



LEADERSHIP ASSOCIATES
PROPOSAL TO CONDUCT A SUPERINTENDENT SEARCH
FOR



DJUSD

DAVIS JOINT UNIFIED
SCHOOL DISTRICT

MARCH 2016

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March 3, 2016

Board of Trustees
Davis Joint Unified School District
526 B Street
Davis, CA 95616

Dear Members of the Board:

Leadership Associates is pleased to submit a proposal to partner with the Davis Joint Unified School District Board of Trustees to select a new superintendent.

Our firm has worked with a wide variety of school districts throughout California since our founding in 1996. We have completed more than 350 searches for California school boards since that time. More than 85% of the superintendents selected have remained in their positions more than five years. Our work includes partnering with Boards in several similar and/or nearby school districts such as Oakland Unified, Pittsburg Unified, Novato Unified, Palo Alto Unified, Mt. Diablo Unified, San Mateo Union High, San Marino Unified, Placentia-Yorba Linda Unified and Oakley school districts as well as the partnership with Davis Joint Unified in its last search for a new superintendent.

We are a California based executive search firm that recruits nationwide, which has helped us deepen our understanding of the ever-changing California educational landscape. Through the continued participation of several of our partners in education organizations such as the California Collaborative for District Reform, 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 with extensive engagement from staff and community. Through our years of experience we have come to understand and respect the uniqueness of each board and district. While there are similarities among districts, we believe that each district has a unique culture that is important to respect and understand. There are many good superintendent candidates but only some will be the right match for Davis Joint Unified School District. Our job is to find those individuals who are that right match.

In considering the uniqueness of the Davis Joint Unified School District, Leadership Associates is very aware and respectful of the following characteristics and will bring you candidates who match your ideals and beliefs as a district:

- A commitment to Excellence and Equity as exemplified in the DJUSD Road Map
- A high Level of Community engagement and support, which includes ongoing financial support through parcel taxes and other resources
- A strong Governance Team
- Partnerships with University and Community groups
- An emphasis on high quality teaching and learning

- A talented and resourceful staff
- A long held value that diversity is an asset
- A commitment to educating the whole child and helping each child graduate ready for success in higher education and a career with growth potential
- A commitment to innovation and continuous improvement

We would welcome the opportunity to partner with you to discuss the search process, including options for staff and community input, an overview of the potential candidate pool, timeline, and the importance of maintaining a confidential process. We also want to meet with staff and community groups and individuals to obtain 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 for Board review, and begin recruiting candidates who will be an excellent fit as Davis Joint Unified School District Superintendent.

If our firm is selected, Mr. Rich Thome, Mr. James R. (Jim) Brown, and Dr. Peggy Lynch will be the lead consultants and actively involved with this search. 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. 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 work to build that relationship and provide the Board with high quality candidates who are a good match for the special community that is the Davis Joint Unified School District.

Respectfully,



Richard D. Thome



James R. (Jim) Brown



Peggy Lynch, Ed.D

BEST PRACTICES FOR SELECTING A SUPERINTENDENT

DAVIS JOINT UNIFIED SCHOOL DISTRICT SUPERINTENDENT SEARCH PROPOSAL 2016

Superintendent transitions provide opportunities for organizational growth and development. With the increasing challenges and needs faced by children in school districts, the selection of a new superintendent is the most important decision a school board will make. This decision will have an immediate and lasting impact on student achievement, school climate and culture, student attitudes, teacher morale, parent expectations and community vitality. Perceptions of teaching and learning have changed during the last ten years and with that have come a change in expectations for school leaders.

Best practices for the selection of a new superintendent include:

<u>BEST PRACTICES</u>	<u>LEADERSHIP ASSOCIATES</u>
• Determine and clarify needs of the organization	✓
• Select a qualified search firm	✓
• Develop search protocols	✓
• Solicit meaningful engagement, input and feedback from all stakeholders	✓
• Use relevant data in developing the position description	✓
• Develop search transition agreements	✓
• Communicate superintendent search updates	✓
• Strategic recruiting and advertising	✓
• Thoughtful review of candidates	✓
• Rigorous interview process	✓
• Select the final candidate	✓

- ✓ **Determine and Clarify Needs of the Organization** – School districts, employees and communities should pay close attention to the organizational needs of the district, students and employees prior to hiring a new superintendent. These should be well understood at the beginning of the search process and reflected in the Position Description. Leadership Associates will assist the Board in this process.
- ✓ **Selection of a Qualified Search Firm** – This includes preparation of a Request for Proposal (RFP) which provides background on the District, lists questions to which the firm should respond and indicates the criteria that will be used to select a firm. Boards should seek references and background information on firms before making a final decision. Interviews with search firms should have ample time allotted for Board questions and Search Firm responses. Leadership Associates encourages Boards to contact references and use the Internet and other sources to obtain background information on the work of all interested search firms.

- ✓ **Develop Search Protocols** – The Board and Search Firm should agree on protocols to guide the search and any potential issues related to contract parameters.
- ✓ **Solicit Meaningful Engagement, Input and Feedback From All Stakeholders** – An extensive process for stakeholder engagement is critical before the hiring process begins. This ensures accurate data, buy-in and support for both the process and the final candidate. Multiple opportunities should be provided for people to participate.
- ✓ **Use Relevant Data in Developing the Position Description** – This is a key document because it informs the recruiting, reference checking, and interview processes. It should include the information identified and collected from the District database as well as the input received from the various District focus groups on qualities and characteristics desired, including a description of the District and community. It is critical that the selected candidate is hired for the district he/she will lead and not just the position.
- ✓ **Develop Search Transition Agreements** – Prior to the selection of the superintendent there should be a discussion of the leadership transition process, the roles and responsibilities for the next superintendent, and District and Superintendent goals for the coming year.
- ✓ **Communicate Superintendent Search Updates** – Opportunities for regular Board and community updates are critical to both the process and the calibrating of the search criteria as needed.
- ✓ **Strategic Recruiting and Advertising** – Utilizing and tapping into key professional educational networks, outside organizations, business leaders, labor groups, and media outlets are critical in identifying the “match” of candidates for the next superintendent.
- ✓ **Thoughtful Review of Candidates** – The application process provides an initial screening of qualifications; however, an in-depth confidential review of each candidate is critical as a predictor of future performance and success. Reference checking should include people not listed by the candidates. Checking databases is also essential as well as background checks for the finalists.
- ✓ **Rigorous Interview Process** – Leadership Associates remains with the Board during the entire interview process. We help the Board develop questions which are linked to the position description and are carefully analyzed and discussed prior to the interview. Additionally, each question response should be independently rated to assist in the review of candidate performance. All interviewees should be asked a similar set of questions in the first round. The second round with finalists is more informal.
- ✓ Search committee members commonly make decisions about candidates within the first three minutes of an interview and base these decisions upon personal attraction, candidate reputation or candidate connections to a Board member. Well coached candidates know this. In hiring, it is important to consider these initial reactions but remain focused on the goals and criteria for the hire. The hiring process should be methodical in surfacing these initial reactions and helping Board members make a well-informed decision and to resist the quick and emotional decision.
- ✓ **Selecting the Final Candidate** – The Search Firm should provide protocols to assist the Board with its deliberations about the final candidates and be prepared to assist in arranging a site visit if desired. Representatives of the firm should be available to facilitate the deliberation process.

PROPOSAL REQUIREMENTS

DAVIS JOINT UNIFIED SCHOOL DISTRICT **SUPERINTENDENT SEARCH PROPOSAL 2016**

The Davis Joint Unified School District RFP lists 11 Proposal Requirements. Following is a summary of how Leadership Associates meets these requirements:

1. Profile of Consultants and Firm:

Description of Firm:

Leadership Associates 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. Through more than 350 searches in California we have developed processes that lead to the successful hiring of superintendents, and other education executives, who meet the profile developed by the Board. These processes include engaging key stakeholders, conducting extensive recruiting and thorough reference checking, and working with the Board throughout the interview and contract approval processes.
3. Our partners are all former superintendents with successful leadership experiences in a variety of districts and in state and national organizations. We know the work. And we know who will do it well.
4. We understand and respect the factors that contribute to a highly effective governance team. We are committed to helping Board members work collaboratively with each other throughout the various stages 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. In some respects our job is to make your ultimate decision a difficult one. We are proud of the high quality leaders we have been able to bring forward for Board consideration.
6. Our belief is that in order for superintendents to be successful they must have successful leadership experience leading and managing complex organizations. They should know what excellence in curriculum and instruction looks like and be deeply committed to equity. Their behavior must be of the highest integrity and reflect ethical values in their relationships with students, staff, community, and the Board. They must support powerful teaching and learning, build leadership capacity, and strengthen systems and processes that support high levels of achievement for all students
7. We will always provide our best recommendations to the Board including those related to the hiring of specific candidates and the importance of maintaining a high degree of confidentiality so that the best possible candidates come forward.

In conclusion we believe the strengths of our firm are the right match for Davis Joint Unified School 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.

Profile of Consultants:

- 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 Dialogue; Association of California School Administrators (ACSA), California Association of Latino School Administrators (CALSA); 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 the California state superintendents committee for ACSA; two were presidents of ACSA
- A number are bi-lingual 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*

2. Summary of Strategies to identify and Engage Community

We initially work with the Board to develop a student, staff, and community engagement plan. This involves identifying key stakeholder groups and individuals (community, staff and students) with whom the Board would like us to meet. Meeting dates and locations are identified. Then invitations are sent followed by scheduled meetings with the individuals and groups.

We also ask that there may be one or more Open Forums for those unable to attend the scheduled meetings.

During the meetings and Forums, we share the search process, timeline, answer questions and then solicit input regarding the desired qualities, characteristics, background and experiences of the new superintendent, as well as 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 and 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 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. We also share this report with the new superintendent to be used as a basis for developing an entry plan.

3. **Processes and Strategies Unique to Davis Joint Unified School District**

One of our strengths is our ability to identify search proven strategies and candidates who are the right match for the district we are serving. Each district we serve is unique in its own way.

Our previous search experience in Davis JUSD and our initial review of key documents and the RFP affirm the importance of getting the right balance between stakeholder engagement and confidentiality. Accordingly, we place a heavy emphasis on stakeholder outreach to help develop the profile for the next superintendent and identify key district strengths and challenges. We also recommend taking some stakeholders with the Board on a site visit for the finalist before a contract is offered. We know it is important to provide multiple avenues for stakeholders to provide their input and we offer many.

We are also aware of the close connection of many in the Davis community to the State of California and the University of California. In part this contributes to helping make Davis JUSD a high profile district statewide. Others watch what you do and learn from you.

4. **Ensuring Confidentiality**

Leadership Associates strongly believes that confidentiality in the search process is essential to securing high quality candidates. Accordingly we do the following:

- a. Maintain confidential files on all applicants
- b. Conduct confidential reference checks which do not place the candidate at risk. Our extensive statewide network is a major asset in this regard plus our previous leadership experiences in California.
- c. Share complete applicant files and results of confidential reference checks with only the Board
- d. Do not comment on individual candidates with the press or other public sources
- e. Communicate directly with candidates and not through consultants or 3rd parties

5. **Similar Services Provided to Comparable Districts**

- a. Palo Alto Unified: 2014/\$31,500; 2007/\$35,000
- b. San Ramon Valley Unified: 2008/\$35,000 (and have just been selected to facilitate current search)
- c. Novato Unified: 2015/\$24,500
- d. San Mateo Union High: 2015/\$27,950
- e. Mt. Diablo Unified: 2013/\$33,500
- f. San Marino Unified: 2014/\$22,500
- g. Placentia-Yorba Linda Unified: 2013/\$10,325 (search conducted in-district only)
- h. Natomas Unified: 2012/\$24,950
- i. Carmel Unified: 2015/\$24,950

6. **Information regarding any unsuccessful searches**

Of the more than 350 searches we have completed in California, there are two districts in which the Board was divided and unable to agree on a finalist: Sweetwater Union High School District and San Bernardino City Unified School District in 2011.

There are five districts where the Board informed us the candidate was not working out as expected. We honored our guarantee and assisted each district in finding a new superintendent. The districts were Burbank Unified, Sonoma Valley Unified, Willits Unified, Solana Beach, and Central Union High School District.

7. **Names and resumes of lead consultants and partners involved in the search**

See Experience and Qualifications of Proposed Personnel on pages 12-15.

Unlike other firms we do not hire consultants. Our Partners own the firm and, while we assign specific partners to a specific search, all of our partners participate in every search. We have search review

meetings twice each month and two annual face-to-face meetings. All partners participate in both.

8. **Detailed description of fees**

See Price Proposal on page 17

9. **List of References**

See References list on page 19

10. **Sample Consultant Agreement**

See Sample Contract on page 18

11. **Disclosure of Affiliations**

1. No Leadership Associates Partner has been employed by the Davis Unified District.
2. James R. Brown has done previous consultant work for the District (Executive Coaching).
3. Rich Thome and James R. Brown represented Leadership Associates in a previous superintendent search for the District.
4. Leadership Associates did one superintendent search which was filled by someone who served as an interim superintendent in Davis JUSD.

SCOPE OF WORK

DAVIS JOINT UNIFIED SCHOOL DISTRICT SUPERINTENDENT SEARCH PROPOSAL 2016

EXPERIENCE AND QUALIFICATIONS OF THE FIRM

See pages 5-8.

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. We provide this outline to give you an overview, but also for your reference so you know what we are doing on your behalf throughout the search and particularly in the periods of time between our meetings with you. **Our meetings with you are *italicized* and marked with an asterisk*.**

Phase 1 - *Initial Meeting with the Board

Leadership Associates will meet with the Board once we have been selected to represent your district. At this meeting we will discuss all matters addressed in the RFP Scope of Services. These will certainly include the characteristics the Board is seeking in the next superintendent; District strengths and challenges for the future; the process for engaging groups and individuals in the District and community in the search process; the final 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 which the Board may wish to discuss.

We will also meet with Board members individually, in person or by phone to learn each member's unique perspective.

Phase 2 - Community and Staff Input

After working with the Board and staff to develop a student, staff, and community engagement plan, we meet with the individuals and groups per your request (Community, staff, students). We share the search process, timeline, answer questions and then solicit input regarding the desired qualities, characteristics, background and experiences of the new superintendent, as well as 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, 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 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

The Position Description is prepared reflecting the input we receive 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 then posted on our website and distributed widely and can be posted on the District's website.

Phase 4 - Advertising, Recruitment, Reference Checking

After our meetings with the Board, staff and community, we advertise and actively recruit both statewide and nationally. 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

At this 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 an executive summary on each candidate that will include 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 and assist the Board in finalizing them. 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

The Board conducts the interviews 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 - Visit to the Finalist's District and Contract

The purpose of the visit is to validate the Board's choice prior to the official contract offer. The Board will determine who will go on the visit; the consultants will not participate in the visit. We 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 the New Superintendent

Following the validation visit, 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.

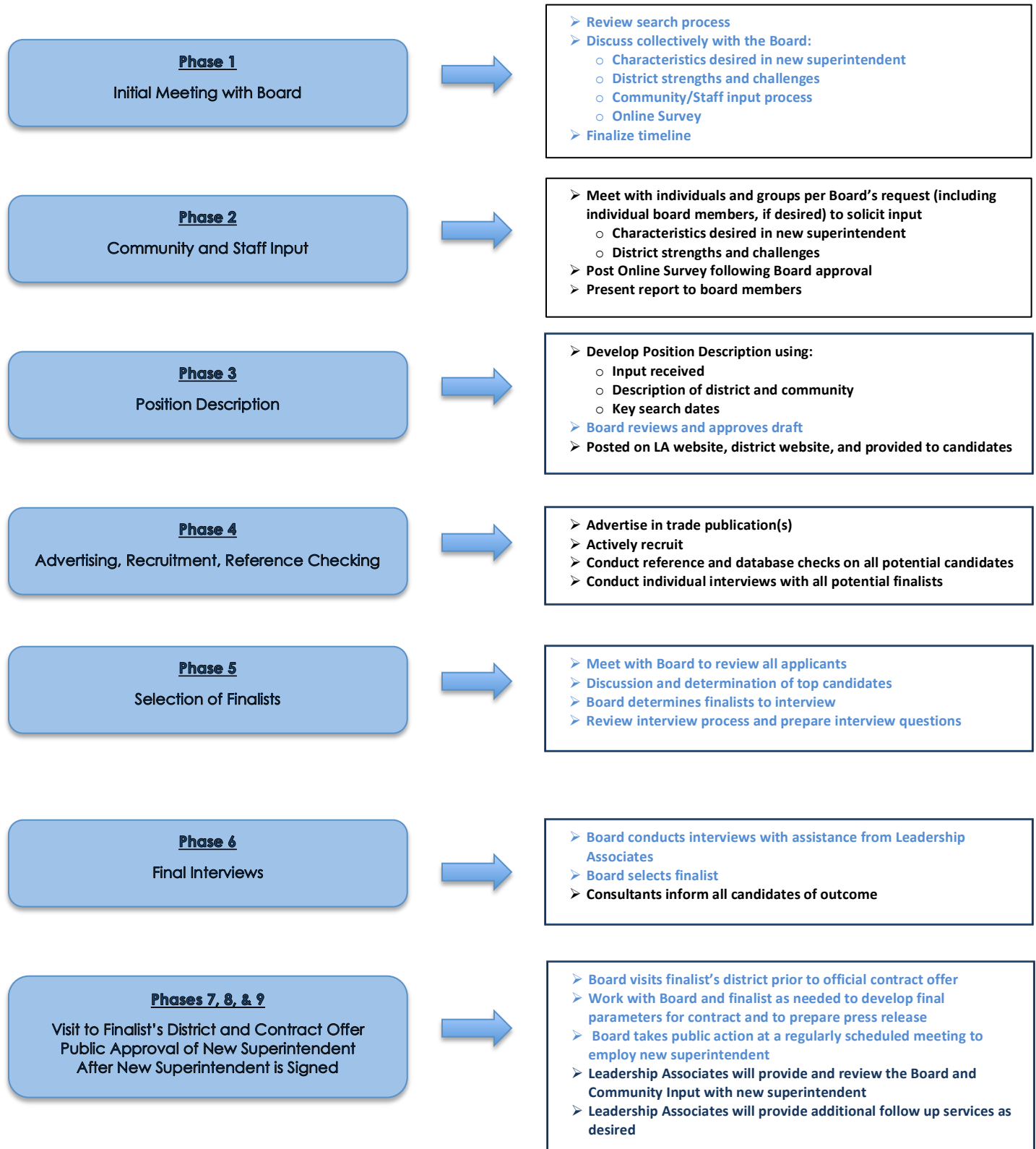
Phase 9 - After the New Superintendent is Signed

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 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.

LEADERSHIP ASSOCIATES SUPERINTENDENT SEARCH PROCESS



EXPERIENCE AND QUALIFICATIONS OF THE PROPOSED PERSONNEL

LEAD CONSULTANTS

James R. (Jim) Brown – Partner, Senior Advisor

James R. (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.

Rich Thome - Partner

Rich served as Superintendent of Schools for South Bay Union School District and Cardiff Elementary School District. He has conducted numerous executive searches; serves 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; and is an Executive Coach for Pivot Learning Partners in Los Angeles and San Diego Counties. Rich recently served on the University of San Diego School of Leadership and Education Sciences Advisory Board and on the Classroom of the Future Foundation Board of Directors. He received his Bachelor's Degree from California State University, Los Angeles, and his Master's Degree from Pepperdine University. He is fluently bilingual in Spanish and received his Bilingual, Cross Cultural Specialist credential in California. He has received the Honorary Service Award from the California Congress of Parents, Teachers and Students; The Orange County Hispanic Educator of the Year Award; and the Apple Distinguished Educator Award. Rich gained distinction in San Diego County and the region serving as Chairperson of the Superintendents' Technology Advisory Committee and leading the expansion of technology centers and efforts of school districts throughout the region.

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 30 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.

SEARCH SUPPORT CONSULTANTS

Kent L. Bechler, Ph.D - Lead Partner, Leadership & Organizational 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).

Marc A. Ecker, Ph.D - Associate

Marc served as Superintendent of the Fountain Valley School District for 18 ½ years before retiring in December 2014. He served as Chair of the Orange County Special Education Alliance and is a past president of the Orange County Superintendent's Organization. Marc is the immediate past President of the Association of California School Administrators (ACSA). He serves as a consultant at ACSA Academies for principals, chief business officials and superintendents speaking on school finance and school board effectiveness. Marc 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 served on the State Public Schools Accountability Act Advisory Committee and two terms on the Financial Crisis Management Assistance Team Advisory Board. Marc serves as a member of the Board for the California League of Schools and served as president of the Association of Middle Level Education. Marc serves on the executive board for the Educational Leadership Doctoral program at California State University, Fullerton and teaches school finance and organizational development. Marc received his Bachelor's Degree from UCLA, his Master's Degree from California State University, Fullerton and his Doctorate from Alliant University.

Michael Escalante, Ed.D - Partner

Mike served as Superintendent of the Glendale Unified School District in Los Angeles County and the Fullerton Joint High School District in North Orange County for a total of 13 years, 6 ½ in each district. He earned his Bachelor's Degree from San Diego State University, Master's Degree in Education from Loyola Marymount University and Doctorate in Educational Leadership from the University of Southern California. Mike serves as a doctoral level instructor at the University of Southern California Rossier School Of Education. He teaches educational leadership and has responsibility for chairing doctoral dissertations. Mike's academic interest is in the area of building effective board superintendent relationships. During his 38 year career in public education, he served in professional organizations including Association of California School Administrators (ACSA), The USC Dean/Superintendent Advisory Committee Southern (DSAC), Southern California Superintendents, Urban Superintendent Dialogue, Educational Research Development Institute (ERDI), California Latino Superintendents' and Administrators' Association (CALSA), Association of Latino Administrators and Superintendents (ALAS).

Richard Fischer - Associate

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 Superintendent's Academy and presenter and trainer for California Association of School Business Officials, California Foundation for Improvement of Employer-Employee Relations (CFIER), California State Superintendent's Symposium, El Dorado County Instructional Leaders - Series on Effective Leadership Techniques, Leadership Mountain View, and California School Leadership Academy. 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

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.

Gwen E. Gross, Ph.D - Partner

Gwen served as Superintendent of Irvine Unified School District until her retirement in June 2011. She also served as Superintendent of the Manhattan Beach Unified, Beverly Hills Unified, Ojai Unified and Hermosa Beach City School District. She received her Bachelor's Degree from the University of Wisconsin, Master's Degree in Special Education and Administration, and her Ph.D. in Educational Leadership from Kent State University. Gwen received a U.S. Office of Education National Inservice Grant focused on building capacity for special education leaders throughout the country. Gwen taught in Pepperdine University's Graduate School of Education and was selected in 2005 as the "Superintendent of the Year." She has served as the President of the National Suburban School Superintendents, Chair of the ACSA Superintendents Symposium, President of the Southern California Superintendent's group and a member of the CSBA Legal Alliance and the Superintendents' Advisory Committee. Gwen has co-authored three books focused on the superintendency, effective partnerships with boards of education, and capacity building for administrators.

Don Iglesias - Partner

Don served as Superintendent of San José Unified School District, the South Bay's largest school district with more than 32,000 students K-12. The district is culturally diverse with students speaking 85 languages and more than one-third designated as low income. Don was the State President of the Association of California School Administrators (ACSA), representing over 16,000 members statewide. He received his Bachelor's Degree from the University of California, Berkeley and his Master's Degree in Multicultural Education from the University of Southern California. During his tenure as Superintendent, San José Unified was recognized by the Editorial Projects in Washington D.C. for having the second highest graduation rate in the nation for urban school districts among the nation's 50 largest cities. Graduation rate for seniors was 93%. Don served as the Chair of the Silicon Valley Chamber of Commerce Education Committee and as the Conference Chair for the California Superintendents' Symposium. He was also President of the California City Superintendents' organization. San José Magazine recognized Don as a member of the Power 100, the most influential people in the Silicon Valley and the Bay Area.

Phil Quon – Partner, Chief Financial Officer

Phil served as Superintendent for 19 years in the Bay Area – 13 years at Union School District in San José and the last six years in Cupertino Union School District. He served as the President of the statewide ACSA Superintendents Council, the Chair of the ACSA Superintendents' Symposium, and the President

of the California City School Superintendents. He also served on the American Association of School Administrators (AASA) Governing Board and on the CSBA Annual Education Conference Planning Committee and Education Legal Alliance Advisory Group. He has been the Director of the ACSA Superintendents Academy as well as a presenter in the ACSA “Leading the Leaders” Program for newly appointed superintendents in California. He has chaired numerous WASC accreditation teams in California and Hawaii. Phil was a member of the CTC Teaching Mathematics Advisory Panel and a contributor to the National Journal Online Education Blog. Phil received his Bachelor’s Degree in Mathematics from UCLA and his Master’s Degree in Education Administration from CSULA.

Dennis M. Smith, Ed.D - Lead Partner, Executive Searches

Dennis served as Superintendent of Schools for the Placentia Yorba Linda Unified School District (25,000 ADA) in Orange County until his retirement in June 2012. 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 20 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.

David J. Verdugo, Ed.D – Associate

David served as Superintendent of Schools for the Paramount Unified School District (17,000 ADA) in Los Angeles County for 9 years. He also served as the Assistant Superintendent of the Placentia-Yorba Unified School District (25,000 ADA) and has held positions of Assistant Superintendent, Director of Secondary Education, Principal at both Elementary and High School levels as well as teacher and coach. David has served a total of 43 years in the field of education spanning Grades K-12.

During his 43 years in the field of education, 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 servicing students of diverse populations and socioeconomic levels in urban and suburban settings. He was named ACSA’s 2008 Region 14 Superintendent of the Year, and received the California State University Long Beach Outstanding Superintendent Leadership Award in 2012 and the ALAS, Association of Latino Administrators and Superintendents, National Outstanding Educator Award in 2013. 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. Currently he is the Executive Director of the California Association of Latino Superintendents as well as the former Superintendents Leadership Academy Director for the Association of Latino Administrators and Superintendents based in Washington, D.C.

SUGGESTED TIMELINE*

DAVIS JOINT UNIFIED SCHOOL DISTRICT **SUPERINTENDENT SEARCH PROPOSAL 2016**

<u>DATE</u>	<u>EVENT</u>
March 3, 2016	Board receives proposal.
March 2016	Proposal presentation and Board approves the consultant agreement.
March 2016	Board meets with consultants, identifies key qualities and characteristics desired in the new superintendent and publicly announces timeline and procedures for the selection of the superintendent.
March-April 2016	Consultants meet with staff and community designated by Board to receive input.
March-April 2016	Consultants begin identifying candidates. Development and printing of a recruitment brochure.
March-April 2016	Advertising and active recruitment. Ad appears in <u>EdCal</u> –April 4 and 11, 2016
April 25, 2016 5:00 p.m.	Deadline for applications.
April 2016	Consultants complete comprehensive reference and background checks on applicants.
Week of May 9, 2016	Board meets with consultants, reviews applications and selects finalists to be interviewed.
May 20-21, 2016	Board interviews finalists.
Late May-Early June 2016	Board visits community of leading candidate (optional) Board offers contract.
June 2016	Board approves superintendent contract at a regularly scheduled board meeting.
July 1, 2016	New Superintendent begins.

*Timeline is flexible based on Board direction

PRICE PROPOSAL

Davis JOINT UNIFIED SCHOOL DISTRICT **SUPERINTENDENT SEARCH PROPOSAL 2016**

TOTAL FEE TO CONDUCT SEARCH FOR NEW SUPERINTENDENT – All Inclusive: \$27,950

This fee includes:

- All expenses incurred by consultants
- All meetings with the Board
- Development and posting of the position description announcing the position
- Cost of advertising in EdCal and AASA
- Acceptance of applications and responding to all inquiries regarding the position
- Recruitment of candidates and extensive background checks
- Gathering of community and staff input and providing Board with a written report
- Assisting with search logistics:
 - scheduling appointments
 - notification of unsuccessful candidates
 - scheduling community visit
- Assisting in the development of interview questions
- Assisting the superintendent's administrative assistant. (We have a full time admin. assistant)
- Acting as an advisor to the Board of Education
- Maintain communication with the new superintendent and Board through transition and the first year
- Guarantee that should the new superintendent leave within two years, Leadership Associates will conduct a new search at no cost, except for expenses, provided the Board majority remains the same

In addition, Leadership Associates is able to provide in Year One an initial workshop for the Board and new superintendent (\$2750); executive coaching if desired (\$4500); and a workshop focusing on the superintendent's initial evaluation (\$2750). Leadership Associates' Executive Development team has extensive experience in all these areas.

SAMPLE CONTRACT

LEADERSHIP ASSOCIATES

50-855 Washington Street #C-205
La Quinta, CA 92253
Phone (760) 771-4277

AGREEMENT FOR CONSULTANT SERVICES

THIS AGREEMENT is made this **March 2016** between LEADERSHIP ASSOCIATES, hereinafter called the Contractor, and **DAVIS JOINT 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 search proposal.

The District agrees to pay the Contractor **TWENTY-SEVEN THOUSAND, NINE HUNDRED FIFTY DOLLARS (\$27,950)** for services provided. Payment is to take place in two increments: **(1) \$13,975** upon completion of stakeholder input, and **(2), \$13,975** 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.

The Contractor is to perform the above services beginning March 2016.

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:
DAVIS JOINT UNIFIED SCHOOL DISTRICT

By _____

By _____

Name James R. (Jim) Brown

Name _____

Date March 2016

Date _____

REFERENCES

DAVIS JOINT UNIFIED SCHOOL DISTRICT **SUPERINTENDENT SEARCH PROPOSAL 2016**

1. District: OAKLAND UNIFIED SCHOOL DISTRICT
Contract Service: Superintendent Search
Contact: David Kakishiba
Title: Board President at time of search
Phone: (510) 435-8582 (cell)
Service: Superintendent Search
Year: 2014
Consultants: Dennis Smith, Jim Brown and Mike Escalante

2. District: PITTSBURG UNIFIED SCHOOL DISTRICT
Contact: Duane Smith
Title: Board President
Phone: (925) 473-2336
Service: Superintendent Search
Year: 2014
Consultants: Don Iglesias and Sally Frazier

3. District: MT. DIABLO UNIFIED SCHOOL DISTRICT
Contact: Cheryl Hansen
Title: Board President
Phone: (925) 682-4000
Service: Superintendent Search
Year: 2013
Consultants: Sally Frazier and Mike Escalante

4. District: PALO ALTO UNIFIED SCHOOL DISTRICT
Contact: Barb Mitchell
Title: Past Board President
Phone: (650) 245-7575
Service: Superintendent Search
Year: 2014
Consultants: Phil Quon, Peggy Lynch and Dennis Smith

5. District: SAN RAMON VALLEY UNIFIED SCHOOL DISTRICT
Contract Service: Superintendent Search
Contact: Greg Marvel
Title: Board President
Phone: (925) 552-2933 (Supt. Office) email: gmarvel@srvusd.net
Service: Superintendent Search
Year: 2012
Consultants: Don Iglesias, Jim Brown and Sally Frazier



Sample District Superintendent Search 2016 Survey

1. Introduction

The School District Governing Board has contracted with Leadership Associates to assist in the recruitment and selection of the District's next superintendent. This survey will be used to collect input from all stakeholders about the desired characteristics to be used in the selection process.

All input is welcome, so please take a few minutes to complete this survey!



Sample District Superintendent Search 2016 Survey

2. Experience

Because experienced applicants can come from different backgrounds, tell us how you would rank the qualifications below.

* 1. Rank the following in order of desirability from 1 to 5, where 1 = high and 5 = low

	1	2	3	4	5
Experience in oversight of school district finances, budgets, and business management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience in management of school facilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience in California public education, either teaching and/or site administration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience as an assistant superintendent or associate superintendent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience as a superintendent in a comparable district.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A proven track record of growing academic achievement for all students, including special needs children, second language learners, and children of poverty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Sample District Superintendent Search 2016 Survey

3. Leadership Characteristics

We would like to know which leadership characteristics matter most to you.

* 2. Rate characteristics to look for in a superintendent based on their importance to you:

	Very Important	Important	Somewhat Important	Not Important	No Opinion
Is a strong instructional leader who will maintain and improve the student achievement gains made in the district.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will bring the entire community together toward a strong vision of student achievement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will place the highest priority on safe environments for students and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has strong human relations skills and is a "people person."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will be accessible to parents and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holds high standards for consistent discipline in schools.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will be highly visible at our schools and community events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has the ability to coach and develop potential leaders within the district, and create a strong, cohesive working team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can set goals and create a plan to achieve those goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is bilingual.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Sample District Superintendent Search 2016 Survey

4. Connecting Your Neighborhood, Your Schools, Your District Superintendent

**What should the next superintendent know about your community and neighborhood schools?
Type your responses in the box for each question below.**

3. What other desirable professional and personal characteristics would you like to see in the next superintendent?

4. In your opinion, what are some of the outstanding qualities of the School District?

5. In your opinion, what are some of the challenges facing the School District?



Sample District Superintendent Search 2016 Survey

5. About Your Relationship with the School District

We want to know how the School District serves you.

6. My perspective on School District comes from being a (check all that apply)

- ☐ Parent/Guardian
- ☐ Community Member
- ☐ Support Staff/Classified Employee
- ☐ Administrator/Certificated, Classified, or Confidential
- ☐ Teacher/Certificated Staff
- ☐ School Volunteer/Parent Organization Member
- ☐ Business Owner/Operator
- ☐ Public Official
- ☐ Student
- ☐ Other (please specify)

LEADERSHIP ASSOCIATES SEARCHES

STATEWIDE

Association of California School Administrators (ACSA)
California Collaborative for Educational Excellence (CCEE)
WestEd/GATES

Executive Director
Executive Director
Executive Director

COUNTY OFFICE OF EDUCATION/SUPERINTENDENT

Los Angeles County – 2011
Santa Clara County – 2008

1,500,000+ ADA
275,000+ ADA

SUPERINTENDENT (2013-Current)

<u>District</u>	<u>County</u>	<u>ADA</u>
Santa Ana USD	Orange	57,410
Capistrano Unified	Orange	53,833
Corona-Norco USD	Riverside	53,148
Sacramento City USD	Sacramento	47,616
Oakland USD	Alameda	46,486
Riverside USD	Riverside	42,560
Fontana USD	San Bernardino	40,374
Anaheim Union HSD	Orange	32,085
Mt. Diablo USD	Contra Costa	31,923
San Ramon Valley USD	Contra Costa	28,986
Rialto USD	San Bernardino	26,468
Placentia-Yorba Linda	Orange	25,821
Lake Elsinore USD	Riverside	22,000
Hemet USD	Riverside	21,977
Anaheim City SD	Orange	19,312
Ventura USD	Ventura	17,430
Oxnard School District	Ventura	16,533
Burbank USD	Los Angeles	16,207
Cajon Valley Union SD	San Diego	16,059
Paramount USD	Los Angeles	15,681
Walnut Valley USD	Los Angeles	14,658
West Covina USD	Los Angeles	14,402
Fullerton School District	Orange	13,661
Vacaville	Solano	12,561
San Dieguito Union HSD	San Diego	12,485
Palo Alto USD	Santa Clara	12,357

Natomas USD	Sacramento	12,300
Metropolitan Education	San Jose	12,000
Oak Grove Elementary	Santa Clara	11,800
Victor ESD	San Bernardino	11,531
Franklin-McKinley SD	Santa Clara	11,269
Lucia Mar USD	San Luis Obispo	10,710
Pittsburg USD	Contra Costa	10,560
Azusa	Los Angeles	10,518
Roseville City ESD	Placer	9,943
Yucaipa-Calimesa Joint USD	San Bernardino	9,655
Ocean View SD	Orange	9,461
San Mateo Union HSD	San Mateo	8,163
Novato USD	Marin	8,078
South Bay Union ESD	San Diego	7,682
Santa Maria JUHSD	Santa Barbara	7,633
Santa Cruz City Schools	Santa Cruz	7,092
Newhall SD	Santa Clara	6,831
Fountain Valley USD	Orange	6,337
Newark USD	Alameda	6,294
Ukiah	Mendocino	6,214
Brea Olinda USD	Orange	5,973
Alta Loma SD	San Bernardino	5,900
Orcutt Union ESD	Santa Barbara	5,087
Oakley Union SD	Contra Costa	4,871
Moreland SD	Santa Clara	4,670
San Lorenzo Valley USD	Santa Cruz	4,444
Ravenswood City SD	San Mateo	4,296
Paradise USD	Butte	4,261
Duarte USD	Los Angeles	4,247
Lindsay	Tulare	4,150
Central Union HSD	Imperial	4,104
Cypress School District	Orange	4,000
Eureka City	Humboldt	3,884
Mountain View-Los Altos UHSD	Santa Clara	3,753
Goleta Union	Santa Barbara	3,718
Del Norte County USD	Del Norte	3,591
Cabrillo USD	San Mateo	3,357
Cambrian School District	Santa Clara	3,349
San Marino USD	Los Angeles	3,146
Exeter Public	Tulare	3,000
Standard ESD	Kern	2,979
San Bruno Park SD	San Mateo	2,785

Castaic Union SD	Los Angeles	2,568
Jefferson SD	San Joaquin	2,477
Carmel USD	Monterey	2,468
Bear Valley USD	San Bernardino	2,453
Galt JUHSD	Sacramento	2,287
Lammersville USD	San Joaquin	2,200
Ft. Bragg USD	Mendocino	1,917
Willits USD	Mendocino	1,907
Byron Union SD	Contra Costa	1,686
Reed Union SD	Marin	1,556
Las Lomitas Elementary	San Mateo	1,336
St. Helena USD	Napa	1,295
Kentfield School District	Marin	1,177
Taft UHSD	Kern	1,045
University Preparatory School	Shasta	900
Kings River Union Elementary	Tulare	476
Alview-Dairyland Union SD	Madera	367

EXECUTIVE DIRECTOR/DIRECTOR

Baldy View ROP	San Bernardino
Oxford Preparatory Academy	Orange
San Ramon Valley SELPA	Contra Costa
So Orange County SELPA	Orange
West End SELPA	San Bernardino
West San Gabriel Valley SELPA	Los Angeles