



Superintendent Search Proposal for



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

September 22, 2025



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Search Firm and Consultant Contact Information

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Leadership Associates

449 W. Foothill Blvd., #427

Glendora, CA 91741

www.leadershipassociates.org

Oakland Unified School District Application

Company Name:	Leadership Associates		
Address:	449 W. Foothill Blvd., #427, Glendora, CA 91741		
Primary Contact Person: Title:	James Brown Emeritus Partner Senior Advisor	Secondary Contact Person: Title:	Marc Ecker, Ph.D. Partner Chief Financial Officer
Email:	jbrown@leadershipassociates.org	Email:	mecker@leadershipassociates.org
Telephone #:	818-515-4089	Telephone #:	714-369-5730
Website (if applicable):	www.leadershipassociates.org		

Tax Classification:	☐	Individual
	☒	Corporation
	☒	Partnership
	☐	Non-Profit
Has your company ever been in litigation or arbitration involving service for any public, private or charter K-12 schools during the prior five (5) years?	☒	No
	☐	Yes
If yes, provide the name of the school/district and briefly detail the dispute.		
Has your company ever had a contract terminated for convenience or default in the prior five years?	☒	No
	☐	Yes

If yes, provide details including the name of the other party:		
Is/are your company, owners, and/or principal, partner or manager involved in or is your company aware of any pending litigation regarding professional misconduct, bad faith, discrimination, or sexual harassment?	☒	No
	☐	Yes
If yes, provide details:		
Is/are your company, owners, and/or principals or partners involved in or aware of any pending disciplinary action and/or investigation conducted by any local, state, or federal agency?	☒	No
	☐	Yes
If yes, provide details:		



449 W. Foothill Blvd., #427
Glendora, CA 91741
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ERIC ANDREW ♦ KENT BECHLER ♦ WILLIAM BANNING ♦ JAMES BROWN ♦ BLANCA CAVALLOS ♦ TOM CHANGNON ♦ MARC ECKER ♦ DONALD EVANS ♦ RICHARD FISCHER ♦ SALLY FRAZER ♦ JUAN GARZA ♦ JACQUELINE HOREUS ♦ PEGGY LYNCH ♦ MIKE MILLER ♦ DENNIS SMITH ♦ RICH THOME ♦ SANDY THORSTENSON ♦ DAVID VERDUGO

September 22, 2025.

SENT VIA EMAIL

Jennifer Brouhard, Board President
Oakland Unified School District
1011 Union Street
Oakland, CA 94607

Dear President Brouhard and Oakland Unified 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 at least five years.

We believe that high quality, equity minded leadership by our Boards, superintendents and other executive leaders is a major contributor to the academic and social-emotional success of all our students. We are committed to helping our California public school districts find the right leaders for their schools and then supporting those leaders through professional development opportunities.

We strive to bring forward candidates who have a proven track record of experience in culturally proficient practices that have been successful in addressing educational equity gaps. As an example, 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 a high caliber diverse pool of candidates from which you may select your new superintendent.

Our present and past work encompasses partnering with Boards in several similar districts including superintendent searches in Elk Grove Unified, Berkeley Unified, San Francisco Unified, Sacramento Unified, West Contra Costa Unified, Riverside Unified, Fremont Unified and Oakland Unified. Through the continued participation of several of our partners in education organizations such as the California Collaborative for Educational Excellence (CCEE), the California County Superintendents (CCS), the American and California School Administrators and other state and national organizations, we have remained 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. We want to be sure this profile is based on extensive engagement from staff, students, parent leaders and community members 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, each district has its unique culture. There are many good superintendent candidates, but only some will be the right match for Oakland Unified 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.

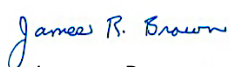
We are aware and respectful of the District's accomplishments, challenges, demographics, and history. Despite the exit from state receivership, there remain serious fiscal challenges which could involve some changes in school facilities and configurations. The political environment both statewide and nationally is posing severe challenges to districts like Oakland that have strong values supporting diversity, equity, and inclusion. The effort to improve relations with your many bargaining groups, the consistent efforts to improve student achievement, the community schools projects, relations with local political entities, and changes in demographics are just a few examples of the initiatives in place to improve student success. We are especially impressed by the goals set forth in the Four Pillars because they help focus the work of the District in the right areas.

We would welcome the opportunity to partner with the Board to discuss the search process, including options for staff, student, parent 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, students, parents and community groups' their 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 (Leadership Profile) for Board review, and begin recruiting and vetting candidates for you to choose from who will be an excellent fit to serve as your next superintendent.

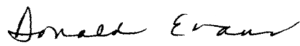
If our firm is selected, Dr. Donald Evans, Dr. Marc Ecker, Dr. Blanca G. Cavazos and Jim Brown (recipient of ACSA Marcus Foster Award) will be the lead consultants actively involved with this search. As a native speaker, Dr. Cavazos has experience working with Spanish-speaking students, parents, community members and education partners. 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. Profiles of each partner are provided in the Qualification Statement of our proposal. Currently, our firm provides executive leadership development to over 450 California school officials including superintendents and assistant superintendents. 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 Oakland Unified School District.

Respectfully,



James Brown
Lead Consultants
Leadership Associates



Donald Evans, Ed.D.



Marc Ecker, Ph.D.



Blanca G. Cavazos, Ed.D.



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; communicating with the Board throughout the interview and contract approval process; and working with the District to develop and implement a plan to ensure participation of students, staff, parents and community members in the search 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 have consistently brought forth highly qualified applicants, ensuring representation that supports ethnic and gender equity. We are proud of the high quality leaders we have been able to bring forward for Board consideration in previous searches.
6. We believe that for superintendents to be successful, they must have demonstrated leadership experience in managing and guiding complex organizations. They should know what excellence in curriculum and instruction looks like and be deeply committed to equity. They need to have experience working collaboratively with strong bargaining units. Their behavior must be of the highest integrity and reflect ethical values in their relationships with students, staff, parents, community members, 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.

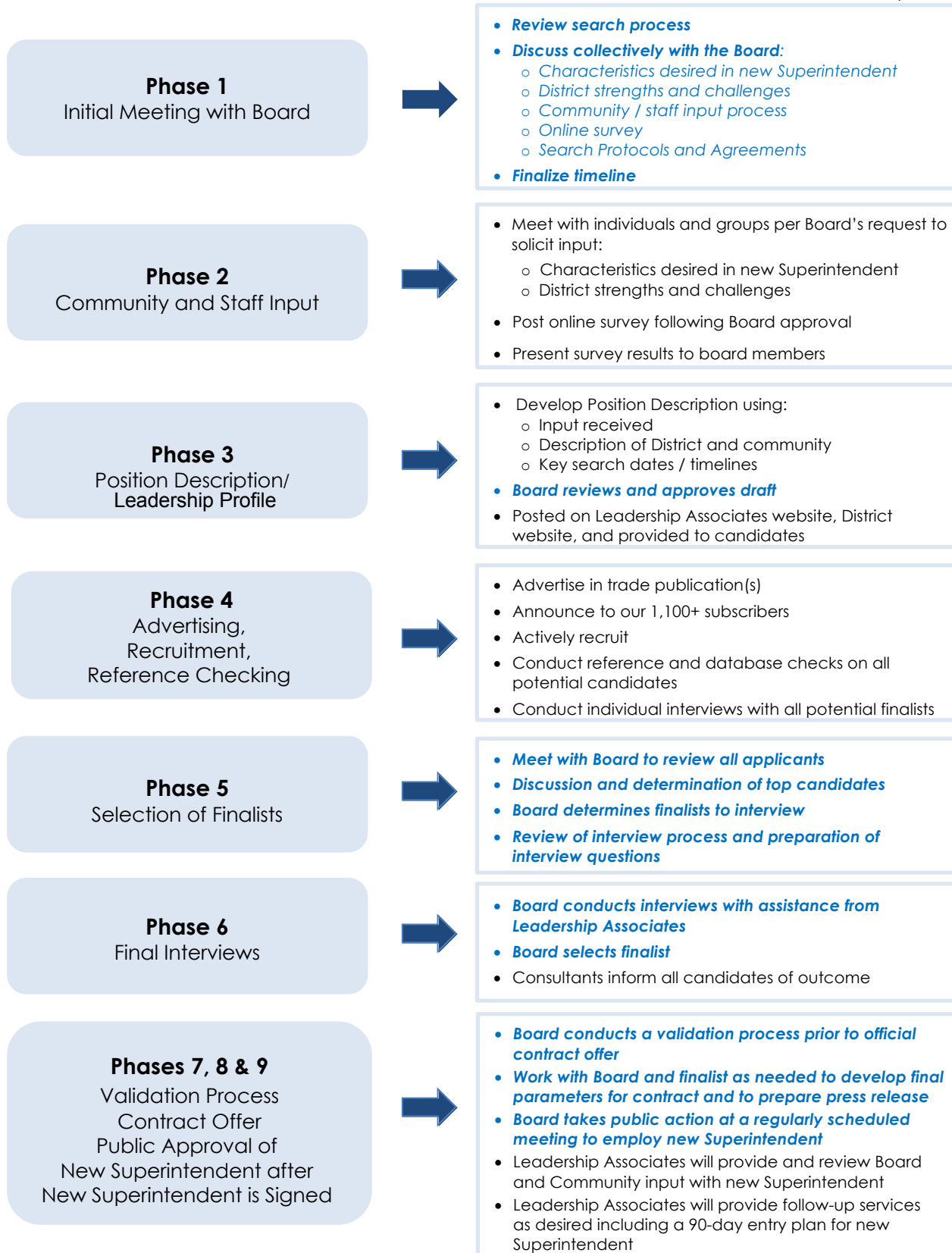
In conclusion, we strongly believe Leadership Associates is the right match for your district. The superintendent position is one of the most challenging leadership positions in this country. It demands a unique knowledge base and skill set. The new superintendent will need to inspire the confidence 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.

APPROACH AND TIMELINE:



SUPERINTENDENT SEARCH PROCESS FLOW CHART

Note: **Blue italicized text** indicates Board Participation





APPROACH AND TIMELINE: 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, bargaining units). 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/Leadership Profile (Key Personnel: Consultants, LA / district admin. support)

The Position Description/Leadership Profile 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.

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.



APPROACH AND TIMELINE: PROPOSED TIMELINE

(Flexible based on Board direction)

Oakland Unified School District Superintendent Search

Note: *Blue italicized text* indicates Board Participation

SEPTEMBER/ OCTOBER 2025 Preliminary Phase	September 22	District receives proposals
	September 23, 24 and October 8	<i>Proposal Presentations / Board Selects Firm</i>
OCTOBER- DECEMBER 2025 Community Engagement	Last two weeks in October	<i>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)</i>
	November 3-24	Online survey dates
	November 3-6; December 1-4	Consultants confer with staff and community designated by the Board to receive input
JANUARY/ FEBRUARY 2026 Advertisement and Recruitment	3rd wk of December Board approves Leadership Profile	Development, approval and posting of recruitment materials and Position Description
	January, 2026	Advertising and active recruitment; Ads are posted state and national Recruitment begins
	March 2, 2026	Deadline for applications
MARCH/APRIL 2026 Interviews and Selection	March, 2026	Consultants complete comprehensive reference and background checks on applicants
	Mid April, 2026	<i>Board confers with consultants, reviews all applications and selects candidates to be interviewed (Closed Session; approx 3 hours)</i>
	Late April, 2026	<i>Board interviews candidates; selects finalist(s) (Closed Session; all-day meeting)</i>
MAY 2026 Contract Approval	May, 2026	<i>Board completes the validation process of the leading candidate and makes final determination</i>
	Regular May Board Meeting	<i>Board approves superintendent contract at a regularly scheduled board meeting</i>
JULY 2026 Start Date	July 1, 2026	New superintendent begins LA Completes Search Summary Report



SAMPLE TIMELINE

(Flexible based on Board direction)

Oakland Unified School District Superintendent Search

Note: *Blue italicized text* indicates Board Participation

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Sample Advertising/Recruitment Announcement

Print Ad in EdCal

Sample School District ADA 35,000, Alameda County. Application deadline: March 2, 2026. Salary competitive. Lead Consultants: James Brown, Dr. Blanca Cavazos, Dr. Marc Ecker, Dr. Donald Evans. For application instructions and salary range, visit Leadership Associates' Active Searches website (www.leadershipassociates.org/activesearches) and select the listing for this position.

Online Ad in EdCal

The **Sample School District** is seeking to hire a Superintendent.

[Leadership Associates](#) has been contracted by the district to assist with the recruitment for this position.

For instructions on how to apply, and information about the position and timeline, please [visit Leadership Associates' website](#) and select the listing for this position. You will receive a response within 24 hours, Monday through Friday.

For general information, contact:

Search Support Specialist
Leadership Associates
support@leadershipassociates.org

Application Deadline: 5:00 PM, March 2, 2026

Lead Consultants: James Brown, Blanca Cavazos, Ed.D., Marc Ecker, Ph.D., Donald Evans, Ed.D.

Please do not submit correspondence or application materials for this position via the ACSA Career Center webpage.

Learn more about [Sample School District](#)

SAMPLE: AASA (National) Advertising

Job Description

The **West Contra Costa Unified School District** is seeking a Superintendent.

Leadership Associates has been contracted by the district to assist with the recruitment for this position.

For instructions on how to apply and information about the position and timeline, please visit **Leadership Associates’ website (click here)** and select the listing for this position. You will receive a response within 24 hours, Monday-Friday.

For general information, contact:
Penny Pyle, Search Support Specialist
Leadership Associates
ppyle@leadershipassociates.org

Application Deadline: 5:00 PM, Monday, March 24, 2025

Lead Consultants: **Jim Brown, Sándy Sanchez Thorstenson** and **Donald Evans, Ed.D.**

Please do not submit correspondence or application materials for this position via the AASA Career Center webpage.

Learn more about the **West Contra Costa Unified School District**.

Edit Job Posting



Contact

1615 Duke Street,

Quick Links

Site Map



AASA is the premier association for school system leaders and



BUDGET: FEE AND SUMMARY OF SERVICES

OAKLAND UNIFIED SCHOOL DISTRICT SUPERINTENDENT SEARCH

TOTAL FEE TO CONDUCT SEARCH: \$67,500, plus travel and advertising expenses not to exceed \$7,500

This fee includes:

- All meetings with the Board
- Development and posting of the position description announcing the position
- 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 the Board with a written report, including online survey results
- 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 and/or designee 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 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.



BUDGET: 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 October 2025** between **LEADERSHIP ASSOCIATES**, hereinafter called the Contractor, and **OAKLAND UNIFIED 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 **SIXTY-SEVEN THOUSAND FIVE HUNDRED DOLLARS (\$67,500)** plus travel and advertising expenses not to exceed \$7,500 for services provided. Payment is to take place in **three increments: (1) \$22,500** after initial meeting with the Board, **(2) \$22,500** upon completion of Leadership Profile/Position Description, and **(3), \$22,500 plus expenses** 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 October __, 2025.

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:
LEADERSHIP ASSOCIATES
Taxpayer ID #: 68-038 3653

DISTRICT:
OAKLAND UNIFIED SCHOOL DISTRICT

By: _____

By: _____

Name: Betty Hall

Name: _____

Dept: Fiscal Services

Title: _____

Date: _____

Date: _____



STATEMENT OF FIRM QUALIFICATIONS

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



STAFF QUALIFICATIONS

QUALIFICATIONS OF LEAD CONSULTANTS

James R. (Jim) Brown – Emeritus Partner / 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.

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 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.

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 faculty member at California State University, Fullerton in the position of Distinguished Professor in the College of Education. He 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.

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.

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).

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 Altos 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.

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 60 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.

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.



REFERENCES

OAKLAND UNIFIED SCHOOL DISTRICT SUPERINTENDENT SEARCH

	DISTRICT NAME AND ADDRESS	CONTACT NAME	TITLE	PHONE	EMAIL
1	West Contra Costa USD 1108 Bissell Ave Richmond, CA 94801	Leslie Reckler	Board President	(510) 408-6123	leslie.reckler@wccusd.net
2	Elk Grove USD 9510 Elk Grove Florin Rd Elk Grove, CA 95624	Michael Vargas	Board President	(916) 686-7700	mjvargas@egusd.net
3	Corona-Norco USD 2820 Clark Avenue Norco, CA 92860	Mary Helen Ybarra	Board Clerk	(951) 736-5010	Mary.ybarra@cnusd.k12.ca.us
4	San Ramon Valley USD 699 Old Orchard Drive Danville, CA 94526	Susanna Ordway	Board Vice-President	925-552-2933	sordway@srvusd.net
5	Berkeley USD 2020 Bonar Street Berkeley, CA 94702	Ka'Dijah Brown	Director Board of Trustees	(510) 644-8764	kadijahbrown@berkeley.net



REFERENCES: 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)

<u>District</u>	<u>County</u>	<u>ADA*</u>
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

<u>District</u>	<u>County</u>	<u>ADA*</u>
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

<u>District</u>	<u>County</u>	<u>ADA*</u>
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

<u>District</u>	<u>County</u>	<u>ADA*</u>
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 Benito	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

<u>District</u>	<u>County</u>	<u>ADA*</u>
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



REFERENCES: 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 services as 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 recruiting 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.

Exhibit A : Acknowledgement of Reading and Understanding OUSD's Contract

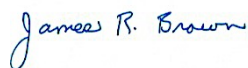
Important, the award of this solicitation is conditional on the winning bidder(s) accepting the terms of the contract below.

By signing this Exhibit, you acknowledge that you have read and understand Oakland Unified School District's Professional Services Agreement. Proposer understands that if awarded, it will be required to sign the agreement which will ultimately be approved by the Oakland Unified School Board before the project/work can begin.

***Contract Insurance Requirements may be subject to change**

To view click here: [SERVICES AGREEMENT](#)

If having a hard time opening template(s), please email procurement@ousd.org for a copy.



Signature

James R. Brown

Print Name

Emeritus Partner, Senior Advisor

Title

September 22, 2025

Date

Exhibit B: References

Reference 1:

Customer Name: West Contra Costa Unified School District

Contact Name: Leslie Reckler

Title: Board President

Address: 1108 Bissell Avenue, Richmond, CA 94801-3135

Phone Number: 510-408-6123

Email: Leslie.reckler@wccusd.net

Services Provided: Superintendent Search

Duration of Services: Five months

Reference 2:

Customer Name: Elk Grove Unified School District

Contact Name: Michael Vargas

Title: Board President

Address: 9510 Elk Grove Florin Road, Elk Grove, CA 95624

Phone Number: 916-686-7700

Email: mjvargas@egusd.net

Services Provided: Superintendent Search

Duration of Services: In process – estimated 3 months

Reference 3:

Customer Name: Corona-Norco Unified School District

Contact Name: Mary Helen Ybarra

Title: Board Clerk

Address: 2820 Clark Avenue, Norco, CA 92860

Phone Number: 951-736-5010

Email: mary.ybarra@cnusd.k12.ca.us

Services Provided: Superintendent Search

Duration of Services: 3 months

Exhibit C: Proposal Price Form

Service Description:

Annual Pricing:

Superintendent Search (see proposal for details)

\$67,500 search

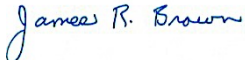
\$ 7,500 travel/advertising

Total Annual Amount of Proposal (Not To Exceed):

Additional Fees or Special Request Costs:

To be determined depending on District reimbursement for potential out-of-state candidate travel.

Print Name: James R. Brown

Signature: 

Title: Emeritus Partner, Senior Advisor

Company Name: Leadership Associates

Date: September 22, 2025

Exhibit D: Terms and Conditions

By virtue of submitting a proposal, each Bidder confirms that (a) it is agreeable to each and every provision of Exhibit A – Contract Template and (b) that the District has the absolute right to delete existing and/or to include additional provisions in any resulting contract with a Bidder prior to execution of said contract(s) by the parties. In addition, consistent with Exhibit A – Contract Template, by virtue of submitting a proposal each Bidder confirms the following:

1. **Equal Opportunity** – The Bidder must be an Equal Opportunity Employer, and shall be in compliance with the Civil Rights Act of 1964, the State Fair Employment Practice Act, and all other applicable Federal and State laws and regulations relating to equal opportunity employment. It is the policy of OUSD that in connection with all work performed under Contracts there be no discrimination against anyone because of race, color, ancestry, national origin, religious creed, physical disability, medical condition, marital status, sexual orientation, gender, or age; therefore, Bidder agrees to comply with applicable Federal and California laws including, but not limited to, the California Fair Employment and Housing Act beginning with Government Code Section 12900 and Labor Code Section 1735 and OUSD policy. In addition, Bidder agrees to require like compliance by all its subcontractors. Bidder shall not engage in unlawful discrimination in employment on the basis of actual or perceived; race, color, national origin, ancestry, religion, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex or sexual orientation.
2. **Errors and Omissions** – If a bidder discovers any ambiguity, conflict, discrepancy, omission, or other error in the RFP, the bidder shall immediately notify the District of such error in writing and request clarification or modification of the document. Modifications will be made by addenda. Such clarification shall be given by written notice to all parties who have been furnished an RFP for bidding purposes, without divulging the source of the request for the same. Insofar as practicable, the District will give such notices to other interested parties, but the District shall not be responsible therefor. If a bidder fails to notify the District, prior to the date fixed for submission of bids, of an error in the RFP known to them, or an error that reasonably should have been known to them, they shall bid at their own risk; and if awarded the contract, the bidder shall not be entitled to additional compensation or time by reason of the error or its later correction. The bidder should carefully examine the entire RFP and addenda thereto, and all related materials and data referenced in the RFP or otherwise available to them, and should become fully aware of the nature and location of the work, the quantities of the work, and the conditions to be encountered in performing the work.
3. **Bidder Agreement** – In compliance with this RFP, the bidder will propose and agree to furnish all labor, materials, transportation, and services for the work

described and specifications and for the items listed herein. A bid is subject to acceptance at any time within sixty (60) days after opening of the same, unless otherwise stipulated. Bids cannot be corrected or altered after opening by the District.

4. Bid Signee – If the bidder is an individual or an individual doing business under a company name, the bid must, in addition to the company name, be signed by the individual. If the bidder is a partnership, the bid should be signed with the partnership name by one of the partners. If a corporation, with the name of the corporation by an officer authorized to execute a bid on behalf of the corporation.

5. Bidders' Understanding – It is understood and agreed that the bidder has been, by careful examination, satisfied as to the nature and location of the work; the character, quality and quantity of the materials to be provided; the character of equipment and facilities needed preliminary to and during the prosecution of the work; and general and local conditions, and all other matters which can in any way affect the work under the contract. No verbal agreement or conversation with any officer, agent or employee of the District, either before or after the execution of the contract, shall affect or modify any of the contractual terms or obligations.

6. Intent of Specifications – All work that may be called for in the specifications shall be executed and furnished by the successful bidder(s), and should any work or materials be required which is not denoted in the specifications, either directly or indirectly but which is nevertheless necessary for the execution of the contract, the bidder is to understand the same to be implied and required, and shall perform all such work and furnish any such material as fully as if it were particularly delineated or described.

7. Extra Work – No bill or claim for extra work or materials shall be allowed or paid unless the doing of such extra work or the furnishing of such extra materials shall have been authorized in writing by the District's Director of Transportation.

8. Defense, Indemnity & Hold Harmless – Contractor shall indemnify, hold harmless and defend OUSD and each of its officers, officials, employees, volunteers and agents from any loss, liability, fines, penalties, forfeitures, costs and damages (whether in contract, tort or strict liability, including but not limited to personal injury, death at any time and property damage) incurred by OUSD, Contractor or any other person and from any claims, demands and actions in law or equity (including attorney's fees and litigation expenses), arising or alleged to have arisen directly or indirectly out of performance of this Agreement. Contractor's obligations under the preceding sentence shall apply jointly and severally regardless of whether OUSD or any of its officers, officials, employees, volunteers or agents are actively or passively negligent, but shall not apply to any loss or liability, fines, penalties, forfeitures, costs or damages caused solely by the active negligence or by the willful misconduct of OUSD. If Contractor should subcontract all or any portion of the work or activities to be performed under this MOU, Contractor shall require each subcontractor to indemnify, hold harmless and

defend OUSD, its officers, officials, employees, volunteers or agents in accordance with the terms of the preceding paragraph. Contractor also agrees to hold harmless, indemnify, and defend the District and its elective board, officers, agents, and employees from any and all claims or losses incurred by any supplier, Contractor, or subcontractor furnishing work, services, or materials to Contractor in connection with the performance of this Agreement. This provision survives termination of this Agreement.

9. Disposition of Proposals – All materials submitted in response to this RFP will become the property of the District, and will be returned only at the District's option and at the bidder's expense. The original copy shall be retained for official files and will become a public record after the date and time for final bid submission as specified.

10. Terms of the Offer – The District's acceptance of Bidder's offer shall be limited to the terms herein unless expressly agreed in writing by the District. Proposals offering terms other than those shown herein will be declared non-responsive and will not be considered.

11. Awards – The District reserves the right of determination that items bid meet or do not meet bid specifications. Further, the Board of Education reserves the right to accept or reject any or all bids and to waive any informality in the bidding.

12. District's Alternative Providers – The District reserves the right to solicit, purchase and obtain from providers other than the successful Bidder(s) certain products and services, of a nature similar or equivalent to those products and services solicited in this RFP.

13. Bidder Agreement to Terms and Conditions – Submission of a signed proposal will be interpreted to mean Bidder has agreed to all the terms and conditions set forth in the pages of this solicitation, including the terms of the exemplar contract included herewith.

14. Laws Governing Contract – This contract shall be in accordance with the laws of the State of California. The parties further stipulate that the County of Alameda, California, is the only appropriate forum for any litigation arising here from.

15. Notices – Any notices relevant to this Agreement may be served effectually upon either the District or the Successful Bidder, one to the other, by delivering such notice in writing, or sending such notice by certified mail, traceable overnight letter or email.

16. Changes to the Agreement – The Agreement may be changed or amended by written, mutual consent of the District and each successful Bidder. No alteration or variation of the terms of the Agreement shall be valid unless made in writing and signed by the parties thereto, and no oral understanding or agreement not

incorporated therein shall be binding on the parties thereto.

17. Nomenclatures – The terms Successful Bidders, Suppliers, Vendors, Providers, Service Providers, Awarded Contractors and Contractors may be used interchangeably in this solicitation and shall refer exclusively to the person, company, or corporation with whom the District enters into a contract as a result of this solicitation. The terms District, OUSD, Oakland Unified School District, Board and Board of Education may be used interchangeably in this solicitation and shall refer exclusively to the Oakland Unified School District. The terms Proposals, Bids and Offers may be used interchangeably in this solicitation and shall refer exclusively to the response made to this solicitation by any bidder. The terms RFP and Request For Proposals may be used interchangeably in this solicitation and shall refer exclusively to this solicitation. The terms Contract and Agreement may be used interchangeably in this solicitation.

18. Time – Time is of the essence.

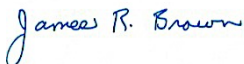
19. Severability – If any provisions, or portions of any provisions, of the contract are held invalid, illegal, or unenforceable, they shall be severed from the contract and the remaining provisions shall be valid and enforceable.

20. Assignment – The Agreement entered into with the District shall not be assigned without the prior written consent of the District.

21. No Rights in Third Parties – The Agreement entered into with the District does not create any rights in or inure to the benefit of any third party.

22. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Bidder must complete and return with its proposal the Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion form, which is attached hereto as Exhibit E

Print Name: James R. Brown

Signature: 

Date: September 22, 2025

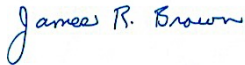
**Exhibit E: Certification Regarding Debarment, Suspension, Ineligibility
And Voluntary Exclusion**

I am aware of and hereby certify that neither Leadership Associates nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency. I further agree that I will include this clause without modification in all lower tier transactions, solicitations, proposals, contracts and subcontracts. Where the bidder/offer or/contractor or any lower participant is unable to certify to this statement, it shall attach an explanation to this solicitation proposal.

IN WITNESS WHEREOF, this instrument has been duly executed by the Principal of the above named bidder on September 22, 2025 for the purposes of submission of this bid.

By

Print Name: James R. Brown

Signature: 

Date: September 22, 2025

Exhibit F: Acknowledgement of Understanding Required Insurance

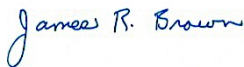
*Insurance Requirements may be subject to change

The following documents listed below are **not** required upon submission of proposal but will be required upon being selected for the Executive Search Firm for this project.

Unless specifically waived by OUSD, the following insurance is required:

1. Statement of Qualifications
A Statement of Qualifications is a paragraph or two on the organization's letterhead that explains why they are qualified to provide this service.
2. Commercial General Liability Insurance Coverage via an ACORD sheet.
 - A. Address in the "Certificate Holder" section: Oakland Unified School District, Attn: Risk Management; 1011 Union Street, Oakland CA 94607
 - B. Policy Limits: 1,000,000 per occurrence / \$2,000,000 aggregate
3. Policy Endorsement that names Oakland Unified School District as an Additional Insured
4. Agency Letter: This letter states the following : (and should be on your letterhead)
 - (a) All of the employees that work at OUSD have passed fingerprint review by CA DOJ and FBI, TB testing requirements, and mandate reporting.
 - (b) ATI Numbers (from fingerprinting) will need to appear on all invoices submitted to OUSD
 - (c) Proof of fingerprint passage and TB Test passage of staff working at OUSD will be available to OUSD upon demand.

Print Name: James R. Brown

Signature: 

Title: Emeritus Partner, Senior Advisor

Company Name: Leadership Associates

Date: September 22, 2025

Exhibit G: Workers Compensation Certificate*

Please refer to signed affidavit on next page.

Labor Code § 3700

"Every employer except the state shall secure the payment of compensation in one or more of the following ways:

(a) By being insured against liability to pay compensation in one or more insurers duly authorized to write compensation insurance in this state.

(b) By securing from the Director of Industrial Relations a certificate of consent to self-insure either as an individual employer, or as one employer in a group of employers, which may be given upon furnishing proof satisfactory to the Director of Industrial Relations of ability to self-insure and to pay any compensation that may become due to his or her employee.

(c) For any county, city, city and county, municipal corporation, public district, public agency, or any political subdivision of the state, including each member of a pooling arrangement under a joint exercise of powers agreement (but not the state itself), by securing from the Director of Industrial Relations a certificate of consent to self-insure against workers' compensation claims, which certificate may be given upon furnishing proof satisfactory to the Director of ability to administer workers' compensation claims properly, and to pay workers' compensation claims that may become due to its employees. On or before March 31, 1979, a political subdivision of the state which, on December 31, 1978, was uninsured for its liability to pay compensation, shall file a properly completed and executed application for a certificate of consent to self-insure against workers' compensation claims. The certificate shall be issued and be subject to the provisions of Section 3702."

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 the code, and I will comply with such provisions before commencing the performance of the work of this contract.

Print Name: _____

Signature: _____

Title: _____

Company Name: _____

Date: _____

EXEMPTION from WORKERS' COMPENSATION

To be exempt from worker's compensation, you must submit an affidavit, certifying that you do not employ anyone in a manner that is subject to the workers' compensation laws of California. (See *Business and Professions Code Section 7125*.)

For exemption from worker's compensation, please complete the requested information, check the box, and sign the form.

SECTION 1 – BUSINESS NAME / SOLE PROPRIETER NAME AND ADDRESS		
FULL BUSINESS NAME Leadership Associates, LLC		
BUSINESS MAILING ADDRESS 449 W Foothill Blvd		City State Zip Glendora CA 91741
BUSINESS PHONE NUMBER 760-771-4277	BUSINESS FAX NUMBER	BUSINESS E-MAIL ADDRESS bhall@leadershipassociates.org

SECTION 2 – CHECK BOX
☒ I do not employ anyone in the manner subject to the workers' compensation laws of the State of California.

SECTION 3 – SIGNATURE	
I certify under penalty of perjury under the laws of the State of California that the information provided on this exemption statement is true and accurate. I understand that upon employing anyone in a manner that is subject to the worker's compensation laws of the State of California, the claim of exemption executed under this form will no longer be valid. I also understand that, as soon as I employ anyone subject to the California's workers' compensation laws, I must obtain a Certificate of Worker's Compensation Insurance, submit that certificate to Long Beach Community College District within 90 days of its effective date, and continuously maintain the coverage provided by the certificate in accordance with the law.	
Date 7/15/25	Signature of (Owner, Partner, or Officer) 

Leadership Associates, LLC has no employees (partners and independent contractors only) and therefore are not required to carry Workers Compensation Insurance.

Exhibit H: Fingerprinting Notice and Acknowledgement

FOR ALL CONTRACTS EXCEPT WHEN CONSTRUCTION EXCEPTION IS MET (Education Code Section 45125.1)

Other than business entities performing construction, reconstruction, rehabilitation, or repair who have complied with Education Code section 45125.2, business entities entering into contracts with the District must comply with Education Code sections 45125.1. Such entities are responsible for ensuring full compliance with the law and should therefore review all applicable statutes and regulations. The following information is provided simply to assist such entities with compliance with the law:

1. You (as a business entity) shall ensure that each of your employees who interacts with pupils outside of the immediate supervision and control of the pupil's parent or guardian or a school employee has a valid criminal records summary as described in Education Code section 44237. (Education Code §45125.1(a).) You shall do the same for any other employees as directed by the District. (Education Code §45125.1(c).) When you perform the criminal background check, you shall immediately provide any subsequent arrest and conviction information it receives to the District pursuant to the subsequent arrest service. (Education Code §45125.1(a).)

2. You shall not permit an employee to interact with pupils until the Department of Justice has ascertained that the employee has not been convicted of a felony as defined in Education Code section 45122.1. (Education Code §45125.1(e).) See the lists of violent and serious felonies in Attachment A to this Notice.

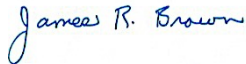
3. Prior to performing any work or services under your contract with the District, and prior to being present on District property or being within the vicinity of District pupils, you shall certify in writing to the District under the penalty of perjury that neither the employer nor any of its employees who are required to submit fingerprints, and who may interact with pupils, have been convicted of a felony as defined in Education Code section 45122.1, and that you are in full compliance with Education Code section 45125.1. (Education Code §45125.1(f).) For this certification, you shall use the form in Attachment B to this Notice.

4. If you are providing the above services in an emergency or exceptional situation, you are not required to comply with Education Code section 45125.1, above. An "emergency or exceptional" situation is one in which pupil health or safety is endangered or when repairs are needed to make a facility safe and habitable. The District shall determine whether an emergency or exceptional situation exists. (Education Code §45125.1(b).)

5. If you are an individual operating as a sole proprietor of a business entity,

you are considered an employee of that entity for purposes of Education Code section 45125.1, and the District shall prepare and submit your fingerprints to the Department of Justice as described in Education Code section 45125.1(a). (Education Code §45125.1(h).)

I, as Emeritus Partner, Senior Advisor of Leadership Associates
have read the foregoing and agree that Leadership Associates independent
contractors will comply with the requirements of Education Code §45125.1 as
applicable, including submission of the certificate mentioned above.

Print Name: James R. Brown
Signature: 
Title: Emeritus Partner, Senior Advisor
Company Name: Leadership Associates
Date: September 22, 2025

ATTACHMENT A

Violent and Serious Felonies

Under Education Code sections 45122.1 and 45125.1, no employee of a contractor or subcontractor who has been convicted of or has criminal proceedings pending for a violent or serious felony may come into contact with any student. A violent felony is any felony listed in subdivision (c) of Section 667.5 of the Penal Code. Those felonies are presently defined as:

- (1) Murder or voluntary manslaughter.
- (2) Mayhem.
- (3) Rape as defined in paragraph (2) or (6) of subdivision (a) of Section 261 or paragraph (1) or (4) of subdivision (a) of Section 262.
- (4) Sodomy as defined in subdivision (c) or (d) of Section 286.
- (5) Oral copulation as defined in subdivision (c) or (d) of Section 288a.
- (6) Lewd or lascivious act as defined in subdivision (a) or (b) of Section 288.
- (7) Any felony punishable by death or imprisonment in the state prison for life.
- (8) Any felony in which the defendant inflicts great bodily injury on any person other than an accomplice which has been charged and proved as provided for in Section 12022.7, 12022.8, or 12022.9 on or after July 1, 1977, or as specified prior to July 1, 1977, in Sections 213, 264, and 461, or any felony in which the defendant uses a firearm which use has been charged and proved as provided in subdivision (a) of Section 12022.3, or Section 12022.5 or 12022.55.
- (9) Any robbery.
- (10) Arson, in violation of subdivision (a) or (b) of Section 451.
- (11) Sexual penetration as defined in subdivision (a) or (j) of Section 289.
- (12) Attempted murder.
- (13) A violation of Section 18745, 18750, or 18755.
- (14) Kidnapping.
- (15) Assault with the intent to commit a specified felony, in violation of Section 220.

- (16) Continuous sexual abuse of a child, in violation of Section 288.5.
- (17) Carjacking, as defined in subdivision (a) of Section 215.
- (18) Rape, spousal rape, or sexual penetration, in concert, in violation of Section 264.1.
- (19) Extortion, as defined in Section 518, which would constitute a felony violation of Section 186.22 of the Penal Code.
- (20) Threats to victims or witnesses, as defined in Section 136.1, which would constitute a felony violation of Section 186.22 of the Penal Code.
- (21) Any burglary of the first degree, as defined in subdivision (a) of Section 460, wherein it is charged and proved that another person, other than an accomplice, was present in the residence during the commission of the burglary.
- (22) Any violation of Section 12022.53.
- (23) A violation of subdivision (b) or (c) of Section 11418.

A serious felony is any felony listed in subdivision (c) Section 1192.7 of the Penal Code. Those felonies are presently defined as:

(1) Murder or voluntary manslaughter; (2) Mayhem; (3) Rape; (4) Sodomy by force, violence, duress, menace, threat of great bodily injury, or fear of immediate and unlawful bodily injury on the victim or another person; (5) Oral copulation by force, violence, duress, menace, threat of great bodily injury, or fear of immediate and unlawful bodily injury on the victim or another person; (6) Lewd or lascivious act on a child under the age of 14 years; (7) Any felony punishable by death or imprisonment in the state prison for life; (8) Any felony in which the defendant personally inflicts great bodily injury on any person, other than an accomplice, or any felony in which the defendant personally uses a firearm; (9) Attempted murder; (10) Assault with intent to commit rape, or robbery; (11) Assault with a deadly weapon or instrument on a peace officer; (12) Assault by a life prisoner on a non-inmate; (13) Assault with a deadly weapon by an inmate; (14) Arson; (15) Exploding a destructive device or any explosive with intent to injure; (16) Exploding a destructive device or any explosive causing bodily injury, great bodily injury, or mayhem; (17) Exploding a destructive device or any explosive with intent to murder; (18) Any burglary of the first degree; (19) Robbery or bank robbery; (20) Kidnapping; (21) Holding of a hostage by a person confined in a state prison; (22) Attempt to commit a felony punishable by death or imprisonment in the state prison for life; (23) Any felony in which the defendant personally used a dangerous or deadly weapon; (24) Selling, furnishing, administering, giving, or offering to sell, furnish, administer, or give to a minor any heroin, cocaine, phencyclidine (PCP), or any methamphetamine-related drug, as described in paragraph (2) of subdivision (d) of Section 11055 of the Health and Safety Code, or any of the precursors of

methamphetamines, as described in subparagraph (A) of paragraph (1) of subdivision (f) of Section 11055 or subdivision (a) of Section 11100 of the Health and Safety Code; (25) Any violation of subdivision (a) of Section 289 where the act is accomplished against the victim's will by force, violence, duress, menace, or fear of immediate and unlawful bodily injury on the victim or another person; (26) Grand theft involving a firearm; (27) carjacking; (28) any felony offense, which would also constitute a felony violation of Section 186.22; (29) assault with the intent to commit mayhem, rape, sodomy, or oral copulation, in violation of Section 220; (30) throwing acid or flammable substances, in violation of Section 244; (31) assault with a deadly weapon, firearm, machine gun, assault weapon, or semiautomatic firearm or assault on a peace officer or firefighter, in violation of Section 245; (32) assault with a deadly weapon against a public transit employee, custodial officer, or school employee, in violation of Sections 245.2, 245.3, or 245.5; (33) discharge of a firearm at an inhabited dwelling, vehicle, or aircraft, in violation of Section 246; (34) commission of rape or sexual penetration in concert with another person, in violation of Section 264.1; (35) continuous sexual abuse of a child, in violation of Section 288.5; (36) shooting from a vehicle, in violation of subdivision (c) or (d) of Section 26100; (37) intimidation of victims or witnesses, in violation of Section 136.1; (38) criminal threats, in violation of Section 422; (39) any attempt to commit a crime listed in this subdivision other than an assault; (40) any violation of Section 12022.53; (41) a violation of subdivision (b) or (c) of Section 11418; and (42) any conspiracy to commit an offense described in this subdivision.

ATTACHMENT B

Form for Certification of Lack of Felony Convictions

Note: This form must be submitted by the owner, or an officer, of the contracting entity before it may commence any work or services, and before it may be present on District property or be within the vicinity of District pupils.

Entity Name: Leadership Associates

Date of Entity's Contract with District: _____, 2025

Scope of Entity's Contract with District: Superintendent Search

I, James R. Brown, am an Emeritus Partner, Senior Advisor for Leadership Associates ("Entity"), which entered a contract on _____, 2025, with the District for Superintendent Search Services.

I certify that (1) pursuant to Education Code section 45125.1(f), neither the Entity, nor any of its employees who are required to submit fingerprints and who may interact with pupils, have been convicted of a felony as defined in Education Code section 45122.1; and (2) the Entity is in full compliance with Education Code section 45125.1, including but not limited to each employee who will interact with a pupil outside of the immediate supervision and control of the pupil's parent or guardian having a valid criminal background check as described in Education Code section 44237.

I declare under penalty of perjury that the foregoing is true and correct to the best of my knowledge.

Print Name: James R. Brown

Signature: James R. Brown

Title: Emeritus Partner, Senior Advisor

Company Name: Leadership Associates

Date: September 22, 2025

Exhibit I: Non-Collusion Declaration

I, James R. Brown , declare that I am the party making the foregoing proposal, that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proponent has not directly or indirectly induced or solicited any other proponent to put in a false or sham proposal and has not directly or indirectly colluded, conspired, connived, or agreed with any proponent or anyone else to put in a sham proposal, or that anyone shall refrain from responding; that the proponent has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix any overhead, profit, or cost element of the proposal price, or of that of any other proponent, or to secure any advantage against the public body awarding the Contract of anyone interested in proposed Contract; that all statements contained in the proposal are true, and, further, that the proponent has not, directly or indirectly, submitted his or her proposal price of any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

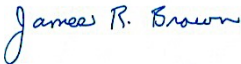
Print Name: James R. Brown
Signature: 
Title: Emeritus Partner, Senior Advisor
Company Name: Leadership Associates
Date: September 22, 2025

Exhibit J: Authorized Vendor Signature - Point of Contact

Proposal Submitted by:

The undersigned declares under penalty of perjury under the laws of the State of California that the presentations made in this bid are true and correct.

September 22, 2025	<u>James R. Brown</u>	Emeritus Partner, Senior Advisor	James R. Brown
Date	Signature/Title		Print Name
Leadership Associates	449 W. Foothill Blvd., #427		Glendora, CA 91741
Name of Company	Address		City/State
jbrown@leadershipassociates.org	818-515-4089		n/a
Email	Telephone #		Fax #
68-0383653			
Federal Tax ID Number			