

Livermore Valley Joint Unified School District, Attn: Jennifer Arias  
685 East Jack London Blvd.  
Livermore, CA. 94551-1899  
[jarias@lvjUSD.org](mailto:jarias@lvjUSD.org)



# SUPERINTENDENT SEARCH PROPOSAL

April 17th, 2024

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President Prusso  
Livermore Valley Joint Unified School District  
685 East Jack London Blvd.  
Livermore, CA. 94551-1899

Dear President Prusso and Members of the Board of Education:

Hazard, Young, Attea and Associates (HYA) is pleased to submit the attached proposal to serve as your partner to select a new superintendent. HYA brings a wealth of experience in California to the search process, with an extensive network of educational leaders in order to provide a strong pool of candidates within California. We also maintain a robust national presence that may be utilized to recruit outstanding candidates from across the nation should the Board desire.

Our firm brings over 35 years of experience, and we average over 80 searches per year. This large quantity of searches puts our firm at a competitive advantage as HYA Associates are in more frequent contact with potential applicants. Moreover, 94% of the superintendents we place stay in their position for more than three years.

In addition to our long-standing record of successful superintendent searches, HYA is distinctive for its use of a *Board Portal*, which is a secure site for Board members that provides real-time access to materials for every stage of the search process. This includes application materials for candidates, which is appreciated by trustees.

Our proposal includes the names of recent school districts with references who have partnered with us for their superintendent search within the last 3 years. We anticipate providing a search process that is successful and responds to the unique needs of your district. We recognize the accomplishments and unique context of the Livermore Valley Joint Unified School District, and we are confident that we can provide excellent candidates for your consideration as the next leader for your district.

We look forward to presenting our proposal and answering any questions you may have. Thank you.

Sincerely,

*Vicki King*

Vicki King, Esq.  
HYA Associate

## INTRODUCTION

Hazard, Young, Attea and Associates, (HYA) proposes to conduct a national search for talented and highly qualified candidates for the position of Superintendent of Schools for Livermore Valley Joint Unified School District.

*Each student will graduate with the skills needed to contribute and thrive in a changing world.*

The Livermore Valley Joint Unified School District (Livermore District) is an outstanding school district driven daily by this mission. In fact, Livermore's unwavering commitment to continuous improvement has made it a "destination district" on a great path for continued success. HYA realizes the importance of finding a leader who can embrace this mission and support the continued growth and excellence within the district. Our proposed team includes two California experienced Board Members and a Superintendent eager to support and guide the Board through this process. This document serves to clearly outline the specific services, deliverables and costs proposed for the Livermore District.

## EXECUTIVE SUMMARY

Hazard, Young, Attea & Associates (HYA) brings a long history of expertise and enthusiasm, excellence and energy, and head and heart to superintendent searches. HYA has assisted Boards with successful selections in more than 1,500 searches with student enrollment ranging from less than 500 students to upwards of 640,000, but each new one is as important and as special as our first. In the technical proposal that follows, you will read how in the *Engage Phase* we involve stakeholders in the process from beginning to end through online surveys, focus groups, interviews, community forums, interactive webinars.

Turning to our *Recruit Phase*, while we have a standard application, during the planning meeting with the Board, we develop a customized application process. We have found that some boards just want a cover letter and resume while others want written reference letters, responses to essay prompts, and even past evaluations. Some insist on uniform formats and others take the materials as they arrive. Regardless of the process chosen by the Board, we engage our full network of more than 100 associates nationwide in identifying and recruiting highly talented and diverse candidates that closely match the needs of the Livermore District. Every applicant is screened, and we

conduct interviews with eligible candidates. We also perform our own preliminary background search and provide a written summary of both our interviews and internet research to the Board prior to slating candidates.

During our *Select Phase* we meet with the Board to discuss every candidate we are slating. We also ask the Board to review all applicants (we place every eligible candidate in the Board Portal during the process) to see if there are others they wish to slate or to replace slated candidates we have recommended. Following this meeting, we draft an interview script. We invite Board feedback prior to finalizing these. Once the slate is finalized, our Associates contact the members to schedule their interviews. When the slate is narrowed, we recommend the Board conduct a second round of interviews and we assist with developing those questions. Following second interviews, we work with the Board to determine the finalists and discuss the process for negotiating salary and benefits, sharing what we have learned about candidates' expectations and market conditions. Once the finalists are named, we assist in coordinating any site visit that the Board wants to have. We include a third-party validation process at this time on the final candidate.

Finally, once the new Livermore Superintendent is selected, we enter the *Transaction Phase* and first meet with the Board and the individual to discuss all we have learned during the search and get the new leader off to a solid start. As an optional continued support service, we can assist with developing a 100-day plan as well as facilitating the superintendent evaluation process.

## HYA ASSETS

The HYA team includes two long serving, experienced Board Members and a Superintendent, allowing us to deliver diverse and comprehensive insights, guidance, and perspective throughout the search process. We additionally believe the following factors set us apart:

- Largest educational leadership search firm in the country offering concierge-level attention and services.
- Highly qualified associates specifically dedicated to your district and search.
- 24:7 support and guidance, as needed, throughout entire search process.
- Private portal offering real time digital access to Board members of all documents throughout the search (including applications from all eligible candidates).
- Comprehensive community engagement, including up to 20 one-hour Board,

staff, parent, student, community interviews, focus groups, forums, or town halls, ensuring inclusion of all stakeholders.

- Customizable research-based community survey, available in multiple languages.
- Extensive corporate support team.

HYA's success is about people: our Associates, their extensive contacts, and the Boards we assist. We build relationships with each new search, expanding our reach and our record of success.

The large quantity of searches our firm conducts per year puts us at a competitive advantage. While our firm has a national reach, we have successfully placed many superintendents in California and districts similar to the Livermore District. Our team specializes in California searches (See references included herein.) The search volume places our firm and its Associates in more frequent contact with potential candidates, many of whom may not be actively seeking employment but are then known to the Associates and can thus be recruited when or if an appropriate position arises. In addition to your local HYA team, clients have a network of 100+ Associates from throughout the United States who assist with the firm's mission to provide aggressive, thorough, and quality assistance to school Boards in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions.

HYA has been committed to engaging a diverse cadre of associates and candidates ever since it was established in 1987. Many HYA associates have served and/or currently serve as members of and Board of Directors of ALAS (Association of Latino Administrators and Superintendents), NABSE (National Alliance of Black School Educators), ACSA (Association of California School Administrators) and other associations across the country. HYA is proud of the diversity of candidates hired with its assistance, including individuals of varied gender, race, ethnicity, culture, and religious background. HYA commits to identifying, supporting, and placing school and district leaders of color and gender who have long been historically underrepresented in these posts.

## SCOPE OF SERVICES

HYA shall provide the following services and deliverables:



### Engage Phase

HYA takes great pride in its commitment to community engagement and thoroughness of the processes used to gather input to identify the skills and attributes required of the new superintendent. The firm has a strong reputation for deep and meaningful engagement through its stakeholder forums, community interest group meetings and individual interviews. HYA also employs, if desired by the Board, a research-based survey tool that is customizable and available in world languages. There is a lot of science involved in crafting an effective and reliable survey; the resulting survey report is presented with disaggregated data by stakeholder groups and identifies the goals, needs and priorities of the school system along with the desired characteristics of its next leader. The Community and Leadership Profile Report is sophisticated and immediately publishable for your community. Similarly, your HYA team can help craft a local survey tailored to the needs of the Livermore District.

HYA has a history of successful virtual/video-based engagement. Our extensive experience and expertise conducting video interviews, focus groups, forums, meetings, candidate presentations, meet and greets, and community Q&A sessions offers flexibility, convenience, and often higher engagement levels. In addition, the firm has reported and presented to school Boards at public meetings and in closed sessions using the whole array of video platforms.

The *Engage Phase* is a disciplined and inclusive approach that seeks first to understand what students, staff, parents, the Board and community members need and desire from their school district and Superintendent. HYA engages both internal and external stakeholders using virtual or face to face interviews, focus groups, forums, and surveys. The goal is to gather information from all stakeholders to identify the strengths of the district/community and current and foreseeable district/community challenges within a research-based framework to match the right leader with your school district.

Depending on the Board's selections for the *Engage Phase*, some of the most important deliverables include the following:

- Summary of the planning meeting with the Board that details the timeline and steps of the search process and decisions made by the Board,
- Communication plan to be utilized by district staff for ongoing website updates on the Livermore Superintendent search process,
- Findings from individual consultant days for interviews, focus groups, and/or town hall meetings; included in the price of the proposal are 15-20 one-hour sessions,
- *Leadership Profile Report* and *Desired Characteristics* based on the data from any surveys, interviews, focus groups, meetings with the Board and other material made available to the associates,
- Ongoing updates to Board on progress of search process.



## Recruit Phase

HYA uses a myriad of recruiting techniques to ensure all potential candidates are reached. Without spending a dollar on advertising, HYA clients know that they are getting immediate exposure through the HYA Active Searches page with over 25,000 page views per month. In addition, HYA provides analytics on your job postings including how many views your job has received during a specific period of time, the average amount of time your posting was viewed, etc. No other firm has the infrastructure to provide this data to their clients.

The deliverables during the *Recruit Phase* include:

- Prepare and place advertisements,
- Recruit and contact candidates utilizing national networks,
- Correspond with candidates regarding the search process, timeline, *Leadership Profile Report* and *Desired Characteristics*,
- Interview candidates,
- Conduct reference checks,
- Identify best qualified candidates,
- Prepare application materials of selected slate of candidates for Board consideration.

Reference checking is one of the most important tasks in the search process. We begin with the informal references of referrals for potential candidates. Once an individual moves to the level of a potential candidate through the application process or through recommendations and recruitment efforts, we begin our vetting process. This includes

contacting the listed references on the application or provided by the candidate. While this step is necessary, it is not sufficient as most candidates will provide references that will offer only highly favorable comments. We continue the vetting process by conducting comprehensive internet searches to review any public information regarding the candidates.

HYA Associates conduct confidential reference calls to obtain deep insight on any candidate that would be recommended to the Board for consideration. Given our network of Associates and many professional relationships, it is likely that we know someone who either knows the candidate directly or knows someone who knows the candidate. These references often provide confidential, hard-to-obtain information about the candidate that is invaluable in determining whether to recommend the candidate to the Board.



### Select Phase

HYA believes that the Associates are responsible for supporting the School Board in all phases of the search. This is particularly true during the interview process for semi-finalists and finalists because we want the Board members focused on assessing the candidates, not managing logistics. The Associates are available during the interview process to ensure that all runs smoothly and to facilitate debriefing the interviews and what the Board learned about the candidates. But it is the Board's decision and sole discretion to hire or not hire a particular candidate and the Board takes responsibility for that decision. Some of the specific deliverables during this phase include:

- Present a slate of candidates, the number of candidates to be determined by the Board with a recommendation from HYA,
- Conduct the Interview Workshop and provide materials and protocols to ensure informative effective Board interviews, including developing interview questions, facilitating interviews of semi-finalists and finalists,
- Schedule interviews for the Board with selected semi-finalists and finalists,
- Facilitate Board discussion to narrow candidate pool after each round of interviews,
- Provide ongoing consultation throughout selection process,
- Coordinate and provide optional third party, independent investigative background check(s) of candidates as selected.

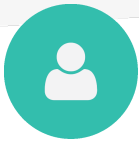


Upon completion of screening interviews conducted, the Associates present a select slate to the Board. The number of candidates on the slate will have been determined by the Board during the initial planning meeting. Prior to presenting the slate (or in a separate advance session, if preferred), the Associates will conduct a seminar for the Board designed to prepare for candidate interviews. This seminar will include written guidelines and protocols to ensure informative and comprehensive interviews. Approximately one to two hours in length, the seminar will also review the steps in the final stages of the search. HYA does not provide counsel relative to the Board's process for interviewing candidates. The Board will seek the advice from its attorney regarding the Board's process for interviewing candidates to comply with state open meeting laws.

Prior to this workshop, HYA will solicit questions, hypothetical situations and/or topics of interest, identified by the Board as desirable topics of discussion for the Board's initial interviews with the candidates. Such feedback will be developed into an Interview "Script", which will be reviewed and revised during the workshop and then used by the Board during the first round of interviews. The second interviews are generally unscripted and designed to follow-up on topics and questions identified during the first interviews.

The Associates will facilitate each decision-making session of the Board, if desired. Such involvement permits more active engagement by all Board members in both the general search process and the specific dialogue regarding the candidate pool. In facilitating the decision-making process, HYA assists the Board in assessing the abilities of the respective candidates in relation to the criteria identified by the Board.

Two additional steps are recommended towards the end of the selection process, before any public announcement: a comprehensive independent background check by an outside firm and a site visit. The comprehensive background checks can be conducted on the single finalist or on the three semi-finalists that the Board brings back for second interviews. These are not simple background checks by searching for a social security number. The due diligence background checks are conducted by a third-party entity and include checking on issues related to criminal and civil court records, driving records, college degrees and university accreditations. They can also include print and social media reviews. The site visit is optional and is typically completed on the sole finalist once a selection is made but before a contract is signed.



## Transition Phase

At the conclusion of the selection process, HYA offers a combination of included services and optional services to assist with the transition of the new superintendent.

The included services are:

- Communicate with all candidates who are not selected at the close of the search and the appointment of the new Livermore Superintendent,
- Assist the Board in announcing the appointment of the new Livermore Superintendent,
- Hold a transition meeting with the new Livermore Superintendent regarding information learned throughout the search process and next steps in the transition process,
- Coordinate and provide optional third party, independent investigative background check(s) of candidates, as selected and paid for by the Board,
- Offer other transition services to be considered by the Board and if desired, paid for by the Board. These services include Executive Coaching, Board Governance Training, Transition Dashboard, Superintendent Evaluation and Strategic Planning.

## THE SEARCH TEAM

HYA assigns an individual management team to each executive search that it conducts. Upon the concurrence of the Board, HYA proposes the following search team.

HYA Associate	Cell Phone	Email
Vicki King, Esq. Associate	(858) 344-5726	<a href="mailto:vickiking@hyasearch.com">vickiking@hyasearch.com</a>
Micah Ali Associate	(424) 704-1308	<a href="mailto:ali@hyasearch.com">ali@hyasearch.com</a>
Valerie Pitts, Ed.D. Search Consultant	831-332-5126	<a href="mailto:valeriepitts@hyasearch.com">valeriepitts@hyasearch.com</a>

### **Vicki King, Esq.**

Vicki served as a Governing Board Member for 17 years, has her Masters in Governance, and served 3 terms as Board President and Vice President. During her tenure on the school board Vicki participated in three superintendent searches, worked with four Superintendents, led Board Governance Workshops, streamlined and conducted superintendent evaluations, and participated in strategic planning and equity training. She has years of experience in board governance, setting strategic vision, policy development, strategic planning, effective communication, and relationship building.

Vicki King holds a Juris Doctorate from the University of San Diego School of law and has over 20 years of experience in school leadership. She currently serves as a Faculty Member of The Honor Foundation in San Diego, was a member of California School Boards Association and is an Associate and Executive Coach with HYA

### **Micah Ali**

Ali is the longest serving President in the history of the Compton Unified School District, where he helped lead a dramatic turnaround of the district's educational outcomes as well as help pull it from the brink of state takeover (or state receivership). The District today boasts exponentially increased graduation and college acceptance rates, and a middle college high school, in partnership with Compton Community College, that ranks 53<sup>rd</sup> among U.S. News and World Report's top performing public high schools in the state of California.

Ali's long record of public service and community engagement includes serving as the Chair of the Council of Urban Boards of Education in 2017. Ali is also Founder and Conference Chairman of the California Association of Black School Educators, which brings together education leaders and advocates advancing innovation and best practices around closing the opportunity gap for Black students. Ali is also a member of the National Association of Latino Elected Officials. He previously served as a Board Member for both the National School Boards Association and the California School Boards Association.

Throughout his years of service, Ali has been at the forefront of efforts to advance education equity for all students. He works with school districts and education leaders across the United States with a particular focus on helping school boards operationalize equity and high student expectations in order to secure real and measurable improvements in student achievement, student opportunity, fiscal administration, and board governance.

Ali recently completed 4-year term on the Racial and Identity Profiling Advisory Board and was recently selected as Chair-Elect of the National Black Council of School Board

Members. He is a proud graduate of Loyola Marymount University, where he earned a Master of Arts in Education.

**Dr. Valerie Pitts**

Valerie has extensive superintendent and superintendent search experience, including in CA. Valerie has completed recent searches in California, including North Monterey County Unified School District, Roseland School District (Santa Rosa), Placentia Yorba Linda Unified School District, Carmel Unified School District and Los Lomitas Elementary District in Menlo Park. Dr. Pitts spent 30 years as an administrator in schools in Marin, Monterey, and Santa Cruz Counties. She was superintendent in Marin County for a number of years and has a wealth of experience in meeting the needs of diverse learners, and leading innovation, inclusion and equity efforts across multiple districts. Dr. Pitts coaches and mentors superintendents, consults on strategic planning and LCAP development and conducts comprehensive superintendent search services in California and the Pacific Northwest.

HYA provides a well-staffed back office with full-time support for superintendent searches. Our staff and associates are available 24:7 to support superintendent search and district services provided by HYA.

**REFERENCES**

HYA’s reputation for effectiveness and integrity is extremely important. The following references were chosen because the Board worked with the HYA Associates being proposed for the search or because the district has a similar demographic profile to your district. In addition to the references listed below, a list of recent HYA searches in California is attached. Our references will attest that phone calls from Board members and the Superintendent are picked up and returned immediately regardless of the time of day. Emails are returned in a matter of hours, and questions are answered in detail. Our team works for you and with you.

District Name and State	Reference Name	Contact Information
Rincon Valley Union SD, CA 2023 Superintendent Search	Janelle Taylor Board President	(707) 542-7375 jtaylor@rvusd.org

North Monterey County USD, CA 2024 Leadership Development	Martha Chavarria Board President	(831) 818-7268 chavarria_martha@RVSD. org
Los Gatos-Saratoga Joint UHSD, CA 2022 Superintendent Search	Katherine Tseng Board President	(408) 354-5980 ext 242 ktseng@lgsuhd.org
Placentia-Yorba Linda Unified SD, CA 2023 Superintendent Search	Shawn Youngblood Board President	(714) 985-8400
Bellflower Unified SD, CA 2023 Superintendent Search	Mayra Garza Board President	(562) 866-9011
Roseland School District, CA 2023 Superintendent Search	Patricia Krueger Board President	(707) 573-3076
Carmel Unified School District, CA Superintendent, HS Principal Searches; Board Workshops	Sara Hinds Board President	(408) 218-5122

### RECENT HYA SEARCHES IN CALIFORNIA

Orinda Union School District	2021
Moraga School District	2021
San Francisco Unified School District	2021
Union Elementary School District	2021
Los Gatos-Saratoga Unified School District	2022
Assoc. of California School Administrators (ACSA)	2022
The Foundation for Hispanic Education Cabinet Search	2022
Bellflower Unified School District	2023
Placentia-Yorba Linda Unified School District	2023
Rincon Valley Union School District	2023
Sonoma Valley Unified School District	2023
Temecula Valley Unified School District	2023
Roseland Public Schools	2023

North Monterey County Unified School District	2024
San Ysidro School District Principal Searches	2024
Mountain View Los Altos	2024

## **FEES**

In consideration for Services, the District will pay to Hazard, Young, Attea and Associates:

Consulting Fee for the search in the amount of \$28,000.00.

This fee is due in two installments:

- 50% will be invoiced upon execution of the contract/letter of agreement,
- 50% will be invoiced upon presentation of the slate.

### **Other Considerations:**

If the Board chooses to reimburse candidates for travel for interviews, candidates will submit the expenses directly to the district for reimbursement. In addition, HYA is a green corporation and provides all search materials online. If the Board requests hard copies of the materials, the district will be invoiced to cover the costs of any printing, binding and shipping of materials.

## Optional Additional Services

Service	Included in Fee	Optional Enhancements
On-site/Virtual Associate Days	Up to 20 in-person and virtual sessions interacting with the Board and/or community for: <ol style="list-style-type: none"> <li>1. Planning Meeting</li> <li>2. Community engagement sessions (meetings, interviews, focus groups, town halls etc.)</li> <li>3. Presentation of the Leadership Profile</li> </ol>	Additional on-site associate days for additional community engagement are billed at \$2,500/day/associate, as selected and paid for by the Board.
Community Engagement	Interviews, Focus Groups, Town Hall Meetings, as decided by the Board.  Survey and report of findings.	HYA Research-Based Survey, in English and Spanish, with Community and Leadership Profile Survey Report additional \$3,000  Professionally translated (not Google Translate) survey in world languages for \$415 per language.
Advertising	Advertising on HYA's Active Searches page (over 25,000 pageviews per month), K12JobSpot, and HYA's social media pages and newsletters.	3rd Party Advertising-see attached brochure.  Print ads, if desired, can be quoted based on desire, size, publication etc. <i>Clients with HYA are already included in HYA's group print advertisements for no fee.</i>
Background Check	HYA Associates screen and conduct reference checks on candidates.	HYA highly recommends investigative due diligence by an independent, third-party on the finalist(s). The cost is \$1,100 or \$1,950 per candidate. See Due Diligence Services in the Signature Search Brochure.

Find more information in the attached brochure: **HYA Signature Search Process.**

## GUARANTEES

### **Fixed Price**

Throughout the search process the Associates will be available to counsel with the Board about the search. The Associates will assist the Board until the Board determines it has found the appropriate candidate for the position.

### **Non-Solicitation of Selected Candidate**

The Superintendent appointed with HYA's assistance will not be presented to another Board as a candidate if it would result in the Superintendent leaving the District within three (3) years of employment unless the Board provides written authorization to HYA that they may do so.

### **Client-Satisfaction**

If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the Board at no additional cost barring travel, advertising and due diligence expenses. This applies to HYA Slated Candidates.

### **Price Match**

HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).

HYA looks forward to working with the Board and assisting with the selection of a new leader. Please contact the above associates, or HYA at (847) 250-7206 or at [christinamellen@hyasearch.com](mailto:christinamellen@hyasearch.com) with questions or requests for additional information.



## Proposed DRAFT Timeline

(Flexible upon Board Direction)

### Livermore Valley Joint Unified School District Superintendent Search

Search Firm is selected	April 17
Board Planning Meeting (Special Board Meeting)	April 23
Community Engagement	April 23- May 10
Advertising	April 17-May 23
<i>Leadership Profile</i> Presented at Board Meeting	May 14
Outreach & Screening of Candidates	April 17-May 24
Applications Due	May 24
Presentation of Candidates & Interview Workshop (Closed Session Board Meeting)	June 4
Candidate Interviews	June 15 and June 16
Contract Negotiated, Background Checks	June 17-26
Announcement of New Superintendent/Appointment/Contract Approved	June 27
New Superintendent Begins	July 1



