prior to official contract offer*<br>• *Work with Board and finalist as needed to develop final parameters for contract and to prepare press release*<br>• *Board takes public action at a regularly scheduled meeting to employ new Superintendent*<br>• Leadership Associates will provide and review Board and Community input with new Superintendent<br>• Leadership Associates will provide follow-up services as desired including a 90-day entry plan for new Superintendent |

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## SEARCH PROCESS PLAN

Leadership Associates has developed criteria to provide the Board of Education with a 9-phase process for selecting its next superintendent. The following is a brief description of each of the key steps of the search process, including identifying key personnel in each phase. The **Board's designated** administrative support staff will be guided and supported by our highly experienced search support specialist and provided with guidelines, templates, samples, checklists, and personal communication throughout the entire process.

**Indicates meetings with the Board*

Phase 1: **Initial Meeting with the Board* (Key Personnel: Consultants, Board, LA / district admin support; district I.T. support)

Leadership Associates will confer with the Board upon our selection to represent your district. At this meeting we will discuss all matters addressed in the Request For Proposal (RFP) Scope of Services, including: the characteristics the Board is seeking in the next superintendent; District strengths and challenges; the process for engaging groups and individuals in the search process; approval of an official timeline and meeting dates; Board and Search Firm protocols during the search; possible contract parameters for the new superintendent; potential internal candidates; the Board's liaison with Leadership Associates and spokesperson for the Board; and all other matters addressed in the RFP Scope of Services. We will also be prepared to suggest criteria for consideration based on our own professional expertise. Immediately following the initial meeting, we will work with district staff to create a Superintendent Search webpage on the district's website where members of the community can receive updates on the search process, including access to online surveys.

Phase 2: Community and Staff Input (Key Personnel: Consultants, LA / district admin. support)

After working with the Board to develop a community engagement plan, we confer with the individuals and groups you request (community, staff, students). We share the search process, timeline, answer questions, and solicit input regarding the desired qualities, characteristics, background, and experiences of the new superintendent, and we discuss the key characteristics of the District's culture, strengths, and future challenges and issues. We spend the time necessary to ensure full input. If individuals are unable to attend the meetings, but would like to provide additional information, or prefer to submit their ideas in a different format, opportunities are provided to contact us via email or telephone. We also have an online survey that can be posted in various languages on the District website to encourage broader participation of staff and community. We prepare a thorough report containing the comments from each group, individuals, and the survey, and send it to Board members approximately one week after the input. We follow up with you after you receive the report to review any questions you have.

Phase 3: Position Description (Key Personnel: Consultants, LA / district admin. support)

The Position Description will clearly state the criteria which applicants for the position should address in completing their application. It will also reflect input received on qualities and characteristics desired, a description of the District and community, and key search dates. The Board reviews the draft and makes changes before the description is finalized. The description is posted on our website, distributed widely, and can be posted on the District's website.

Phase 4: Advertising, Recruitment, Reference Checking (Key Personnel: Consultants)

After our sessions with the Board, staff and community, we advertise and actively recruit both statewide and nationally. We send a notification to over 1,100 subscribers to our website announcing the position. We will also conduct reference and database checks on all potential candidates. All partners participate in this process in order to take advantage of our extensive state and national network. These are very critical activities as we work diligently to find the candidates that best match those qualities and characteristics on the Position Description. We

verify degrees, credentials and professional experiences. We do extensive confidential reference checking including conversations with people not listed on the candidate's application. We keep the Board informed on a regular basis about the progress of the search.

Phase 5: *Selection of Finalists* (Key Personnel: Consultants, Board, LA / district admin. support)

At this Closed Session meeting, we will review and discuss all applicants, recommend candidates you should consider interviewing, and explain our rationale for recommending some and not others. We will provide a tiered ranking of candidates for your review. The Board, however, makes the final decision on those to be interviewed and determines the interview schedule and location. We offer sample interview questions developed by consultants and assist the Board in finalizing them with a focus on the specific needs of the District as gleaned from the input process and reflected in the position description. In addition to making interview arrangements with the candidates, we provide all the materials the Board needs for the interview and make logistical arrangements in coordination with the superintendent's assistant or designated district liaison.

Phase 6: *Final Interviews* (Key Personnel: Consultants, Board, LA / district admin. support)

The Board conducts the interviews in Closed Session with the consultants observing and handling all the logistics. We are present during the interviews and will help facilitate discussions assisting the Board as needed to help you in making your selection of the final candidate. We also assist with various follow up steps that need to be completed and inform all candidates of the outcome.

Phase 7: Validation Process; Contract (Key Personnel: Consultants, Board, LA / district admin. support)

The purpose of the validation process is to confirm the Board's choice prior to the official contract offer. The Board will determine participants for this process. While the consultants will not participate, we will work with the Board and the finalist as needed to develop final parameters for an agreement on the superintendent's contract. We recommend prior discussions with the Board on this topic since it is our intention to recruit candidates who will work within the contract parameters established by the Board. The Governing Board, as a governmental employer, carries responsibility for verifying the employment eligibility of the selected candidate prior to making a hiring decision. Leadership Associates does not have the legal authority to access federal immigration or work authorization databases and therefore relies on candidate attestations and document review as part of its due diligence process. The Board is encouraged to utilize all lawful and appropriate verification systems available to public agencies.

Phase 8: Public Approval of Contract (Key Personnel: Consultants, Board, district admin. support)

Following the validation process, the Board takes public action at a regularly scheduled board meeting to employ the new superintendent. Leadership Associates will assist the Board and staff with a communication plan and other activities to support the approval of the new superintendent's contract.

Phase 9: After the New Superintendent is Signed (Key Personnel: Consultants, New Superintendent)

We provide and review with the new superintendent the Board and community input. We are available to provide additional follow up services as desired. These services could include developing a 90-day transition plan and an initial workshop for the governance team to establish goals for the new superintendent, and the superintendent's evaluation process.

*Confidentiality: Leadership Associates strongly believes the quality of the applicant pool is directly dependent on the confidentiality of the process. Leadership Associates will not divulge the names of interested applicants to any party other than the Board within Closed Session. Reference checks will also be conducted using strategies that will maintain the confidentiality of the process. Throughout the process Leadership Associates will be available to answer any questions you may have.*

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# PROPOSED TIMELINE

*(Flexible based on Board direction)*

## Alum Rock Union School District Superintendent Search

Note: *Blue italicized text* indicates Board Participation

| | | |
|---|---|---|
| FEBRUARY 2026 Preliminary Phase | February 23 | District receives proposals |
| | March 1-13 | *Proposal Presentations / Board Selects Firm* |
| MARCH 2026 Community Engagement | March 2-13 (Special Mtg) | *Initial Meeting with the Board; Board determines characteristics, skills & qualities desired in new superintendent; publicly announces timeline and procedures (Open and Closed Session; approx 3 hrs total)* |
| | March 9 - March 23 | Online survey dates |
| | March 9 - March 23 | Consultants confer with staff and community designated by the Board to receive input |
| MARCH - APRIL 2026 Advertisement and Recruitment | March/April | Consultants identify potential candidates; Development and posting of recruitment materials and Position Description |
| | March 16 and 23 | Advertising and active recruitment; Ad appears in EdCal, (Two consecutive publications) (Click here for publication schedule) |
| | April 10, 5:00 PM | Deadline for applications |
| APRIL - MAY 2026 Interviews and Selection | April | Consultants complete comprehensive reference and background checks on applicants |
| | May 4 (Special Mtg) | *Board confers with consultants, reviews all applications and selects candidates to be interviewed (Closed Session; approx 3 hours)* |
| | May 16/17 (Special Mtg) | *Board interviews candidates; selects finalist(s) (Closed Session; all-day meeting)* |
| MAY 2026 Contract Approval | Week of May 18-22 TBD | *Board completes the validation process of the leading candidate and makes final determination* |
| | May 28 | *Board approves superintendent contract at a regularly scheduled board meeting* |
| JULY 2026 Start Date | July 1 (as mutually agreed) | New superintendent begins |

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## FEE AND SUMMARY OF SERVICES

### ALUM ROCK UNION SCHOOL DISTRICT
### SUPERINTENDENT SEARCH

TOTAL FEE TO CONDUCT SEARCH: $33,500, plus $2,500 for travel expenses

This fee includes:

- All expenses incurred by consultants
- All meetings with the Board
- Development and posting of the position description announcing the position
- Cost of advertising in EdCal (Two consecutive publications)
- Acceptance of applications and responding to all inquiries regarding the position
- Recruitment of candidates and extensive background checks
- Gathering of community and staff input and providing Board with a written report, including online survey
- Coordination of logistics of the search:
  - scheduling appointments
  - notification of unsuccessful candidates
  - scheduling community visit
- Assisting in the development of interview questions and supporting the Board with the interview process
- Assisting the Board's administrative assistant throughout the process with templates, online posting updates and sample agenda language
- Acting as an advisor to the Board of Education
- Assisting the new superintendent and Board through transition and community verification visit, if conducted
- The above search cost is an all-inclusive cost for all services outlined. If at the request of the Board, additional services are requested, there may be an added cost.
- Should the superintendent leave within two years, Leadership Associates will conduct a new targeted search identifying specific qualified candidates for administrative overhead costs, (approximately 25% of the original search fee), provided the Board majority has remained the same and the Board had established annual goals for the superintendent and conducted an initial six-month performance review and annual written evaluations.

# SAMPLE SERVICES AGREEMENT

LEADERSHIP ASSOCIATES
www.leadershipassociates.org
449 W. Foothill Blvd., #427
Glendora, CA 91741
(916) 520-4951

## AGREEMENT FOR CONSULTANT SERVICES

THIS AGREEMENT is made this ____ day of February 2026 between LEADERSHIP ASSOCIATES, hereinafter called the Contractor, and ALUM ROCK UNION SCHOOL DISTRICT, hereinafter called the District.

The Contractor agrees to perform services for the District as follows:

The Contractor will conduct a Superintendent search, as delineated in the proposal.

The District agrees to pay the Contractor THIRTY-THREE THOUSAND FIVE HUNDRED DOLLARS ($33,500) for services provided. Payment is to take place in two increments: (1) $16,750 upon completion of educational partner input, and (2), $16,750 plus travel expense not to exceed $2,500 upon selection of a finalist. The Contractor will submit invoices to the District for each of the payment increments. Payments are due within 30 days of receipt of invoice.

Remittance payable/forwarded to: Leadership Associates
Attn: Betty Hall
449 W. Foothill Blvd., #427
Glendora, CA 91741

The Contractor is to perform the above services beginning March 13, 2026.

Contractor agrees to hold harmless and indemnify the District, its officers, agents, and employees with respect to all damages, costs, expenses or claims, in law or in equity, arising or asserted because of injuries to or death of person or damage to, destruction, loss, or theft of property arising out of faulty performance of the services to be performed by Contractor hereunder.

It is expressly understood and agreed to by both parties hereto that the Contractor, while engaged in carrying out and complying with any of the terms and conditions of this contract, is an independent contractor and is not an officer, agent, or employee of the aforesaid District. Either party may terminate this agreement by providing the other party with ten (10) days written notice. Upon such termination, fees will be determined on a pro rata basis.

Leadership Associates does not participate in a California public pension system. Leadership Associates and the District understand that the work/services provided should not be considered creditable toward the STRS earnings limit as the work is not normally performed by employees of the District and requires less than 24 months (496 business days). REF. CA Education Code § 26135.7 (2014)

| CONTRACTOR: | DISTRICT: |
|---|---|
| LEADERSHIP ASSOCIATES | ALAM ROCK UNION SCHOOL DISTRICT |
| Taxpayer ID#: 68-038 3653 | |
| By: _____ | By: _____ |
| Name: Betty Hall | Name: _____ |
| Dept: Fiscal Services | Title: _____ |
| Date: _____ | Date: _____ |

SAMPLE

# REFERENCES

ALUM ROCK UNION SCHOOL DISTRICT
SUPERINTENDENT SEARCH

| | DISTRICT NAME AND ADDRESS | CONTACT NAME | TITLE | PHONE | EMAIL |
|---|---|---|---|---|---|
| 1 | Fairfield-Suisun USD<br>29 Hilborn Road<br>Fairfield, CA 94534 | Helen Tilley | Board President | 707-399-5008<br>Supt's Office | helent@fsusd.org |
| 2 | Castro Valley USD<br>4400 Alma Avenue<br>Castro Valley, CA 94546 | Sarah Raymond | Board President | (510) 537-3000<br>(District Office) | sara.raymond@cv.k12.ca.us |
| 3 | San Rafael City Schools<br>310 Nova Albion Way<br>San Rafael, CA 94903 | Carolina Martin | Board President | (415) 492-3200<br>(District Office) | cmartin@srcs.org |
| 4 | Vallejo USD<br>665 Walnut Avenue<br>Vallejo, CA 94592 | Glen Amboy | Board President | (707) 556-8921<br>ex 50002<br>(Supt's Office) | gamboy@vcsud.org |
| 5 | West Contra Costa USD<br>1108 Bissell Avenue<br>Richmond, C 94801 | Leslie Reckler | Board President at time of search | 510.408.6123 | leslie.reckler@wccusd.net |
| 6 | San Ramon Valley USD<br>699 Old Orchard Drive<br>Danville, CA 94526 | Rachel Hurd | Board President at time of search | (925) 552-2933<br>(Supt's Office) | rhurd@srvusd.net |

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## CONTRACTS & RELATIONSHIPS

ALUM ROCK UNION SCHOOL DISTRICT
SUPERINTENDENT SEARCH

CONTRACTS

The three lead consultants on this search have no existing relationships or seek any contracts with school districts in Santa Clara County. Jim Brown served as superintendent in Palo Alto from 1989-96.

Other Leadership Associates have individually served in various capacities with other districts in Santa Clara County. Eric Andrew, Richard Fischer, and Jacqueline Horejs were all past superintendents in Santa Clara County more than five years ago.

As a firm, Leadership Associates has had contracts with these districts in Santa Clara County during the last five years:

| | District Name | Service | Status |
|---|---|---|---|
| 1 | Mountain View Whisman SD | Superintendent Search | Contract Completed |
| 2 | Santa Clara County Office of Ed | Superintendent Search | Contract Completed |
| 3 | Sunnyvale Union | Superintendent Search | Contract Completed |
| 4 | Los Gatos-Saratoga JUSD | Superintendent Search | Contract Completed |
| 5 | Gilroy | Superintendent Search | Contract Completed |
| 6 | Morgan Hill | Deputy Supt. CFO Search | Contract Completed |
| 7 | Morgan Hill | Assist. Supt. of Ed Services | Contract Completed |
| 8 | Mountain View Los Altos | HS Principal Search | Contract Completed |
| 9 | Campbell UHSD | HS Principal Search | Contract Completed |
| 10 | Los Altos School District | Superintendent Search | Contract Completed |
| 11 | Mountain View-Los Altos UHSD | High School Principal Search | Contract Completed |
| 12 | Mount Pleasant ESD | Human Resource Search | Contract Completed |
| 13 | Mount Pleasant ESD | Curriculum & Inst. Search | Contract Completed |
| 14 | East Side UHSD | Superintendent Search | Contract Completed |
| 15 | Moreland ESD | Superintendent Search | Contract Completed |
| 15 | Morgan Hill SD | Superintendent Search | Contract Completed |
| 15 | Santa Clara USD | HS Principal Search | Contract Completed |
| 16 | Santa Clara USD | Asst. Supt. of HR Search | Contract Completed |

Describe any current or previous relationships consultants have with any District Board member or employee.

We are not aware of any former or current personal relationships or relatives of any Leadership Associates' consultants or staff employed by the Alum Rock School District.

A current associate, Parvin Ahmadii, is doing consulting work through CSBA with Alum Rock. A previous partner, Larry Aceves, served as superintendent of Alum Rock.

# QUALIFICATION STATEMENT

## EXPERIENCE AND QUALIFICATIONS OF THE FIRM

Leadership Associates has conducted over 750 executive searches in California since 1996. We have 15 partners, all active educators and former, successful California superintendents who reside throughout the state – north, south, and central valley. While we are dedicated to California school districts, we have networks throughout the country and have assisted many school boards in finding top candidates from outside the state.

A few other facts about the partners of the firm:

- All keep superintendent searches as their core work
- All have national and state-wide networks and alliances including Council of the Great City Schools; Urban Education Dialogue (UED); Association of California School Administrators (ACSA); California Association of Latino Superintendents and Administrators (CALSA); California Association of African-American School Administrators (CAAASA); California Association of Asian and Pacific Learners in Education (CAAPLE); California Collaborative for District Reform; (CCDR); American Association of School Administrators (AASA); Suburban School Superintendents; and California City School Superintendents
- All belong to organizations which include top and emerging leaders
- Three were California State Superintendent of the Year
- Three chaired ACSA's California state superintendent's committee; two were ACSA presidents
- A number are bilingual in Spanish
- Many facilitate workshops in districts throughout the state: board/superintendent relations; board/superintendent protocols; strategic planning; superintendent evaluations; team building; and instructional improvement. Several coach and mentor superintendents and other top district leaders
- Most have taught or are currently teaching leadership courses at universities
- All have received awards for educational and community work, regionally, statewide, and nationally; and one was honored by the Mexican Consulate
- Partners have authored or co-authored the following publications: A Practical Guide to Effective School Board Meetings; Eight at the Top; Superintendent-School Board Practices; and The Superintendent's Planner

LA LEADERSHIP ASSOCIATES
California's Premier Executive Search & Leadership Development Firm



# PARTNER QUALIFICATIONS

## QUALIFICATIONS OF LEAD CONSULTANTS

Donald Evans, Ed.D. – Partner

Donald Evans, Ed.D. served as the superintendent of Berkeley Unified School District for six years before retiring in 2019. Dr. Evans came out of retirement for 2022-23 to serve as Interim Superintendent for Piedmont Unified School District. Prior to Berkeley Unified School District, he was the Superintendent of Hayward Unified School District. During his tenure in Berkeley, Dr. Evans was Superintendent of the Year for the California Association of African American Superintendents and Administrators. Dr. Evans started his education career in 1988 in San Diego Unified School District where he taught grades 4-6 and later became vice principal of an elementary school. He served as principal in Ravenswood and Area Superintendent/Network Officer in Oakland Unified School District. He was the Associate Superintendent of Secondary Education for Compton Unified School District. Dr. Evans received his BA from University of Delaware and MA from United States International University and earned his Doctorate of Education from the University of California, Berkeley. Dr. Evans has led many initiatives and reforms. His areas of expertise include school systems and management, multi-tiered systems for students, community engagement and managing complex political issues in school environments. After retiring, Dr. Evans worked with the California Collaborative for Educational Excellence that supports local educational agencies (LEAs). He also provided executive coaching for new superintendents and district leaders in the Bay Area. In 2022, Dr. Evans joined California State University, East Bay as a Lecturer.

James (Jim) Brown – Senior Advisor

Jim Brown served as Superintendent of Schools for the Glendale, Palo Alto and Lompoc Unified School Districts. He was also Superintendent of the Cambria Union Elementary and Coast Union High School Districts. Jim received his Master's Degree from the University of Kansas and his B.S.F.S. Degree from Georgetown University, Washington, D.C. He chaired the ACSA Superintendents Committee and the ACSA Urban Superintendents Committee. He also served as co-chair of the California State Mathematics Task Force and the High School Exit Exam Panel. He was a member of the It's Elementary Task Force. He was President of the National Suburban School Superintendents' Association and Schools for Sound Finance. Jim has experience conducting executive searches since 2004, and has facilitated or assisted in the facilitation of more than 55 executive searches since that time. Jim served as senior advisor for Pivot Learning Partners. His areas of focus were: Teacher and Principal Effectiveness, Governance, the Strategic School Funding for Results Project, Executive Coaching, and documentation of education innovations. Jim has been a member of the Board of Directors of Glendale Memorial Hospital, the American Leadership Forum and the Southern California Leadership Network. He has served in leadership roles in numerous community and civic groups.

Marc A. Ecker, Ph.D. – Partner, Chief Financial Officer

Marc retired in December 2014 as Superintendent of the Fountain Valley School District for 18 ½ years in that position. He served as Chair of the Orange County Special Education Alliance and is a past president of the Orange County Superintendents' Organization. Marc is a past State President of the Association of California School Administrators (ACSA) and served as the Interim Executive Director for 2021-22. He served with other leading superintendents in providing input and advice on the development of the Local Control Funding Formula to the Governor and his staff. He also served on the State Public Schools Accountability Act Advisory Committee and two terms on the Financial Crisis Management Assistance Team Advisory Board. Marc is the financial officer for the California League of Schools and served as president of the Association of Middle Level Education. He is a full-time faculty member at California State University, Fullerton in the position of Distinguished Professor in the College of Education. He directs the ACSA mentor program and is a sitting Executive Member of the Schools First Federal Credit Union Board of Directors. Marc received his Bachelor's Degree from UCLA, his Master's Degree from California State University, Fullerton and his Doctorate from Alliant University.

Penny Pyle - Search Support Specialist
Penny joined Leadership Associates in late 2018 after serving 41 years with the Davis Joint Unified School District. For nearly 20 of those years, Penny served as the Executive Assistant to the Board of Education and the Superintendent. She had the pleasure of assisting with the transition of four superintendents and two interim superintendents during her tenure. Since joining Leadership Associates, Penny has assisted with over 140 superintendent and executive leadership searches.

## QUALIFICATIONS OF SUPPORTING CONSULTANTS

Eric D. Andrew, Ed.D. – Partner
Dr. Andrew began his education career in 1979 as a teacher in Claremont Unified School District, where he taught students in kindergarten through sixth grade, and later became a site principal for elementary, middle and high school levels. Dr. Andrew served as Director of Student Services in Redlands Unified School District, served as an Assistant Superintendent of Educational Services in Glendora Unified School District, and later became Superintendent of the Campbell Union School District, a position he held for seven and a half years. Dr. Andrew is currently the President of the Region 8 Retiree Charter, a Region 8 Executive Consultant, and is on board California Association of African American School Administrators (CAAASA) and Santa Clara County Alliance of Black Educators (SCCABE). He also serves as an active member of the California Association of Latino School Administrators (CALSA). As a well-respected equity-focused administrator and instructional leader, he has earned several distinctions, including being named a finalist for the National Association of School Superintendents (NASS) Superintendent of the Year (2017). Dr. Andrew has been recognized by the Association of California School Administrators (ACSA) as the Region 8 Superintendent of the Year (2014), the State and Region 15 Central Office Administrator of the Year (2009), and the Region 12 Pupil Services Administrator of the Year award (2005). He holds a master's in education from Cal-Poly, Pomona, an administrative credential from Cal State San Bernardino and a doctorate in education from the University of LaVerne.

William Banning – Partner
William Banning served as Superintendent of the Goleta Union School District from July 2012 through his retirement in June 2017. He is currently a member of the Board of Trustees in the Santa Barbara Unified School District. He served as an Interim Superintendent (2018-19) and Board consultant (2019-20) in the Vista Del Mar Union School District and has supported aspiring educational leaders as a coach and lecturer in the Santa Barbara County Education Office's Preliminary and Clear Administrative Services Credentialing programs. He holds master's degrees in organizational leadership and educational Administration. His 40-year career includes work in Administrative Services and Human Resources in the Solana Beach School District. He also served as a principal in elementary and secondary schools in the Fallbrook Union Elementary School District. His teaching experience includes elementary and junior high school music instruction in Capistrano Unified School District, high school music in the Escondido Union High School District, middle school computer science instruction in the Fallbrook Union Elementary School District, and Research Statistics at California State University, San Marcos. Mr. Banning has been recognized by the Association of California School Administrators (ACSA) as the Region 13 recipient of the Leadership Matters Award in 2014 and 2017. He and his wife, Becky, live in Santa Barbara, California. They have three grown children.

Kent L. Bechler, Ph.D. – Partner, Executive Leadership Development
Kent served as superintendent of the Corona-Norco Unified School District, the 9th largest school district in California until his retirement in 2012. The district was named a 2012 finalist for the $1 million Broad Prize for Urban Education. He also served as superintendent in Walnut Valley Unified and Duarte Unified School Districts. Kent received a Bachelor's Degree in social work from Azusa Pacific University, a Master's Degree in educational administration from California State University, Los Angeles and a Ph.D. in education from Claremont Graduate University. Kent has extensive training experience in management, leadership, systems, policies and procedures, strategic planning, labor relations, and developing collaboration and teamwork within organizations. His academic work includes teaching adjunct classes at the university level and consulting with educational institutions, businesses, and other organizations. During Kent's 32-year

career in K-12 education, he served in professional organizations including Association of California School Administrators (ACSA), California Collaborative on District Reform, American Association of School Administrators (AASA), Southern California Superintendents, Urban Education Dialogue and Educational Research Development Institute (ERDI).

Blanca Cavazos, Ed.D., – Partner
Blanca Cavazos served as Superintendent of the Taft Union High School District for over eight years. Prior to becoming Superintendent, she served as Chief Instructional Officer for Kern County Superintendent of Schools. Her previous administrative roles include Task Force Administrator, High School Principal, Assistant Principal of Instruction and Assistant Principal of Special Services. Dr. Cavazos has served as a Director-At-Large on the State Board of Directors for the Association of California School Administrators (ACSA). She has also served as adjunct lecturer for the Educational Administration, Secondary Education, Bilingual Cross-cultural Education and Modern Languages programs at California State University, Bakersfield. Her experience includes coaching administrators at the high school and elementary levels, building collaborative labor-management partnerships, and leadership development. Recognitions include Educational Leadership Award from ACSA Region XI, (2021); induction into the California State University, Bakersfield Alumni Hall of Fame, Businesswoman of the Year by the Kern County Hispanic Chamber of Commerce, (2020); runner up for the National Association of School Superintendents Superintendent of the Year Award; and Superintendent of the Year Award from ACSA Region XI, (2019). An educator for 39 years, Dr. Cavazos graduated from Arvin High School, (Kern High School District), where she taught and later served as principal for 13 years. Her three sons, who also attended Arvin High, graduated during her tenure there.

Tom Changnon – Partner
Tom served as Stanislaus County Superintendent of Schools from 2007-2019. In his 12 years in office, Tom championed Civics Education, Character Development, Parent Involvement and Career Technical Education (CTE) programs. He earned his BA degree from Stanford University, Master Degree(s) in School Administration (St. Mary's, USF), and Teaching Certifications from College of Notre Dame. Tom has over 40 years of education experience at the elementary, middle, and high school levels. He also served as Assistant Superintendent and Superintendent prior to his election as the County Superintendent. Tom is an active member of the Association of California School Administrators (ACSA) serving on many local, regional, and state committees including ACSA's Small School District Committee. Tom has received a number of awards, including being selected twice for the Bill Ullom Award and twice a recipient as the regional Superintendent of the Year award. In 2018, he received the Chamber Lifetime Citizen Achievement Award. Tom played intercollegiate baseball while at Stanford University and was drafted by the Houston Astros Baseball organization as a left-handed pitcher. He played a few years in the minor leagues before an arm injury ended his career. He still is an active snow and water ski enthusiast and loves camping and flyfishing. Spending time with his two children's families and the four grandchildren are a high priority for Tom as he lives his life with passion!

Richard Fischer – Partner
Rich served as Superintendent of Schools for 19 years in the Mountain View Los Altos Union High School District, Lake Tahoe Unified School District and the Harmony Union School District. He currently serves as Director of the Executive Leadership Center and is also a member of the El Dorado County Board of Education. Rich has been Director for the ACSA Superintendents' Academy and presenter and trainer for California Association of School Business Officials, California Foundation for Improvement of Employer-Employee Relations (CFIER), California State Superintendents' Symposium, El Dorado County Instructional Leaders - Series on Effective Leadership Techniques, Leadership Mountain View, and California School Leadership Academy. He has been honored as ACSA Regions 1,2,3 Superintendent of the Year and Administrator of the year as well as being named Los Altan of the Year in 2006. Rich received his Bachelor of Arts Degree from California State University, Northridge and his Master's Degree from California State University, Sacramento.

Sally Frazier, Ed.D. – Partner, Lead Facilitator
Sally was elected Madera County Superintendent of Schools for six consecutive 4-year terms. She received

her Doctorate from University of Southern California, and her Master's and Bachelor's degrees from California State University, Stanislaus. Sally served the California County Superintendents' Educational Services Association as President, Legislative Chairperson and numerous terms on its Executive Board. She was CCSESA's representative to ACSA's Superintendents Committee and its liaison to the Springboard Schools Board of Directors. Sally chaired CCSESA's Commission on the Organization of Policy Groups, Organizing for Action. Sally was appointed by former State Superintendent of Public Instruction, Delaine Eastin, to the Education Commission for Technology in Learning. Sally was also appointed by Governor Schwarzenegger to the Advisory Commission on Juvenile Justice and Delinquency.

Juan Garza – Partner
Juan has been a superintendent for 15 years in Kings Canyon Unified School District, a district that has 22 schools. He has worked 27 years in the district that serves Reedley, Orange Cove and the communities of Navelencia, Squaw Valley, Dunlap and Miramonte. He was inducted into the Reedley Chamber of Commerce Hall of Fame, has been awarded Administrator of the Year, and has been a featured keynote speaker in various workshops on topics such as *Building Effective Governance Teams*, and *Working With the Members of your Rural Communities*, sponsored by Lozano Smith. Mr. Garza is also an active member of the California Association of Latino Superintendents and Administrators, (CALSA), where he has presented as part of a panel featured in CALSA workshops.

Jacqueline Horejs, Ed.D. – Partner
Dr. Horejs is a seasoned educational professional with a firm belief that leadership matters for student, school, and district success. Her professional experiences over 40 years in education have provided her with a multi-faceted skill set and understanding of the needs of educational leadership. Dr. Horejs successfully served nine years as the Superintendent of Union School District, in San Jose, CA. Prior to serving as Superintendent, she worked as the Director of Instructional Services at the County Office and the Regional Director for the Statewide System of School Support, and later as the Assistant Superintendent for Educational Services in Gilroy Unified School District. In those roles she has led initiatives for organizational alignment, strategic planning, community engagement, multi-tiered systems for student support, and school improvement. She has served as the Interim Director of the Preliminary Administrative Credential Program at the Santa Clara County Office of Education and is currently a coach and instructor in the Tier 2 Clear Administrative Credential Program. She holds a Bachelor of Arts Degree from the University of Illinois, a Masters in Educational Administration from San Jose State, and a Doctorate in Educational Leadership from USC. Since retiring in 2015, she has been conducting Executive Searches, facilitating Governance Workshops and Superintendent Evaluations, and coaching Superintendents and other administrators.

Sarah Koligian, Ed.D. – Partner
Dr. Sarah Koligian enjoyed a 37-year career in public education serving as an elementary teacher, administrator, and superintendent. Most recently she led the highly recognized Folsom Cordova Unified School District in Sacramento County as superintendent from 2017 – 2024. During her tenure she was recognized as one of Sacramento's Top 300 Business Leaders. She was also named the Folsom Chamber Educator of the Year in 2022.Before joining Folsom Cordova, Dr. Koligian was superintendent of Tulare Joint Union High School District, where she led award-winning personalized pathways for students in healthcare, engineering, art, and agriculture. Prior to that, Dr. Koligian served as superintendent of Golden Valley Unified School District in Madera County. She began her teaching career as a Resource Teacher at Madison Elementary School in Fresno's Central Unified School District and held various administrative positions. Dr. Koligian and her husband, Wayne, a retired educator and football coach, have four grown children, nine grandchildren, and have made their home in Folsom, California.

Peggy Lynch, Ed.D. – Partner
Peggy served as Superintendent for San Dieguito Union High School District in San Diego County until her retirement in April 2008. She also served as Superintendent of the Brea Olinda Unified School District in North Orange County for seven years, part of her nearly 14 years serving as a superintendent. Peggy has experience conducting executive searches since 2009, and has facilitated or assisted in the facilitation of more than 80 executive searches. She received her doctorate from the University of La Verne, her Master's Degree from Fullerton and her Bachelor's Degree from Parsons College in Iowa. Peggy chaired the ACSA Orange County and San Diego County Superintendents, was chair of the ACSA Superintendents'

Symposium and ACSA's State Annual Conference. Peggy has received recognition from various organizations, including Southern California Women in Educational Management, Stanford University School of Engineering and the PTA. She has also co-authored several books, including *Effective Superintendent-School Board Practices; The Superintendent's Planner, A Monthly Guide and Reflective Journal;* and *Eight at the Top: A View Inside Public Education.*

Dennis M. Smith, Ed.D. – Partner, Search Lead
Dennis served as Superintendent of Schools for the Placentia Yorba Linda Unified School District (27,000 ADA) in Orange County for 12 years prior to his retirement. He also served as superintendent of the Orange County Public Schools in Orlando, Florida, the 16th largest school district in the United States. Prior to that, he served as superintendent of the Irvine Unified, Cajon Valley Union and Laguna Beach Unified School Districts. Dennis served a total of 26 years as a Superintendent of Schools. Dennis has experience conducting executive searches since 2005 and has facilitated or assisted in the facilitation of more than 85 executive searches. Dennis was recognized as one of the top 100 Executive Educators in North America by the National School Boards Association, one of the 89 Rising Stars to Watch by the Los Angeles Times, one of the 100 Most Influential Business Leaders in Central Florida by the Orlando Business Journal, and the ACSA Region XVII Superintendent of the Year. He also served as President of the Southern California Superintendents' Association. Dennis received his Bachelor of Arts and Master's Degree from Arizona State University and his Doctorate from the University of Arizona. In addition, he has been an adjunct faculty member at California State University, Fullerton. Dennis has spoken at the local, state, and national level on Board- Superintendent relations, Strategic Planning and Goal Setting and Organizational Management. He has consulted with school districts across the United States assisting school boards with superintendent searches and conducting workshops, trainings and organizational efficiency audits.

George Sziraki, Ed.D. – Partner
Dr. George S. Sziraki is an accomplished educational leader with over 30 years of experience advancing leadership excellence and organizational effectiveness in California's public schools. As a consultant, he supports boards and executive teams in superintendent searches, governance development, and strategic planning. A former Superintendent of the Placer Union High School District and ACSA Region 6 Superintendent of the Year, Dr. Sziraki has a proven record of fostering collaboration, fiscal stability, and instructional innovation. His statewide perspective, shaped through service as Executive Director of the Small School Districts' Association enables him to guide districts of all sizes in building leadership capacity and organizational coherence. Dr. Sziraki holds a Doctorate in Educational Administration and Leadership from the University of the Pacific, a Master's in Educational Administration from National University, and a Bachelor's in Social Science from California State University, Stanislaus.

Rich Thome – Partner
Rich Thome served as Superintendent of the South Bay Union and Cardiff School Districts in San Diego County, as well as the Assistant Superintendent of Technology and Human Resources at the San Diego County Office of Education. He is a Partner in Leadership Associates, a Superintendent Search Firm. In these capacities he has conducted over 142 executive searches, including 103 Superintendent searches, 39 Administrative searches (non-superintendent), and 203 Board Workshops since 2003. Rich joined Leadership Associates and has been in the firm for 17 years, joining in 2006 as a search consultant. Of these searches, Rich has conducted 56 Superintendent searches in Unified School District, 16 in High School Districts and 31 in Elementary School Districts. He also served as Director, Professional Learning in the Mobile Technology Learning Center (MTLC), a research center in the School of Leadership and Education Sciences (SOLES), at the University of San Diego. He, prior to that assignment, served as Director Educational Leadership Development Center at the University. In addition, Rich was an Executive Coach for Pivot Learning Partners in Los Angeles and San Diego Counties. Previously, he served for 23 years in the (now 49,974 enrollment) Capistrano Unified School District as Assistant Superintendent in charge of 29 elementary schools, Director, Elementary Education Coordinator, Research and Instructional Technology, Elementary Principal and High School Teacher. Prior to that Rich served as a Middle School Teacher in the Pasadena Unified School District. He received his bachelor's degree from California State University, Los Angeles, and his master's from Pepperdine University. He is fluently bilingual in Spanish and received his Bilingual, Cross Cultural Specialist credential in California. Rich was awarded the prestigious Ohtli Award,

awarded rarely by the Government of Mexico in 2008 for his 40 years of services to the Latino Community. In 2007 Rich was awarded the Excellence in Leadership Award by the University of California, San Diego and in 2006 he was awarded the Willie Velasquez Community Service Award. He has received the Honorary Service Award from the California Congress of Parents, Teachers and Students, and the Orange County Hispanic Educator of the Year Award.

David J. Verdugo, Ed.D. – Partner
David served as Superintendent for the Paramount Unified School District (17,000 ADA) in Los Angeles County for 9 years. He also served as Assistant Superintendent of the Placentia-Yorba Unified School District (25,000 ADA, Director of Secondary Education, Principal at both Elementary and High School levels, teacher, and coach. He has a total of 43 years in the field of education spanning Grades K-12. His duties have included school facility management, extensive involvement with budget development, implementation of technology programs, employer/employee relations, curriculum and instructional strategies, and organizational development. His experience includes serving students of diverse populations and socioeconomic levels in urban and suburban settings. He was named the Association of California Administrators (ACSA) Region XIV Superintendent of the Year; received the California State University, Long Beach Outstanding Superintendent Leadership Award in 2012; the ALAS, Association of Latino Administrators and Superintendents; National Outstanding Educator Award in 2013; and, in 2020, was inducted into the University of Southern California USC Rossier School of Education "Hall of Fame", making him only the 23rd recipient of this prestigious award. He earned his Bachelor's Degree from Whitworth College in Spokane, Washington and his Master's Degree from the University of La Verne. His Doctoral Degree in Educational Administration was earned at the University of Southern California. Dr. Verdugo is a past Governing Board member to AASA and has addressed and spoken on State and National topics from building a case for reform to the importance of Arts in schools. He was the Executive Director of the California Association of Latino Superintendents and Administrators (CALSA) until 2019, as well as the former Superintendents' Leadership Academy Director for the Association of Latino Administrators and Superintendents (ALAS) based in Washington, D.C.



## Unsuccessful Searches / Litigation Record

**Statement**

Leadership Associates has not had any unsuccessful searches in the last five years.

Leadership Associates has not been involved in litigation with any of our clients within the last five years.

## WORKERS' COMPENSATION CERTIFICATION

Labor Code Section 3700 in relevant part provides:

> Every employer except the State shall secure the payment of compensation in one or more of the following ways:
>
> - By being insured against liability to pay compensation by one or more insurers duly authorized to write compensation insurance in this State.
>
> - By securing from the Director of Industrial Relations a certificate of consent to self-insure, which may be given upon furnishing satisfactory proof to the Director of Industrial Relations of ability to self-insure and to pay any compensation that may become due to its employees.

I am aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the Services of this Agreement.

Date: 02.17.26

Name of Contractor: Leadership Associates

Signature: Donald Evans

Print Name and Title: Donald Evans, Partner/ Lead Consultant

(In accordance with Article 5 – commencing at Section 1860, Chapter 1, part 7, Division 2 of the Labor Code, the above certificate must be signed and filed with District prior to performing any Services under this Agreement.)

# FINGERPRINTING AND CRIMINAL BACKGROUND CHECK CERTIFICATION (NON-CONSTRUCTION CONTRACTS)

***In accordance with the Department of Justice fingerprint and criminal background investigation requirements of Education Code section 45125.1 et seq.***

With respect to the Independent Contractor Agreement for Services ("Agreement") between the Alum Rock Union School District ("District") and Leadership Associates ("Contracting Party"):

One of the boxes below must be checked with regard to Contracting Party and Contracting Party's personnel (officers, principals, paid or unpaid employees, volunteers, agents, subtenants and subcontractors of Contracting Party who will provide services under the Agreement) ("Contracting Party's Personnel") and the arrangements verified by an authorized representative of District prior to commencement of the Agreement.

Fingerprinting/Background Check requirements do not apply because Contracting Party/Contracting Party's Personnel will not have any interaction with District pupils based on the type of service being provided, the location at which services will be provided, or for other reason (Specify):

The services provided are for superintendent recruitment.

Contracting Party/Contracting Party's Personnel qualify for a waiver of fingerprint/criminal background check requirements on the following basis:

☐ The services provided by Contracting Party/Contracting Party's Personnel are for an emergency or exceptional situation, such as when pupil health or safety is endangered or when repairs are needed to make school facilities safe and habitable. [Ed. Code, §45125.1(b)]

☐ Contracting Party/Contracting Party's Personnel will have no interaction with District pupils that is not under the immediate supervision and control of the pupil's parent/guardian. Enter details of parental supervision:

_____

_____

☑ Contracting Party/Contracting Party's Personnel will have no interaction with pupils that is not under the immediate supervision and control of a District employee who has been properly fingerprinted and undergone background checks. Enter details of District employee supervision arrangements:

_____

_____

Contracting Party is a sole proprietor who may interact with District pupils not under the immediate supervision of a pupil's parent, guardian or District employee, and in accordance with the fingerprinting requirements of Education Code section 45125.1(h), hereby agrees to the District's preparation and submission of fingerprints so that the California Department of Justice may determine (A) that Contracting Party has not been convicted of a felony, as that term is defined in Education Code section 45122.1 and/or (B) that the prohibition does not apply to an employee as provided by Education Code section 45125.1(e)(2) or (3). No work or action under the Agreement shall commence until the Department of Justice ascertains that Contracting Party has not been convicted of a felony as defined in Government Code Section 45122.1.

Contracting Party is not a sole proprietor and has complied with the fingerprinting requirements of Education Code section 45125.1 with respect to all Contracting Party's Personnel who may interact with District pupils not under the immediate supervision of a pupil's parent, guardian or District employee during the term of the Agreement, and the California Department of Justice has determined (A) that none of Contracting Party's Personnel has been convicted of a felony, as that term is defined in Education Code section 45122.1 and/or (B) that the prohibition does not apply to an employee as provided by Education Code section 45125.1(e)(2) or (3). When the Contracting Party performs the criminal background check, it shall immediately provide any subsequent arrest and conviction information it receives to the District pursuant to the subsequent arrest service. A complete and accurate list of Contracting Party's Personnel who may come in contact with District pupils during the course and scope of the Agreement is attached hereto. No work or action under the Agreement shall commence until the Department of Justice ascertains that none of Contracting Party's Personnel has been convicted of a felony as defined in Government Code Section 45122.1.

**CONTRACTING PARTY CERTIFICATION**

I am a representative of the Contracting Party entering into this Agreement with the District, and I am familiar with the facts herein certified, and am authorized and qualified to execute this certificate on behalf of the Contracting Party. By signing below, I certify that the information contained on this certification form is accurate. I understand that it is Contracting Party's sole responsibility to maintain, update, and provide the District with current "Fingerprint and Criminal Background Check Certification" information for all Contracting Party's Personnel throughout the duration of the Agreement. **A list of Contracting Party's Personnel is below.**

**Contracting Party's Personnel:**
Donald Evans
Jim Brown
Marc Ecker
Penny Pyle

Date: 02-17-26

Contracting Party: Leadership Associates

Signature: Donald Evans

Print Name: Donald Evans

Title: Partner / Lead Consultant

# Exhibit B

## TUBERCULOSIS-CLEARANCE

The undersigned does hereby certify to the governing board of the District as follows:
I am a representative of the Contractor currently entering into this Agreement with the District and I am familiar with the facts herein certified, and am authorized and qualified to execute this certificate on behalf of Contractor. Contractor's responsibility for tuberculosis clearance extends to all of its employees, subcontractors, and employees of subcontractors coming into contact with District pupils regardless of whether they are designated as employees or acting as independent contractors of the Contractor.

Contractor certifies that at least one of the following items applies to the services that are the subject of the Agreement:

☐ The Contractor has **complied** with the tuberculosis requirements of Education Code section 49406.1 with respect to all Contractor's employees and all of its subcontractors' employees who may have contact with District pupils in the course of providing services pursuant to the Agreement, and the California Department of Justice has determined that none of those employees has active tuberculosis, as that term is defined in Education Code section 45122.1. A complete and accurate list of Contractor's employees and of all of its subcontractors' employees who may come in contact with District pupils during the course and scope of the Agreement is attached hereto.

☑ Contractor's will not have contact, other than limited contact, with District pupils, pursuant to Education Code section 45125.2. District shall ensure the safety of the pupils by at least one of the following as marked:

✓ The installation of a physical barrier at the worksite to limit contact with pupils.

_____ Contractor's services under the Agreement are to be provided at an unoccupied school site only and/or will not be done on any District property and no employee and/or subcontractor or supplier of any tier of Agreement shall come in contact with District pupils.

**Must be completed by Contractor's authorized representative.**

I am a representative of the Contractor entering into this Agreement with the District and I am familiar with the facts herein certified, and am authorized and qualified to execute this certificate on behalf of Contractor.

Date: 02.17.26

Name of Contractor or Company: Leadership Associates

Signature: Donald Evans

Print Name and Title: Donald Evans, Partner / Lead Consultant

**OR**

☐ **To be completed by authorized District employee only.**
Contractor's services under the Agreement will be provided at a school. Contractor employees and/or subcontractor or supplier of any tier of Agreement shall **NOT** come in contact with District pupils. Contractor's employees will not have direct contact with District pupils and the District will take appropriate steps to protect the safety of any pupils while executing this contract. As an authorized District official, I am familiar with the facts herein certified, and am authorized to supervise the contract, employees and execute this certificate on behalf of the District.

Date: _____

District Representative's Name and Title: _____

Signature: _____

# Exhibit C

## Business Gifts and Conflicts of Interest Policy Notice

The following is Alum Rock Union Elementary School District's (ARUSD) policy on business gifts and conflicts of interest. Please sign and return a copy of this policy, acknowledging that you have received it and agree to abide by its terms. We also ask that you circulate the policy to any individuals in your organization that have contact with ARUSD employees.

1. Selection criteria. Vendors are selected based on the quality, timeliness, and cost of the service and/or product they provide. All business decision for ARUSD are to be based solely on what is in the best interest of ARUSD.
2. No gifts. ARUSD employees may not solicit or accept gifts, rewards, payment, commissions, gratuities, discounts, or services of any kind or value from anyone having or seeking business with ARUSD except as follows:
    a) unsolicited token gifts such as food, flowers, and promotional items inscribed with the supplier's or customer's logo or business name, with nominal values generally not exceeding $470 in a calendar year.
    b) business-related functions or meals, so long as the function is necessary and the value and frequency of business meals are not excessive.
3. No personal benefit for employees. ARUSD employees may not have any personally beneficial financial dealings with any individual or business organization that furnishes merchandise, supplies, property, or services to ARUSD. This includes arrangements to receive loans (other than bank loans), commissions, royalties, stock ownership, or anything of value. ARUSD employees are also prohibited from purchasing items for personal use from vendors.
4. Personal investments. ARUSD employees directly concerned with the purchase of merchandise and services from supplier firms, including management personnel with approval authority, may not make investments in those companies, other than normal stock and bond market transactions.
5. No benefit for relatives; disclosure required. ARUSD employees may not make or influence any decision that could directly or indirectly benefit a relative and should disclose to ARUSD whenever a relative has a significant interest in a transaction or a significant relationship with an ARUSD vendor.
6. All employees covered. This policy applies to all ARUSD officers, managers, and employees. Violations of this policy may result in disciplinary action, up to and including termination.
7. Penalties for vendors. Any vendor who violates this policy shall be subject to the immediate and permanent loss of ARUSD business.

As a valued vendor of ARUSD, please acknowledge your receipt of this policy and your agreement to abide by it.

Received and agreed to on behalf of vendor by:

Signature: Donald Evans

Printed: Donald Evans

Name: Donald Evans

Title: Partner / Lead Consultant Date: _____

Vendor Name: Leadership Associates

Vendor Address: 449 W Foothill Blvd, Glendora, CA 91741

# CONFLICT OF INTEREST CERTIFICATION

All respondents shall respond to each of the following questions to determine whether any actual or perceived conflict of interest exists.

PRINT NAME Donald Evans

TITLE OF OFFICER Partner

NAME OF COMPANY Leadership Associates

As part of your Certification, please respond to the following questions

listed below:

1. Have you or any of your team members or consultants been employed by the District in the last three years? [Yes] [No] If your answer is "Yes", please provide the following information:
   a. Full-time employee? [Yes] [No]
      Part-time employee? [Yes] [No]
      As-needed employee? [Yes] [No]
      Consultant? Other? [Yes] [No]
      Please explain below

   Explain: _____

   b. Dates of employment/employment contract/consulting contract?
   c. Which department(s) did employee(s) work at the District?
   d. Name of Supervisor(s)?
   e. Describe job duties and responsibilities for each District position held.
   f. Last date of employment?

2. Does (has) any District Board Member or District employee have (had) a business position, or serve as an Officer, Partner or Shareholder in your company? [Yes] [No] If the answer is "Yes", please providing the following information:

   a. Name(s) of the Board Member(s) or employee(s)?
   b. Title/position with your company
   c. If anyone is (was) District Board Member or employee, what percentage of your company's shares does he/she own

3. Are any of your former employees or consultants presently employed by the District? [Yes] [No] If the answer is "Yes", please provide the following information for each employee:

   a. Name of former employee(s)?

   _____

b. Position/title with your company?

c. Please describe their duties and responsibilities for each position held at your company.

d. Dates of employment?

I declare under Penalty of Perjury, under the laws of the State of California, that the above-mentioned statements are true and correct to the best of my knowledge, and this declaration was executed on:

FEBRUARY 17, 2026 in
Month Day

DAVIS CA
City State

Donald Evans
Signature

Donald Evans
Printed Name

Partner
Title

## ATTACHMENT "A"

*Contracting Party's Personnel*

**Name/Company:**

Donald Evans, Leadership Associates

**Name/Company:**

Jim Brown, Leadership Associates

**Name/Company:**

Marc Ecker, Leadership Associates

**Name/Company:**

Penny Pyle, Leadership Associates

**Name/Company:**

**Name/Company:**

**Name/Company:**

**Name/Company:**

**Name/Company:**

**Name/Company:**

**Name/Company:**

If further space is required for the list of personnel, attach additional copies of this page.

# NONCOLLUSION DECLARATION TO BE EXECUTED BY BIDDER AND SUBMITTED WITH RFP

(Public Contract Code section 7106)

The undersigned declares:

I am the Partner / Lead Consultant of Leadership Associates, the party making the foregoing bid.

The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on 02.17.26 [date], at DAVIS [city], CA [state].

Signature: Donald Evans

Printed Name: Donald Evans

Date: 02.17.26

ALUM ROCK
UNION ELEMENTARY SCHOOL DISTRICT

2930 Gay Avenue, San José, CA 95127 · Phone: 408-928-6800 · Fax: 408-928-6416 · www.arusd.org

## CONTRACTOR CERTIFICATION:
## PROHIBITION ON POLITICAL CONTRIBUTIONS

CONTRACTOR NAME: Leadership Associates ("Contractor")

On December 18, 2025, the Board of Trustees of the Alum Rock Union Elementary School District ("ARUSD") adopted Board Resolution #33-25/26 prohibiting political contributions by firms contracting with the Alum Rock Union Elementary School District, and defining appropriate certification, disclosure, and enforcement mechanisms. A copy of Resolution #33-25/26 is attached hereto. Per the Resolution, The Board of Trustees has directed that, as a condition of contract award, Contractor shall submit this signed Certification under penalty of perjury affirming compliance with the provisions of Resolution #33-25/26.

By signing below, Contractor certifies the following:

1. Contractor has read and understands Resolution #33-25/26 and agrees to abide by its terms as a condition of award of any contract with the Alum Rock Union Elementary School District for the period of time specified in Resolution #33-25/26, and has read and understands and agrees to the District's remedies therein upon a material breach of Resolution #33-25/26.

2. Contractor (and any officer, director, principal, owner, subsidiary, affiliate, subcontractor, or other entity under its control) has not made any political contribution or pledge of contribution, whether monetary or in-kind, to any current or prospective candidate for the ARUSD School Board, any ARUSD political committee, or any committee controlled by such candidate or officeholder during the 18 month period immediately preceding the contract award, nor during any negotiations for the Contract.

3. During the term of this Contract, and for a period of 18 months following its expiration or termination, Contractor (and any officer, director, principal, owner, subsidiary, affiliate, subcontractor, or controlled entity) shall not directly or indirectly make any contribution or pledge of contribution to:

   - any candidate for the ARUSD School Board;
   - any current ARUSD School Board Member running for any local, state, or federal office;
   - any ARUSD-related political campaign; or
   - any political action committee or independent-expenditure committee whose expenditures support or oppose ARUSD Board Members or candidates for the ARUSD School Board or any other office held or sought by an ARUSD Board Member.

Sandra Garcia, Interim Superintendent

Board of Trustees: Linda Chavez, President, Andrés Quintero, Vice-President
Minh Pham, Clerk · Corina Herrera-Loera, Member · Minh Nguyen, Member

For purposes of this Section, "contribution" includes direct monetary contributions; in-kind contributions; and contributions made to or through independent-expenditure committees (IEs), political action committees (PACs), or similar entities.

4. Contractor shall disclose in writing to ARUSD any political contributions made during the Contract term (or restricted post-contract period), including the identity of the recipient, the amount, the date, and whether the contribution was direct or associated with independent expenditures.

5. Contractor will provide a copy of this signed Certification and the attached Resolution #33-25/26 to each of its officers, directors, principals, owners, subsidiaries, affiliates, subcontractors, or other entity under its control.

The undersigned hereby certifies under penalty of perjury under the laws of the State of California that they are authorized to execute this certification on behalf of Contractor and that the foregoing certifications are true and correct.

Dated: 02.17.26

"Contractor"

Donald Evans

Print name: Donal Evans

Title: Partner / Lead Consultant

6.10

ALUM ROCK UNION ELEMENTARY SCHOOL DISTRICT
2930 Gay Avenue, San Jose, CA 95127

Office of Superintendent of Schools

**ITEM REQUIRING ATTENTION - BOARD OF EDUCATION**

To the Board of Trustees: Date: December 12, 2025

**Subject:** **Approve Consideration of Resolution Prohibiting Political Contributions by Contracted Firms.**

**Support Information:** The Board is asked to consider a resolution prohibiting any contracted firm and any of its principals, subsidiaries, subcontractors, or associated entities from making political contributions related to ARUSD.

The Board of Trustees of the Alum Rock Union School District took the following action:
Dec 18, 2025
✓ Approved ___ Withdrew
___ Denied ___ Tabled
Other ___
Superintendent's Office Received

**Recommend Approval**

Submitted by: Sandra Garcia Title: Interim Superintendent

To the Board of Trustees: Meeting: December 18, 2025
Regular Board Meeting

6.10
Agenda Placement

Sandra Garcia
Sandra Garcia, Interim Superintendent

**DISPOSITION BY BOARD OF TRUSTEES**

Motion by: Andres Quintero Seconded by: Minh Pham

Approved: 4 Not Approved: 1 Tabled: 0

Corina Herrera-Loera

**ALUM ROCK UNION SCHOOL DISTRICT**

**RESOLUTION NO. 33-25/26**

**RESOLUTION ADOPTING A POLICY PROHIBITING POLITICAL CONTRIBUTIONS BY CONTRACTED FIRMS**

**Adopted: December 18, 2025**

**WHEREAS,** the Alum Rock Union School District ("ARUSD" or "District") is committed to upholding the highest standards of transparency, fairness, and public trust in all aspects of its operations, including the procurement and administration of contracts for district services, facilities, and programs; and

**WHEREAS,** the District has a compelling interest in ensuring that taxpayer dollars are used solely for their intended public purpose and are not—directly or indirectly—used as a vehicle for political influence, favoritism, or advancement; and

**WHEREAS,** political contributions made by firms seeking or holding District contracts, or by their subsidiaries, principals, subcontractors, or controlled entities, may create real or perceived conflicts of interest that undermine confidence in the integrity of District decision-making; and

**WHEREAS,** the appearance of impropriety is particularly concerning in connection with large-scale or long-term projects, where public funds and public trust must be safeguarded with particular care; and

**WHEREAS,** similar prohibitions appear in the Levine Act (Government Code section 84308), which restricts certain political contributions between parties seeking contracts, licenses, or permits and local agency officials involved in making those decisions, reflecting well-established state policy to prevent undue influence in governmental contracting; and

**WHEREAS,** the Board of Trustees seeks to adopt clear standards that eliminate the risk that public funds associated with District contracts could be used, intentionally or unintentionally, to influence ARUSD Board elections or related political activities; and

**WHEREAS,** the Board finds that prohibiting political contributions by firms contracting with ARUSD—and defining appropriate certification, disclosure, and enforcement mechanisms—will strengthen public trust and uphold the District's commitment to ethical stewardship of public resources;

**NOW, THEREFORE, BE IT RESOLVED** That the Board of Trustees of the Alum Rock Union School District hereby adopts the following Prohibition on Political Contributions by Contracted Firms, to be incorporated into all District contracts issued on or after the date of this Resolution:

## Contractor Political Contribution Prohibition

1. **Pre-Award Certification**
   The Contractor (and any officer, director, principal, owner, subsidiary, affiliate, subcontractor, or other entity under its control) hereby certifies that it has made no political contribution or pledge of contribution—whether monetary or in-kind—to any current or prospective candidate for the ARUSD School Board, any ARUSD political committee, or any committee controlled by such candidate or officeholder during the 18 month period immediately preceding the contract award, nor during any negotiations for this Contract.

2. **Prohibition During and After the Contract Term**
   During the term of this Contract, and for a period of 18 months following its expiration or termination, the Contractor (and any officer, director, principal, owner, subsidiary, affiliate, subcontractor, or controlled entity) shall not directly or indirectly make any contribution or pledge of contribution to:

   - any candidate for the ARUSD School Board;
   - any current ARUSD School Board Member running for any local, state, or federal office;
   - any ARUSD-related political campaign; or
   - any political action committee or independent-expenditure committee whose expenditures support or oppose ARUSD Board Members or candidates for the ARUSD School Board or any other office held or sought by an ARUSD Board Member.

   For purposes of this Section, "contribution" includes direct monetary contributions; in-kind contributions; and contributions made to or through independent-expenditure committees (IEs), political action committees (PACs), or similar entities.

3. **Certification and Disclosure Requirements**
   As a condition of contract award, the Contractor shall submit a written certification under penalty of perjury affirming compliance with this provision.

   A copy of this Resolution shall be provided to the Contractor and to any officer, director, principal, owner, subsidiary, affiliate, subcontractor, or other entity under its control. Each such party shall sign an acknowledgment confirming receipt of the Resolution. The District shall retain proof of all signed acknowledgments in its official contract files.

   The Contractor shall also disclose any political contributions made during the contract term (or restricted post-contract period), including the identity of the recipient, the amount, the date, and whether the contribution was direct or associated with independent expenditures.

4. **Material Breach and Remedies**
   Any violation of this provision shall constitute a material breach of the Contract and may result in remedies including, but not limited to:

   - termination of the Contract;
   - forfeiture or repayment of District funds;
   - ineligibility for future District contracts; and
   - any additional remedies available under law or District policy.

**BE IT FURTHER RESOLVED** that the Superintendent, or designee, is directed to incorporate this language into all applicable District contracts and procurement documents; to develop administrative procedures to ensure compliance; and to provide guidance to District staff, consultants, and prospective contractors regarding these requirements.

**BE IT FINALLY RESOLVED** that this Resolution shall take effect immediately upon adoption.

**PASSED AND ADOPTED by the Board of Trustees of the Alum Rock Union School District on this 18th day of December, 2025, by the following vote:**

**AYES:** 4
**NOES:** 0
**ABSENT:** 0
**ABSTAIN:** 0

Signed by:
Minh Pham
6E9EAC63459C459...

Clerk of the Governing Board

Date: December 18, 2025

# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 1/15/2026

Supt Search Proposal, Leadership Associates
Alum Rock USD
February 23, 2026

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).**

| PRODUCER | CONTACT NAME: | |
|---|---|---|
| EPIC BROKERS PACIFIC<br>10877 WHITE ROCK RD #300<br>RANCHO CORDOVA CA 95670 | PHONE (A/C, No, Ext): (888) 350-8337 | FAX (A/C, No): (866) 828-2424 |
| | E-MAIL ADDRESS: Certificate@Hanover.com | |
| | INSURER(S) AFFORDING COVERAGE | NAIC # |
| | INSURER A : Hanover Insurance Co | 22292 |
| INSURED<br>LEADERSHIP ASSOCIATES LLC<br>449 WEST FOOTHILL BLVD #427<br>GLENDORA CA 91741 | INSURER B : | |
| | INSURER C : | |
| | INSURER D : | |
| | INSURER E : | |
| | INSURER F : | |

**COVERAGES** **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|---|---|---|---|---|---|---|---|---|
| A | ☑ COMMERCIAL GENERAL LIABILITY<br>☐ CLAIMS-MADE ☑ OCCUR<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br>☐ POLICY ☐ PRO-JECT ☑ LOC<br>☐ OTHER: | N | N | OH3 D269092 08 | 08/17/2025 | 08/17/2026 | EACH OCCURRENCE<br>DAMAGE TO RENTED PREMISES (Ea occurrence)<br>MED EXP (Any one person)<br>PERSONAL & ADV INJURY<br>GENERAL AGGREGATE<br>PRODUCTS - COMP/OP AGG<br>$ | $ 2,000,000<br>$ 300,000<br>$ 10,000<br>$ 2,000,000<br>$ 4,000,000<br>$ 4,000,000<br>$ |
| A | AUTOMOBILE LIABILITY<br>☐ ANY AUTO<br>☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS<br>☑ HIRED AUTOS ONLY ☑ NON-OWNED AUTOS ONLY | N | N | OH3 D269092 08 | 08/17/2025 | 08/17/2026 | COMBINED SINGLE LIMIT (Ea accident)<br>BODILY INJURY (Per person)<br>BODILY INJURY (Per accident)<br>PROPERTY DAMAGE (Per accident)<br>$ | $ 2,000,000<br>$<br>$<br>$<br>$ |
| | ☐ UMBRELLA LIAB ☐ OCCUR<br>☐ EXCESS LIAB ☐ CLAIMS-MADE<br>☐ DED ☐ RETENTION $ | | | | | | EACH OCCURRENCE<br>AGGREGATE<br>$ | $<br>$<br>$ |
| | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY<br>ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N ☐<br>If yes, describe under DESCRIPTION OF OPERATIONS below | N / A | | | | | ☐ PER STATUTE ☐ OTH-ER<br>E.L. EACH ACCIDENT<br>E.L. DISEASE - EA EMPLOYEE<br>E.L. DISEASE - POLICY LIMIT | <br>$<br>$<br>$ |

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

**CERTIFICATE HOLDER**

FOR INFORMATIONAL PURPOSES ONLY

**CANCELLATION**

**SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.**

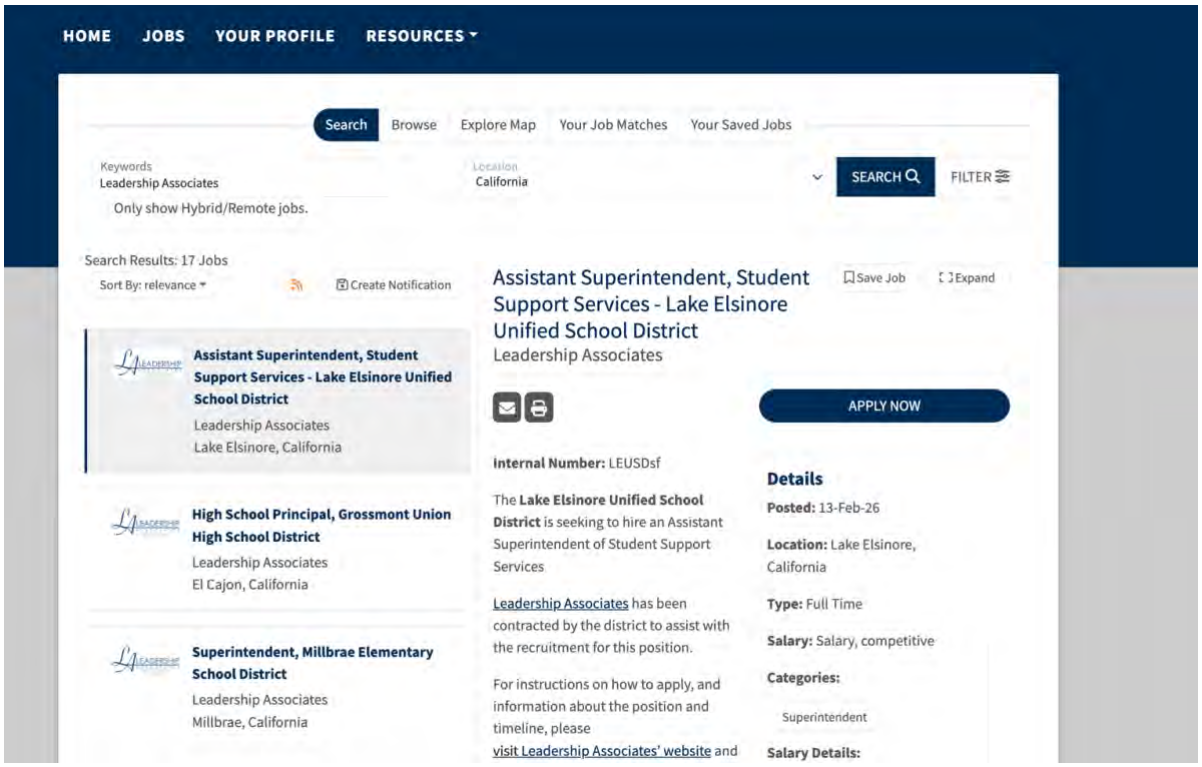
**AUTHORIZED REPRESENTATIVE**

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LA LEADERSHIP ASSOCIATES
California's Premier Executive Search & Leadership Development Firm

# EXAMPLE ADVERTISEMENTS/ ANNOUNCEMENTS



Buellton Union School District
Superintendent Search Online Survey
Available March [DATES TBD]

## INTRODUCTION

**The Buellton Union School District Governing Board is asking for your help in selecting our next superintendent. To ensure this is a collaborative and inclusive process, the Board is providing this online survey and encourages your participation. We have requested that consultants from Leadership Associates, who are assisting the Board with the search, conduct the online survey to solicit input from students, staff, parents, and community.**

**The following survey asks you to respond to several critical questions. The information generated from this anonymous survey will be used to develop a profile which indicates desired qualities and characteristics in the next superintendent. It will also guide the recruitment and reference checking process as well as development of questions for the interview. The survey also seeks your perspectives on District strengths, challenges, and our community. Consultants will compile a report summarizing survey results and share it with the Board.**

Partial Survey Sample

Buellton Union School District
Superintendent Search Online Survey
Available March [DATES TBD]

## DISTRICT STRENGTHS & CHALLENGES

2. What do you see as the strengths of the District?

3. What do you see as the major challenges which will confront our new superintendent?

4. What is important for our next superintendent to know about our community?

5. Please add any other qualities and characteristics which you think are important for our next superintendent to possess.

Partial Survey Sample

# EXECUTIVE SEARCHES 2013-CURRENT

## STATEWIDE

| | | |
|---|---|---|
| 1. | Association of California School Administrators (ACSA) | Executive Director |
| 2. | California Association of Latino Superintendents & Administrators (CALSA) | Executive Director |
| 3. | California Collaborative for Educational Excellence (CCEE) | Executive Director |
| 4. | California County Superintendents Educational Services Association (CCSESA) | Executive Director |
| 5. | WestEd/GATES | Executive Director |

## POSITION: COUNTY OFFICE OF EDUCATION SUPERINTENDENT

| | | |
|---|---|---|
| 1. | Los Angeles County – 2011 | 1,500,000+ ADA |
| 2. | San Diego County – 2024 | 500,000 ADA |
| 3. | Santa Clara County – 2008, 2025 | 275,000+ ADA |
| 4. | Ventura County – 2021 | 135,312 ADA |
| 5. | Yuba County – 2023 | 15,000 ADA |

## POSITION: SCHOOL DISTRICT SUPERINTENDENT (2013-Current)

| | District | County | ADA* |
|---|---|---|---|
| 1. | Fresno USD | Fresno | 73,356 |
| 2. | San Francisco USD | San Francisco | 58,865 |
| 3. | Santa Ana USD | Orange | 57,410 |
| 4. | Capistrano USD | Orange | 53,833 |
| 5. | Corona-Norco USD | Riverside | 53,148 |
| 6. | Sacramento City USD | Sacramento | 47,616 |
| 7. | Oakland USD | Alameda | 46,486 |
| 8. | Riverside USD | Riverside | 42,560 |
| 9. | Stockton USD | San Joaquin | 40,984 |
| 10. | Irvine USD | Orange | 37,952 |
| 11. | Fontana USD | San Bernardino | 35,461 |
| 12. | Fremont USD | Alameda | 33,107 |
| 13. | San Jose USD | Santa Clara | 32,938 |
| 14. | Anaheim Union HSD | Orange | 32,085 |
| 15. | San Ramon Valley USD | Contra Costa | 31,900 |
| 16. | Mt. Diablo USD | Contra Costa | 31,013 |
| 17. | Bakersfield City SD | Kern | 30,262 |
| 18. | Modesto City Schools | Stanislaus | 30,718 |
| 19. | Wes Contra Costa USD | Contra Costa | 29,528 |
| 20. | Saddleback Valley USD | Orange | 27,803 |
| 21. | East Side UHSD | Santa Clara | 26,537 |
| 22. | Rialto USD | San Bernardino | 26,468 |
| 23. | Placentia-Yorba Linda USD | Orange | 25,821 |
| 24. | Orange USD | Orange | 25,364 |
| 25. | Palm Springs USD | Riverside | 23,332 |
| 26. | Murrieta Valley JUSD | Riverside | 22,950 |
| 27. | Antelope Valley UHSD | Los Angeles | 22,792 |
| 28. | Tustin USD | Orange | 22,761 |
| 29. | Lake Elsinore USD | Riverside | 22,000 |
| 30. | Hemet USD | Riverside | 21,977 |
| 31. | Grossmont UHSD | San Diego | 21,697 |
| 32. | William S. Hart UHSD | Los Angeles | 21,000 |
| 33. | Fairfield-Suisun USD | Solano | 20,559 |
| 34. | Pajaro Valley USD | Santa Cruz | 20,438 |
| 35. | Folsom-Cordova USD | Sacramento | 19,865 |
| 36. | Val Verde USD | Riverside | 19,500 |
| 37. | Anaheim City SD | Orange | 19,312 |
| 38. | Alvord USD | Riverside | 19,255 |
| 39. | ABC Unified | Los Angeles | 18,889 |
| 40. | Coachella Valley USD | Riverside | 18,861 |
| 41. | Newport-Mesa USD | Orange | 18,559 |
| 42. | Antioch USD | Contra Costa | 18,352 |
| 43. | Panama-Buena Vista Union SD | Kern | 18,250 |
| 44. | Ventura USD | Ventura | 17,430 |

| District | County | ADA* |
|---|---|---|
| 45. Santa Rosa City Schools | Sonoma | 16,700 |
| 46. Santa Maria-Bonita SD | Santa Barbara | 16,665 |
| 47. Oxnard SD | Ventura | 16,533 |
| 48. Salinas UHSD | Monterey | 16,377 |
| 49. Burbank USD | Los Angeles | 16,207 |
| 50. Cajon Valley Union SD | San Diego | 16,059 |
| 51. Central USD | Fresno | 15,956 |
| 52. Pasadena USD | Los Angeles | 15,866 |
| 53. Santa Clara USD | Santa Clara | 15,509 |
| 54. Norwalk-La Mirada USD | Los Angeles | 15,406 |
| 55. Lancaster SD | Los Angeles | 14,743 |
| 56. Walnut Valley USD | Los Angeles | 14,658 |
| 57. Vallejo City USD | Solano | 14,554 |
| 58. West Covina USD | Los Angeles | 14,402 |
| 59. Fullerton JUHSD | Orange | 13,661 |
| 60. Etiwanda SD | San Bernardino | 13,478 |
| 61. Livermore Valley USD | Alameda | 13,305 |
| 62. Paramount USD | Los Angeles | 13,160 |
| 63. Sanger USD | Fresno | 13,087 |
| 64. Vacaville USD | Solano | 12,561 |
| 65. Inglewood USD | Los Angeles | 12,570 |
| 66. Acton-Agua Dulce USD | Los Angeles | 12,523 |
| 67. San Dieguito UHSD | San Diego | 12,485 |
| 68. Palo Alto USD | Santa Clara | 12,357 |
| 69. Natomas USD | Sacramento | 12,300 |
| 70. Metropolitan Education | San Jose | 12,000 |
| 71. Oak Grove SD | Santa Clara | 11,800 |
| 72. Upland USD | San Bernardino | 11,665 |
| 73. Victor ESD | San Bernardino | 11,531 |
| 74. San Lorenzo USD | Alameda | 11,530 |
| 75. Evergreen School District | Santa Clara | 11,385 |
| 76. Alameda USD | Alameda | 11,299 |
| 77. Franklin-McKinley SD | Santa Clara | 11,269 |
| 78. Gilroy USD | Santa Clara | 11,164 |
| 79. Merced City USD | Merced | 11,009 |
| 80. Lucia Mar USD | San Luis Obispo | 10,710 |
| 81. Pittsburg USD | Contra Costa | 10,560 |
| 82. Azusa USD | Los Angeles | 10,518 |
| 83. Berkeley USD | Alameda | 10,340 |
| 84. Sequoia UHSD | San Mateo | 10,032 |
| 85. Dublin USD | Alameda | 10,000 |
| 86. Roseville City ESD | Placer | 9,943 |
| 87. Los Alamitos USD | Orange | 9,833 |
| 88. Bellflower USD | Los Angeles | 9,813 |
| 89. San Mateo Union HSD | San Mateo | 9,760 |
| 90. Woodland JUSD | Yolo | 9,658 |
| 91. Yucaipa---Calimesa Joint USD | San Bernardino | 9,655 |
| 92. Castro Valley USD | San Mateo | 9,489 |
| 93. Ocean View SD | Orange | 9,461 |
| 94. Lompoc USD | Santa Barbara | 9,644 |
| 95. Escondido UHSD | San Diego | 9,458 |
| 96. Santa Monica-Malibu USD | Los Angeles | 9,121 |
| 97. Morgan Hill USD | Santa Clara | 9,022 |
| 98. Santa Maria JUHSD | Santa Barbara | 7,633 |
| 99. East Whittier City ESD | Los Angeles | 8,829 |
| 100. Davis Jt. USD | Yolo | 8,626 |
| 101. Sylvan Union SD | Stanislaus | 8,261 |
| 102. Westminster SD | Orange | 8,203 |
| 103. Novato USD | Marin | 8,078 |
| 104. El Rancho USD | Los Angeles | 7,985 |
| 105. South Bay UESD | San Diego | 7,682 |
| 106. San Rafael City Schools | Marin | 7,200 |

| District | County | ADA* |
|---|---|---|
| 107. Santa Cruz City Schools | Santa Cruz | 7,092 |
| 108. Culver City USD | Los Angeles | 6,876 |
| 109. Newhall SD | Santa Clarita | 6,831 |
| 110. Cotati-Rohnert Park USD | Sonoma | 6,373 |
| 111. Paso Robles USD | San Luis Obispo | 6,341 |
| 112. Fountain Valley USD | Orange | 6,337 |
| 113. Selma USD | Fresno | 6,258 |
| 114. Lennox SD | Los Angeles | 6,247 |
| 115. Ukiah USD | Mendocino | 6,214 |
| 116. Brea Olinda USD | Orange | 6,085 |
| 117. Patterson JUSD | Patterson | 6,012 |
| 118. Newhall SD | Los Angeles | 5,920 |
| 119. Alta Loma SD | San Bernardino | 5,900 |
| 120. Perris ESD | Riverside | 5,639 |
| 121. Sunnyvale USD | Santa Clara | 5,618 |
| 122. Santa Paula USD | Ventura | 5,454 |
| 123. Monrovia USD | Los Angeles | 5,404 |
| 124. Kerman USD | Fresno | 5,310 |
| 125. Newark USD | Alameda | 5,173 |
| 126. Sierra Sands USD | Kern | 5,100 |
| 127. Orcutt Union ESD | Santa Barbara | 5,087 |
| 128. Fallbrook SD | San Diego | 4,921 |
| 129. Oakley Union SD | Contra Costa | 4,871 |
| 130. Tamalpais UHSD | Marin | 4,730 |
| 131. Buena Park SD | Orange | 4,684 |
| 132. Moreland SD | Santa Clara | 4,670 |
| 133. Mountain View Whisman SD | Santa Clara | 4,591 |
| 134. Charter Oak USD | Los Angeles | 4,581 |
| 135. Sonoma Valley USD | Sonoma | 4,564 |
| 136. Oak Park USD | Ventura | 4,527 |
| 137. Benicia USD | Solano | 4,500 |
| 138. San Lorenzo Valley USD | Santa Cruz | 4,444 |
| 139. Coalinga-Huron USD | Fresno | 4,382 |
| 140. Atascadero USD | San Luis Obispo | 4,338 |
| 141. Belmont-Redwood Shores SD | San Mateo | 4,308 |
| 142. Wiseburn USD | Los Angeles | 4,301 |
| 143. Ravenswood City SD | San Mateo | 4,296 |
| 144. Paradise USD | Butte | 4,261 |
| 145. Duarte USD | Los Angeles | 4,247 |
| 146. Tehachapi USD | Kern | 4,219 |
| 147. Martinez USD | Contra Costa | 4,156 |
| 148. Lindsay USD | Tulare | 4,150 |
| 149. Central UHSD | Imperial | 4,104 |
| 150. Cypress SD | Orange | 4,000 |
| 151. Brawley ESD | Imperial | 3,980 |
| 152. Eureka City Schools | Humboldt | 3,884 |
| 153. Lake Tahoe USD | El Dorado | 3,872 |
| 154. Enterprise ESD | Shasta | 3,846 |
| 155. Hanford Joint Union HSD | Kings | 3,802 |
| 156. Amador County USD | Amador | 3,829 |
| 157. Lemon Grove SD | San Diego | 3,797 |
| 158. Mountain View-Los Altos UHSD | Santa Clara | 3,753 |
| 159. Fillmore USD | Ventura | 3,734 |
| 160. Goleta Union SD | Santa Barbara | 3,718 |
| 161. Del Norte County USD | Del Norte | 3,591 |
| 162. Los Altos SD | Santa Clara | 3,576 |
| 163. Albany USD | Alameda | 3,529 |
| 164. Cabrillo USD | San Mateo | 3,357 |
| 165. Cambrian SD | Santa Clara | 3,349 |
| 166. Lafayette SD | Contra Costa | 3,261 |
| 167. Corcoran USD | Kings | 3,257 |
| 168. Pacifica SD | San Mateo | 3,150 |

| District | County | ADA* |
|---|---|---|
| 169. San Marino USD | Los Angeles | 3,146 |
| 170. Newman-Crows Landing USD | Stanislaus | 3,142 |
| 171. Exeter Public Schools | Tulare | 3,000 |
| 172. Salida Union SD | Stanislaus | 2,994 |
| 173. Standard ESD | Kern | 2,979 |
| 174. Riverbank SD | Stanislaus | 2,972 |
| 175. South Whittier ESD | Los Angeles | 2,918 |
| 176. San Bruno Park ESD | San Mateo | 2,785 |
| 177. Oroville City ESD | Butte | 2,696 |
| 178. Castaic Union SD | Los Angeles | 2,568 |
| 179. Fowler USD | Fresno | 2,562 |
| 180. Scotts Valley USD | Santa Cruz | 2,482 |
| 181. Jefferson SD | San Joaquin | 2,477 |
| 182. Carmel USD | Monterey | 2,468 |
| 183. Farmersville USD | Tulare | 2,463 |
| 184. Bear Valley USD | San Bernardino | 2,453 |
| 185. Oroville UHSD | Butte | 2,427 |
| 186. Mill Valley SD | Marin | 2,415 |
| 187. Laguna Beach USD | Orange | 2,386 |
| 188. Piedmont USD | Alameda | 2,349 |
| 189. Ojai USD | Ventura | 2,301 |
| 190. Galt JUHSD | Sacramento | 2,287 |
| 191. Dos Palos-Oro Loma JUSD | Merced | 2,275 |
| 192. Lammersville JUSD | San Joaquin | 2,200 |
| 193. Chowchilla ESD | Madera | 2,193 |
| 194. Firebaugh-Las Deltas USD | Fresno | 2,193 |
| 195. Woodlake USD | Tulare | 2,192 |
| 196. Red Bluff Union ESD | Tehama | 2,178 |
| 197. Millbrae ESD | San Mateo | 2,131 |
| 198. Plumas USD | Plumas | 2,130 |
| 199. Gonzales USD | Monterey | 2,110 |
| 200. Fort Bragg USD | Mendocino | 1,917 |
| 201. Willits USD | Mendocino | 1,907 |
| 202. Mariposa County USD | Mariposa | 1,816 |
| 203. Pacific Grove USD | Monterey | 1,812 |
| 204. Ross Valley SD | Marin | 1,724 |
| 205. Byron Union SD | Contra Costa | 1,686 |
| 206. Live Oak SD | Santa Cruz | 1,681 |
| 207. Reed Union SD | Marin | 1,556 |
| 208. Larkspur-Corte Madera SD | Marin | 1,523 |
| 209. Colusa USD | Colusa | 1,450 |
| 210. Chawanakee USD | Madera | 1,433 |
| 211. Golden Plains USD | Fresno | 1,424 |
| 212. Williams USD | Colusa | 1,375 |
| 213. Sierra USD | Fresno | 1,323 |
| 214. Guadalupe Union SD | Santa Barbara | 1,280 |
| 215. Palermo SD | Butte | 1,278 |
| 216. Wilsona SD | Los Angeles | 1,228 |
| 217. Fall River JUSD | Shasta | 1,209 |
| 218. Kentfield SD | Marin | 1,177 |
| 219. Las Lomitas ESD | San Mateo | 1,161 |
| 220. Chowchilla UHSD | Madera | 1,103 |
| 221. Taft UHSD | Kern | 1,045 |
| 222. Edison SD | Kern | 1,036 |
| 223. Aromas-San Juan SD | San Benita | 1,024 |
| 224. University Preparatory School | Shasta | 900 |
| 225. Bass Lake JUSD | Madera | 891 |
| 226. Lassen UHSD | Lassen | 825 |
| 227. Banta ESD | San Joaquin | 770 |
| 228. Wheatland UHSD | Yuba | 739 |
| 229. Rancho Santa Fe SD | San Diego | 700 |
| 230. Emery USD | Alameda | 687 |

| District | County | ADA* |
|---|---|---|
| 231. Summerville UHSD | Tuolumne | 624 |
| 232. Solvang SD | Santa Barbara | 607 |
| 233. San Pasqual Valley USD | Imperial | 589 |
| 234. Shoreline USD | Marin | 504 |
| 235. Fort Sage USD | Lassen | 483 |
| 236. Calaveras COE | Calavera | 450 |
| 237. Brisbane SD | San Mateo | 450 |
| 238. Columbia SD | Tuolumne | 435 |
| 239. Eastern Sierra USD | Mono | 417 |
| 240. Le Grand Union ESD | Merced | 401 |
| 241. Kings River Union ESD | Tulare | 476 |
| 242. Foresthill Union SD | Placer | 396 |
| 243. Janesville Union SD | Lassen | 386 |
| 244. Alview-Dairyland Union SD | Madera | 367 |
| 245. College ESD | Santa Barbara | 358 |
| 246. Bayshore ESD | San Mateo | 337 |
| 247. Lone Pine USD | Inyo | 299 |
| 248. Butte Valley USD | Siskiyou | 276 |
| 249. Sunol Glen USD | Alameda | 268 |
| 250. Clay Joint ESD | Fresno | 250 |
| 251. Trona JUSD | San Bernardino | 247 |
| 252. Hughes-Elizabeth Lakes UESD | Los Angeles | 200 |
| 253. Westwood USD | Lassen | 189 |
| 254. Ballard SD | Santa Barbara | 143 |
| 255. McKittrick ESD | Kern | 80 |
| 256. Alpine County USD | Alpine | 75 |

## POSITION: EXECUTIVE DIRECTOR/DIRECTOR

| | |
|---|---|
| 257. Amethod Public Schools (Charter) | Alameda/Contra Costa |
| 258. Baldy View ROP | San Bernardino |
| 259. Birmingham Community Charter HS | Los Angeles |
| 260. Clayton Valley Charter High School | Contra Costa |
| 261. Coastline ROP | Orange |
| 262. East San Gabriel Valley SELPA | Los Angeles |
| 263. Oxford Preparatory Academy | Orange |
| 264. Ridgecrest Charter | Kern |
| 265. River Charter School | Sac/Yolo |
| 266. San Diego COE | San Diego |
| 267. San Ramon Valley SELPA | Contra Costa |
| 268. Santa Barbara County SELPA | Santa Barbara |
| 269. Santa Ynez Valley SPED Consortium | Santa Barbara |
| 270. So. Orange County SELPA | Orange |
| 271. West End SELPA, San Bernardino COE | San Bernardino |
| 272. West San Gabriel Valley SELPA | Los Angeles |

*ADA at time of search

# BOARD COMMENDATIONS

Bass Lake JUESD: *Thank you Sally. I cannot express enough how grateful I am that we chose you and Leadership Associates for this process. The confidence I felt, throughout this process, in your ability to guide us, was tremendous. The step-by-step process that you led us through was focused, intentional, and direct. It was a pleasure to be a part of something that was so well thought out, with excellence as your minimum standard. You are so good at what you do! I wish you continued success for all the districts that you work with in the future. They need you whether they know it or not!*

Benicia USD: *It is with immense gratitude, that we send you this note of appreciation for all that Leadership Associates did in supporting us with a successful Superintendent search. The care and concern for BUSD as well as the Benicia community was evident in the steps that you took as well as in the thoughtful process you engaged all stakeholders in to express their hopes for the District in our next Superintendent. On behalf of the BUSD Governing Board and the entire Benicia Unified School District, we thank you for matching us with the best candidate. We are excited about the state of the District and the direction of things to come.*

Buena Park SD: *We are so appreciative of our collaboration with Leadership Associates! They examined the needs of our community and brought forth high-quality superintendent candidates. Every phase was executed perfectly. We are very happy with our superintendent choice and recommend, without reservation, Leadership Associates. We are especially thankful for how personable Dr. David Verdugo and Sandy Sanchez were with each board member and Erin.*

Carmel USD: *The entire process was extremely smooth and conducted with utmost respect for all parties involved. We were on time, and communication was regular, open and transparent. The most difficult part of the process was at the end of the interview process. The board had to choose only one candidate from the experienced pool of multiple candidates presented by Leadership Associates. We consider the superintendent search led by Leadership Associates an absolute success. The individual we hired is the perfect match for our students, staff and community.*

CCSESA: *It was a pleasure to have your outstanding team provide such an important service to this process! This is a critical position, and your team did a superb job in helping to ensure the process was collaborative, transparent and resulted in a selection of a top-notch person!"*

Coachella Valley USD: *I know it's easy to say "it's your job", but you and your group have always gone above and beyond for our district and we sincerely appreciate it.*

College SD: *This is a remarkable document that will shape our governing strategy for years to come. Thank you! Between you and Mariana I am over the moon about how many Bobcat stakeholders you were able to reach. I also think your note documents beautifully what Superintendent Donner accomplished in her tenure and the very high stakes of finding a candidate that can continue to build. Understanding College School District usually takes years, and you did it in a couple of weeks. I am excited for the next part of the process. Thank you again Bill.*

Corcoran USD: *We greatly appreciate how poised and supportive [Juan Garza] was with all our efforts as he guided us through the search. Working with [Leadership Associates] has been very enjoyable and we learned a lot.*

East San Gabriel Valley SELPA: *Thank you for assisting in getting us a great leader. He is collaborative, understanding of every member, parent's needs, inclusive of students, proactive, compassionate, and caring."*

East Whittier City SD: *Thank you for appointing Sandy Sanchez Thorstenson and Marc Ecker to supervise and coordinate our superintendent search. They ran the interviews like clockwork with plenty of time for reflection of each candidate at the end of the interview. We were presented with six outstanding candidates. It was challenging to decide which of them was the best fit for our District. We are confident that our choice of superintendent is that best choice. We were delighted to work with Sandy and Marc and will gladly recommend them as the premier search team.*

Encinitas Union: *Leadership Associates has years of experience in working with districts throughout California and their expertise was clearly evident when they provided us with an outstanding field of candidates. Their networking resources are unparalleled.*

Eureka City Schools: *Leadership Associates persevered and actively recruited candidates suitable for our unique location. Their combined knowledge and experience were invaluable. It had been 13 years since our district's last superintendent search, and they supported our board throughout the entire process.*

Evergreen SD: *Leadership Associates did an excellent job in our recent Superintendent Search process. This was the first time that our district has ever engaged in an external search process, and I found it much more rewarding and less stressful because of the superb support of Eric and Fred.*

Fairfield-Suisun USD: *Penny, David and Eric - I wanted to share that I am so grateful for the processes and organization that you have in place! The four months were a bit stressful, but your timelines, clear documentation, and checklists made it so easy to follow along and complete all the tasks on time. Your processes were transparent and accurate. We ALWAYS knew where we stood and what the next steps were. You all were timely and honest in your responses to our questions as well. I know that I felt I was a part of your team. Thank you for perfecting this process and following it to the letter! MP, Executive Assistant*

Folsom-Cordova USD: *Leadership Associates received applications from California as well as other states in the country. They performed in-depth reference checks that resulted in a list of outstanding candidates to interview. Without their savvy and recruiters, we would not have had the rich field of candidates from which we eventually selected our new superintendent.*

Fort Bragg USD: *Leadership Associates brought to the search an impressive wealth and breadth of experience and contacts from large and small, urban and rural, coastal and inland school districts. Leadership Associates listened to us and recognized that although we are a small, rural district, we have high, twenty-first century goals for our kids.*

Fountain Valley SD: *Dennis and Peggy - We are so grateful for your service. Thank you for helping to make our lights shine strong in Fountain Valley!*

Fowler USD: *Leadership Associates was completely thorough from their initial proposal to the Board, through the actual hiring of a successful superintendent candidate. The communication to all members of the Board and the designated District contact was exemplary throughout the process. Parents/community members/staff felt very comfortable sharing with Leadership Associates representatives the various traits valued in our next Superintendent. The on-line survey they utilized was especially helpful for members of the community and parents, as it gave them an opportunity for their voice to be heard if they were unavailable to schedule a meeting in person.*

Fremont USD: *Thank you all so much for your support and diligent work finding a great pool of candidates and helping us to select the best of the best.*

Fresno USD: *Thank you to Leadership Associates for all your assistance in the process. As you know, only two of us were on the Board the last time a Superintendent was hired and at that time, there was no search process. It was invaluable to have the assistance of a team that has experience in the selection of a Superintendent.*

Fullerton SD: *Our Board was especially appreciative of the professional manner in which Leadership Associates reached out in a meaningful way to the educational community and listened to the direction of the Board of Trustees. I highly recommend Leadership Associates to any board seeking to conduct a thorough and in-depth superintendent recruitment and selection process.*

Irvine USD: *Thank you all for your time and your diligence in our superintendent search . The process led us to the best candidate to serve Irvine USD. It also gave us all a tremendous amount of insight into the district not only with the survey but with the depth of discussion prioritizing what I was looking for as well as the governance team was looking for in a superintendent ! Again, thank you for leading the process!.*

Kentfield: *Each of us is grateful for your great work on the search for Kentfield. we could not be more pleased by the thoughtful and extremely thorough search process. We particularly appreciated your flexibility, responsiveness, and creativity with the search over the past several weeks. Quite simply, you never skipped a beat with the search process, despite a global pandemic looming in the background. If there is ever a potential client on the fence about hiring you guys have them call me. They would be lucky to have you guys in their corner.*

Lake Elsinore USD: *Thank you all so much for your guidance and expertise in leading the search. It will be very difficult to replace our superintendent. However, we are certainly headed down the right path in Lake Elsinore Unified thanks to your support!*

Lucia Mar USD: *Thank you to Leadership Associates, especially Phil Quon and Fred Van Leuven, for leading our district through a professional and successful superintendent search. Your pre-search activities, outreach, screening, organization of materials and leadership was outstanding. We found our new superintendent and are confident we found a perfect fit."*

Mt. Pleasant ESD: *At every step of the way we found the services of the staff at Leadership Associates to be responsive to the specific needs of our district and the rapidly changing circumstances surrounding the [COVID-19] crisis. I highly recommend the services of Leadership Associates and specifically Eric Andrew and David Verdugo.*

Newport Mesa USD: *Thank you and your team for helping us with our search to ultimately find our new Superintendent! We were all impressed with the timeliness and thoroughness of the search performed by Leadership Associates. Your initial schedule was followed to the day, and we are all so appreciative of your professionalism in ultimately bringing Wes [Smith] to NMUSD. Additionally, your support in finding our Interim superintendent made the perfect addition to NMUSD for the 2-month bridge. The transition was seamless!*

Oak Park USD: *Thank you for a truly outstanding search process and for accommodating our requests to ensure we felt heard and supported throughout. We are beyond thrilled with the outcome. We appreciate your wisdom, guidance and professionalism. It has been a true pleasure working with you both. Oak Park Board of Education.*

Oceanside USD: *Their work with our administrative staff, our teachers, classified staff, and our community groups was excellent. They received praise for this work throughout our community. Our principals and central office staff were treated with utmost respect, and they were very complimentary of the professionalism of this search firm.*

Orange USD: *I want to commend you and your team for your professionalism and dedication throughout the superintendent search process. The timeline was transparent, well-structured, and clearly communicated and it is clear why your firm is recognized as a leader in the field. I appreciate all your diligence and hard work in finding such great candidates. We were fortunate to have an incredible pool to choose from. I think Rachel is a star and will really bring a fresh perspective to OUSD. I am sure all the other board members share my gratitude and were equally impressed with the process Board President*

Oroville UHSD: *It has been an absolute pleasure to work with Rich Fischer and Tom Changnon of Leadership Associates. They are highly organized, knowledgeable, accessible, personable and have numerous outstanding contacts. They took the time to get to really know our community and district so as to know candidates who would be a good fit for us.*

Palo Alto USD: *We recognize the selection of a superintendent is the most important decision we make as a school board. Leadership Associates designed an effective process to get to know us and to meet our needs - including candidates who were not looking for a new position. Not only does Leadership Associates bring an incredible wealth of experience and competence to the task, they also are so personally engaging and professional that it makes the process most pleasant.*

Panama-Buena Vista SD: *Leadership Associates is well connected throughout the state. The process from beginning to end was well communicated and very organized. Leadership Associates is literally a "who's who" of educators in the state. A successful superintendent search and hiring was our goal and Leadership Associates delivered!*

Placentia-Yorba Linda USD: *Your diligence, patience, professionalism, and the confidential manner in which you conducted the search were exemplary. Indeed, one would be hard pressed to find a team to match the level of expertise and recognition within the professional learning community which you so ably employed on our behalf.*

Plumas USD: *I thoroughly enjoyed working with Rich and Tom. They provided guidance throughout the entire process. Both were committed to ensuring we had the most qualified candidates based on our district's needs. They took the time to understand the needs of the district, board, communities, and parents. They helped us to trust the process and our decision-making process. Selecting a superintendent is one of the most important decisions boards make. I was happy to have Rich and Tom offering support, encouragement, and advice.*

San Ramon Valley USD: *Thank you for your invaluable help in finding the right candidate. I am confident this is a great match. I am grateful for everything that you did to make it possible.*

Santa Maria JUHSD: *Great candidates! Appreciate your thorough vetting; best work yet for this district. My first-choice search firm does it again!!*

Standard SD: *Leadership Associates had regular communications with the board and dependably delivered on each step in our timeline. Trust in the process was a result of Leadership Associates' extensive experience and in the actions and care.... while respecting the role of trustees as the decision makers of the district.*

Summerville JUHSD: *Thank you for all the work you and the firm have completed. We know we were demanding because we have a really involved community. But you just moved forward and got the job done Great work!! We will highly recommend your service to any District in our County.*

Tehachapi USD: *The process that Leadership Associates provided to TUSD was amazing. Your team was so professional and efficient, everything was in place to guide us in our success for our new superintendent. Thank you to Leadership Associates for the thoroughness and diligence of their consultants, Blanca Cavazos and Juan Garza, that were used in our successful search for a new superintendent. Both of them were extremely professional and polished in all aspects of the search. They took the time for a full day of sessions with various groups in Tehachapi to find the qualities they wanted in the new superintendent and with that information developed a job description for applicants to see. Their advice to our trustees was seriously considered and any input from us was used. We enthusiastically recommend Leadership Associates!*

Tustin USD: *I cannot say enough good things about the work that Leadership Associates performed for us. The most recent time was in the fall of 2020 when we needed to fill our Superintendency given the retirement plans of our previous Superintendent. We are very pleased with Dr. Mark Johnson, our new Superintendent, who is still with us. I expect he will be with us for about 10 years, as was our previous Superintendent, Dr. Greg Franklin. You cannot go wrong working with Leadership Associates. They are so professional, and people who would not risk asking about your position WILL seek them out for information because they are known to be of such integrity and reputation. Of course, the Board must do their work as well – but if they do so in partnership with Leadership Associates and were other than 100% satisfied at the end, I would personally be shocked. They are that good.*

University Preparatory School: *Leadership Associates was constantly available to us. Leadership Associates brought much more than guidance and experience; (the consultant) brought genuine kindness, creative vision and integrity that underpin all great endeavors. I highly recommend Leadership Associates.*

Walnut Valley USD: *Not only are they consummate professionals, but their process in conducting the search was impeccable – from soliciting input from the Board and community members to developing personal and professional profiles, to screening the applicants to recommending the final candidates, to helping the Board finalize the main hiring points for our new superintendent.*

West Contra Costa SD: *I've had the opportunity to work with Leadership Associates on two superintendent searches and recommend them. They believe in public education and are deeply committed to finding the best candidate for your particular district. Their outreach to both board and community is excellent, ensuring a thorough understanding of the district's needs. They are thoughtful, well-prepared, and willing to invest the time it takes..*

Wiseburn SD: *Thank you for your thoughtful leadership and guidance in the process. It was an absolute pleasure meeting you, getting to know you and working with you. I think we made two excellent choices in Leadership Associates and Dr. Blake Silvers.*

ALUM ROCK
UNION ELEMENTARY SCHOOL DISTRICT

2930 Gay Avenue, San José, CA 95127 · Phone: 408-928-6800 · Fax: 408-928-6416 · www.arusd.org

**ADDENDUM #1 FOR**
**RFP No. 2526-BUS01**

**Executive Search Firm for Superintendent of Schools Search**

**Below are responses to questions presented by the designated deadline of February 13th, 2026.**

**Q & A**

Q: On page 2, under Proposal Content #13, it requests "a list of Consultant's references." Could you please confirm whether you are requesting references specifically for the consultants who will be directly responsible for conducting the search, or references for the consulting firm overall (including all partners/consultants within the firm)?

*A: References for the Consulting Firm overall, including all partners and consultants within the firm.*

Q: Question #6, and #7 on page 2 as well. We would like clarity in terms of whether or not you're referring to the Consultant's key staff assisting the District for the search (Alum Rock) or for all the consultants within the Consultant's firm.

*A: Consultant's identified key staff in its response.*

**Please submit a signed copy of this addendum with your RFQ response.**

Company Name: Leadership Associates

Signature: Penny Pyle

Print Name: Penny Pyle Date: February 16, 2026

Sandra Garcia, Interim Superintendent

Board of Trustees: Linda Chavez, President, Andrés Quintero, Vice-President
Minh Pham, Clerk · Corina Herrera-Loera, Member · Minh Nguyen, Member