

HYA

Redwood City School District



SUPERINTENDENT SEARCH PROPOSAL

September 10, 2025

INTRODUCTION

HYA proposes to conduct a national search for talented and highly qualified candidates for the position of Superintendent of Schools for Redwood City School District (hereinafter referred to as District).

This document serves to clearly outline the specific services, deliverables and costs proposed for Redwood School District.

FIRM INFORMATION

HYA has more experience in identifying quality education executives than any other firm in the industry. It's no accident that our firm has assisted Boards with successful selections in more than 2,000 searches, with student enrollment ranging from less than 500 students to upwards of 640,000. The large quantity of searches HYA conducts per year puts us at a competitive advantage. The search volume places the firm and our Associates in more frequent contact with potential candidates, many of whom may not be actively seeking employment but are then known to our Associates and can thus be recruited when or if an appropriate position arises.

HYA began working with rural, urban and suburban School Boards more than 35 years ago in an effort to assist them in recruiting highly qualified candidates and finding a leader who is the right fit for the school system. HYA's continued success is about people: our Associates, their extensive contacts, and the School Boards assisted. HYA builds relationships with each new search, expanding our reach and record of success.

In addition to your local HYA search team, clients have a network of 100+ Associates from throughout the United States that assist with our firm's mission to provide aggressive, thorough, and quality assistance to School Boards in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions.

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

SCOPE OF SERVICES



Engage Phase

HYA takes great pride in its commitment to community engagement and thoroughness of the processes used to gather input. The firm has a strong reputation for deep and meaningful engagement through its stakeholder forums, community interest group meetings and individual interviews. HYA also employs a research-based survey tool that is customizable and available in world languages. There is a lot of science involved in crafting an effective and reliable survey; the resulting survey report is presented with disaggregated data by stakeholder group and identifies the goals, needs and priorities of the school system along with the desired characteristics of its next leader. The Community and Leadership Profile Report is sophisticated and immediately publishable for your community. An example of the report is included with this proposal.

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

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

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

- Summary of the planning meeting with the Board that details the timeline, steps of the search process and decisions made by the Board;
- HYA's Community and Leadership Profile Survey and Survey Report, as selected and paid for by the Board;
- Findings from interviews, focus groups, and/or town hall meetings. Up to 24 one-hour sessions are provided. Additional sessions can be added per the daily rate in the fees section.

- *Leadership Profile Report* and desired characteristics based on the data from the survey, interviews, focus groups, meetings with the Board and other material made available to the Associates.
- For searches in California, the Leadership Profile will incorporate a data brief. This brief will contain district-specific student outcome, demographic, and financial data. Using a shared data set allows candidates to illustrate how their prior leadership experiences translate into actionable strategies. By connecting outcomes they achieved in other districts to the challenges and opportunities evident in the data, candidates can provide concrete demonstrations of their capacity to drive improvement. This process not only elevates the quality of the interview dialogue but also enables the Board and stakeholders to assess the degree of alignment between each candidate's skills and the district's most pressing needs.



Recruit Phase

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

HYA offers optional national and regional advertising packages that have been designed to maximize exposure for your vacancy. Given the volume of searches HYA conducts each year and our preferred pricing, our national package options provide our clients rates below what they could purchase in the marketplace.

In addition to national and regional advertising, HYA utilizes the firm's extensive national network of Associates. HYA Associates throughout the country are aware of outstanding superintendents and aspiring superintendents in their state and region and maintain close professional relationships with many educators and school district leaders who might be interested in making a job change or career move. HYA Associates have ongoing relationships with state and national superintendent organizations including AASA (The School Superintendent's Organization), ALAS (Association of Latino Administrators and Superintendents) and NABSE (National Alliance of Black School Educators).

Associates are kept informed of the searches the firm is conducting and we seek recommendations from them regarding candidates who fit the profile being sought for

that district. The proof of our recruiting network and efforts is the fact that approximately two thirds of the candidates ultimately selected by Boards with whom we work were recruited for the position rather than applied or self-nominated.

Depending on the Board's selections for the Recruit Phase, the deliverables include:

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

Reference checking is one of the most important tasks in the search process. We begin with the informal references of referrals for potential candidates. Once an individual moves to the level of a potential candidate through the application process or through recommendations and recruitment efforts, we begin our vetting process. This includes contacting the listed references on the application or provided by the candidate. While this step is necessary it is not sufficient as most candidates will provide references that will provide only highly favorable comments. We continue the vetting process by conducting comprehensive internet searches to review any public information regarding the candidates. HYA Associates conduct confidential reference calls to obtain deep insight on any candidate that would be recommended to the Board for consideration. Given our network of Associates and many professional relationships, it is likely that we know someone who either knows the candidate directly or knows someone who knows the candidate. These references often provide confidential, hard-to-obtain information about the candidate that is invaluable in determining whether to recommend the candidate to the Board.



Select Phase

When the Associates present a select slate of candidates to the Board, the number of slated candidates is determined by the Board during the initial planning meeting. HYA believes that the Associates are responsible for supporting the School Board in all phases of the search. This is particularly true during the interview process with the semi-finalists and finalists because the Board should be focused on assessing the candidates, not managing logistics. The Associates are available throughout the interview process and will facilitate a debriefing session after the interviews to discuss what the Board learned

about the candidates. It is the Board's decision and sole discretion to hire or not hire a particular candidate and the Board takes responsibility for that decision.

Some of the specific deliverables during this phase include:

- Conduct the Interview Workshop and provide materials and protocols to ensure informative effective board interviews;
- Present a slate of candidates, the number of candidates to be determined by the Board with a recommendation from HYA;
- Schedule interviews for the Board with selected semi-finalists and finalists;
- Facilitate board discussion to narrow candidate pool after each round of interviews;
- Coordinate and provide investigative background check(s) of candidates, provided by an independent third-party firm, as selected and paid for by the Board;
- Communicate with all unsuccessful candidates at the close of the search and the appointment of the new superintendent;
- Assist the Board in announcing the appointment of the new superintendent.

In preparation for the Interview Workshop the Associates will solicit questions, hypothetical situations and/or topics of interest, identified by the Board as desirable topics of discussion for the Board's initial round of interviews with the candidates. The feedback is used to develop an interview "script", which will be reviewed and revised during the Interview Workshop and later used by the Board for the first round of interviews. It should be noted that second round interviews are generally unscripted and designed to follow-up on topics and questions identified during the first round interviews. The Interview Workshop that takes place prior to the slate presentation, or in a separate advance session, is designed to prepare the Board for candidate interviews. It will include written guidelines and protocols to ensure informative and comprehensive interviews. The workshop is approximately one to two hours in length and will also cover the steps in the final stages of the search.

The Associates will facilitate each decision-making session of the Board, if desired. Such involvement permits more active engagement by all Board members in both the general search process and the specific dialogue regarding the candidate pool. In facilitating the decision-making process, HYA assists the Board in assessing the abilities of the respective candidates in relation to the criteria identified by the Board. HYA does not provide counsel relative to the Board's process for interviewing candidates. The Board will seek the advice from its attorney regarding the Board's process for interviewing candidates to comply with open meeting laws in their state.

An additional step is recommended towards the end of the Select Phase, before any public announcement: executive due diligence. HYA highly recommends executive due diligence on the finalist(s). Executive due diligence involves an investigative background

check(s) that may be conducted on the three candidates that the Board brings back for second interviews or the preferred candidate. The investigative background check(s) is conducted by an independent third-party entity and includes a review of criminal and civil court records, driving records, college degrees and university accreditations. The comprehensive package includes a news and social media review.



Transition Phase

The *Transition Phase* provides transition support to ensure a successful transition. From placing over 2,000 leaders, HYA knows how critical the transition phase is for success and longevity, setting the tone for trust, stability, and momentum. HYA Search Clients receive complementary enrollment in the HYA Transition Academy for their selected new leader (non-clients pay \$4,500). This six month program will produce the following four essential deliverables to be presented to the board and shared with constituents:

- a 100-day plan to document specific actions the Superintendent will take during the transition period,
- Key Performance Indicators (KPIs) to measure progress, align communication and define school quality,
- an agreed upon evaluation process and instrument, and
- an assessment of the current strategic plan.

Topics are designed to coincide with the school calendar. For more information, please go to the Academies page of <https://hyasearch.com/academy/>.

At the conclusion of the Transition Academy, HYA offers the following optional services to be considered by the Board and if desired, paid for by the Board. Descriptions of optional services are included in the HYA Signature Search Brochure appendix. Optional service options are:

- Board Governance Training
- Superintendent Evaluation Facilitation
- Executive Coaching
- Strategic Dashboard for tracking progress and communicating success

THE SEARCH TEAM

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

HYA Associate	Cell Phone	Email
Dr. Stella M. Kemp	760-885-7517	stellakemp@hyasearch.com
Dr. Valerie Pitts	831-332-5126	valeriepitts@hyasearch.com

Additional Associates may be brought on as needs arise. Daneyelle Martell serves as project manager and can be reached at 847-250-7493 and daneyellemartell@hyasearch.com

REFERENCES

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

District Name and State	Reference Name	Contact Information
Santa Clara Unified (CA)* District Enrollment 15,550	Bonnie Lieberman Board President	blieberman@scusd.net
North Monterey Unified (CA)* District Enrollment 4515	Martha Chivarria Board Member	chavarria_martha@nmcusd.org
Bellflower Unified School District (CA) Enrollment 10,000	Renita Armstrong Board Member	renitaarmstrong@busd.k12.ca.us
Salinas City School District (CA) District Enrollment 8,200	Amy Ish Board Member	aish@salinascity.k12.ca.us
San Bruno Park (CA) District Enrollment 2,400	Teri Chavez Fmr Board President	teri_chavez@att.net

FEES

In consideration for Services, the District will pay to HYA Corporation:

- Consulting Fee for the search in the amount of \$24,000. This fee is due in two installments:
 - 50% will be invoiced upon execution of the contract/letter of agreement
 - 50% will be invoiced upon presentation of the slate
- Contracting Fee: \$1,000
- Associate Expenses: Travel will be reimbursed by the Board. Mileage reimbursement is based on current IRS guidelines. HYA does not ask for reimbursement of meals.

Optional Additional Services:

Service:	Included in Fee:	Optional Enhancements:
Associate Days (On-site/ Virtual)	Four in-person days in the district interacting with the Board and/or community for: <ol style="list-style-type: none"> 1. Planning Meeting 2. Presentation of the <i>Leadership Profile Report</i> 3. Community Engagement Sessions 4. Presentation of the Slate *Two Associates in-district = 2 associate days, this does not apply to the planning meeting.	Additional on-site associate days are billed at \$2,500/day/associate, as selected and paid for by the Board.
Community Engagement	Up to 24 engagement sessions for Interviews, Focus Groups, Town Hall Meetings, as decided by the Board. Survey and report of findings. Effective Superintendents White Paper.	HYA's research-based survey, in English and Spanish, with a survey report for \$2,000 for add ons Addition of customized questions, 10 forced-choice questions and 3 open-ended questions for \$1,500. Additional world languages (professionally translated) for \$550 per language. A quote will be provided for custom question translations.

Service:	Included in Fee:	Optional Enhancements:
Advertising	<ul style="list-style-type: none"> ● Listed on HYA's active searches webpage (25,000+ pageviews per month) ● Full webpage dedicated to your search ● K12JobSpot posting (for the length of the search) ● Postings on HYA's social media accounts 	See Advertising Services in the Signature Search Brochure for details, options range from \$720 - \$4,400.
Background Check	HYA Associates screen and conduct reference checks on candidates.	See Due Diligence Services in the Signature Search Brochure for details, options are \$1,100 or \$1,950 per candidate.

Other Considerations:

If the Board chooses to reimburse candidates for travel for interviews, candidates will submit the expenses directly to the District for reimbursement.

HYA is a green corporation and provides all search materials online. If the Board requests hard copies of the materials, the district will be invoiced to cover the costs of any printing, binding and shipping of materials.

Recruitment for other positions; if the Board employs an HYA recruited candidate within one year of the close of the superintendent search, in addition to the position of Superintendent, 10% of the base salary will be due to HYA for the recruitment of said candidate.

HYA can collaborate with and support community/public relations personnel and district vendors at a rate of \$300/hour.

HYA can collaborate with and support the district's legal counsel at a rate of \$300/hour.

HYA can research and present a comparative salary range with a letter of reasonableness for a fee of \$2,500.

GUARANTEES

Fixed Price

Throughout the search process the Associates will be available to counsel with the Board about the search.

Services and pricing detailed in this proposal are valid for 90 days from the date of opening. Services are rendered within 14 days of Board approval.

Client-Satisfaction

If the Superintendent departs from the position during the first year and a majority of the Board by vote is still in place, HYA will recruit new candidates for the Board at no additional cost barring travel, advertising and due diligence expenses. This applies to HYA-slated candidates.

Price Match

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

HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. For additional questions or requests, please contact either Stella M. Kemp, Ed. D., stellakemp@hyasearch.com or by phone 760.885.7517 or Valerie Pitts, Ed. D. valeriepitts@hyasearch.com or by phone at 831.332.5126

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