Lake County School District
Learning Above and Beyond

District Mission:

Lake County School District creates safe and inclusive learning environments where students belong and are empowered to develop the knowledge, skills, and character to thrive and contribute in a changing world.

Board Priorities:

Strategic Direction #1: Pursuing Educational Excellence

Strategic Direction #2: Enhancing Student Experience

Strategic Direction #3: Expanding Family and Community Collaboration

Lake County School District Board of Education
Nov.16, 2026 4:00 pm Special Meeting
Location: District Office-Room 11 & via Zoom

1. 4:00 Call to order
2. 4:01 Pledge of Allegiance
3. 4:02 Roll Call
4. 4:03 Preview Agenda
5. 4:04 Public Participation
   Members of the public who wish to address the board on non-agenda items are welcome to do so at this time. Please sign up with board secretary. We ask you to please observe the following guidelines:
   - Confine your comments to matters that are germane to the business of the School District.
   - Recognize that students often attend or view our meetings. Speaker's remarks, therefore, should be suitable for an audience that includes kindergarten through twelfth grade students.
   - Understand that the board cannot discuss specific personnel matters or specific students in a public forum.
6. 4:05 Discussion item
   a. Update draft job description for superintendent search
   b. Services, scope, timeline with HYA
7. 4:45 Action Item
   a. Contract with HYA for superintendent search
8. 4:50 Discussion Item
   a. Superintendent search next steps
9. 5:25 Agenda Planning
10. Adjourn
11. Upcoming meeting or event:
    a. Nov. 23, 2026 Special Meeting @ 5:30 pm @ DO/Zoom
    b. Dec. 2-5, 2026 Members of the board will attend CASB in Colorado Springs
    c. Dec. 14, 2026 Regular Meeting @ 5:30 pm @ DO/Zoom
    d. Jan. 11, 2027 Regular Meeting @5:30 pm @ DO/Zoom

Estimated duration of meeting is 2.5 to 3 hours **Updated 11/13/26

A few welcoming notes:

The board's meeting time is dedicated to its strategic mission and top priorities. • The "consent agenda" has items which have either been discussed prior or are highly routine. By not discussing these issues, we are able to spend time on our most important priorities. • "Public participation" is an opportunity to present brief comments or pose questions to the board for consideration or follow-up. Time limits are 3 minutes for individual speakers if fewer than 20 individuals have signed up to speak; 2 minutes' limit and 5 minutes for groups of 20 signed up; and 1 minute for individual and 3 minutes for groups if more than 30 have signed up to speak. Please see Board Policy GP-14 (Governance Process) for the full policy). The boundaries are designed to help keep the strategic meeting focused and in no way limits conversations beyond the board meeting. • Your insights are needed and welcomed and the board encourages you to request a meeting with any board member, should you have something to discuss. • If you are interested in helping the district's achievement effort, please talk with any member of the leadership team or call the district office at 719-486-6800. Opportunities abound. Your participation is highly desired.

Lake County School District
Learning Above and Beyond

Misión del Distrito:

El Distrito Escolar del Condado de Lake crea entornos de aprendizaje seguros e inclusivos donde los estudiantes pertenecen y están empoderados para desarrollar los conocimientos, las habilidades, y el carácter necesarios paraprosperar y contribuir en un mundo cambiante.

Prioridades de la junta:

Dirección Estratégica n.° 1: Buscar la Excelencia Educativa

Dirección Estratégica n.° 2: Mejorar la Experiencia Estudiantil

Dirección Estratégica n.° 3: Ampliar la Colaboración con Familias y la Comunidad

Junta de Educación del Distrito Escolar del Condado de Lake
16 de noviembre de 2026 4:00 pm Reunión especial
Ubicación: Oficina del distrito y via Zoom

1. 4:00 Llamada al orden
2. 4:01 Juramento a la bandera
3. 4:02 Pasar lista
4. 4:03 Vista previa de la agenda
5. 4:04 Participación pública

Los miembros del público que deseen dirigirse a la junta sobre temas que no estén en la agenda pueden hacerlo en este momento. Regístrese con el secretario de la junta . Le pedimos que observe las siguientes pautas:

- Limite sus comentarios a asuntos relacionados con los negocios del Distrito Escolar.
- Reconozca que los estudiantes a menudo asisten o ven nuestras reuniones. Por lo tanto, los comentarios del orador deben ser adecuados para una audiencia que incluya a estudiantes de jardín de infantes a duodécimo grado.
- Entender que la junta no puede discutir asuntos específicos de personal o estudiantes específicos en un foro público.

6. 4:05 Punto de discusión
    a. a. Actualización del borrador de la descripción del puesto para la búsqueda de un superintendente
    b. b. Servicios, alcance y cronograma con HYA
7. 4:45 Punto de acción
    a. Contrato con HYA para la búsqueda de un superintendente
8. 4:50 Punto de discusión
    a. Próximos pasos en la búsqueda de un superintendente
9. 5:25 Planificación de la agenda
10. Aplazar
11. Próxima reunión o evento:

a. 23 de noviembre de 2026: Reunión especial a las 5:30 p. m. en la oficina administrativa (DO) / Zoom

b. 2 al 5 de diciembre de 2026: Los miembros de la junta asistirán a la conferencia de la CASB en Colorado Springs

c. 14 de diciembre de 2026: Reunión ordinaria a las 5:30 p. m. en la oficina administrativa (DO) / Zoom

d. 11 de enero de 2027: Reunión ordinaria a las 5:30 p. m. en la oficina administrativa (DO) / Zoom

La duración estimada de la reunión es de 2,5 a 3 horas ** Actualizado 11/13/26

Algunas notas de bienvendia:
El tiempo de reunión de la junta se dedica a su misión estratégica y sus principales prioridades. • La "agenda de consentimiento" tiene elementos que han sido discutidos previamente o son muy rutinarios. Al no discutir estos temas, podemos dedicar tiempo a nuestras prioridades más importantes. • La "participación pública" es una oportunidad para presentar breves comentarios o plantear preguntas a la junta para su consideración o seguimiento. Los límites de tiempo son 3 minutos para oradores individuales si menos de 20 personas se han inscrito para hablar; Límite de 2 minutos y 5 minutos para grupos de 20 inscritos; y 1 minuto para individuales y 3 minutos para grupos si más de 30 se han inscrito para hablar. Consulte la Política de la Junta GP-14 (Proceso de gobernanza) para conocer la política completa). Los límites están diseñados para ayudar a mantener la reunión estratégica enfocada y de ninguna manera limita las conversaciones más allá de la reunión de la junta. • Sus ideas son necesarias y bienvenidas y la junta le anima a solicitar una reunión con cualquier miembro de la junta, en caso de que tenga algo que discutir . • Si está interesado en ayudar en el esfuerzo de rendimiento del distrito, hable con cualquier miembro del equipo de liderazgo o llame a la oficina del distrito al 719-486-6800. Abundan las oportunidades. Su participación es muy deseada d.

A few welcoming notes:
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DRAFT-DRAFT-DRAFT

SUPERINTENDENT POSITION DESCRIPTION

Lake County School District R-1 | Leadville, Colorado

Lake County School District R-1 seeks a student-centered, collaborative and community-minded superintendent to build upon recent progress and lead implementation of the district's 2026–2031 Strategic Plan. The Board of Education seeks a visible, trustworthy leader who pairs instructional expertise with careful financial stewardship, strong relationships and a deep understanding of the opportunities and realities of rural public education.

THE DISTRICT AND COMMUNITY

Based in historic Leadville, Lake County School District serves a close-knit mountain community with a rich cultural heritage, outdoor traditions and families deeply invested in their public schools. The district's motto, "Learning Above and Beyond," reflects its ambition to provide rigorous, engaging and meaningful experiences in and outside the classroom.

The district's 2026–2031 Strategic Plan reports approximately 885 students, 72 teachers, a five-member Board of Education and an approximately $25 million budget. Reported student indicators include a 94.9% five-year graduation rate, 34.2% multilingual learners and 58.8% of students qualifying for free or reduced-price meals.

Lake County offers early childhood programming, Lake County Elementary School (K–5), Lake County High School (grades 6–12) and Cloud City High School, an alternative high school. Students benefit from athletics, arts, enrichment opportunities through Project Dream, concurrent enrollment and community-connected learning. The district emphasizes culturally responsive instruction and welcomes the linguistic and cultural strengths of its families.
In November 2026, the outgoing superintendent described improved school performance, more stable finances, consolidated campuses and a completed strategic plan. The next leader can preserve that momentum while bringing coherence, consistency and sustained accountability to the work ahead.

Learn More About Lake County School District

Candidates are encouraged to explore the following resources to learn more about the district, its strategic priorities, governance, financial position, and recent accomplishments.

Lake County School District Website

2026–2031 District Strategic Plan

Board of Education and Governance

District Financial Information

2026 District Performance Highlights

MISSION, VISION AND SHARED COMMITMENTS

Mission: Lake County School District creates safe and inclusive learning environments where students belong and are empowered to develop the knowledge, skills and character to thrive and contribute in a changing world.

The district envisions engaged learners, extraordinary Panther Pride, empowered student pathways, exceptional and committed staff, and aligned, effective systems. Its core commitments emphasize academic achievement, perseverance, individual strengths, well-being, cultural inclusion and partnership with families and community members.

The Profile of a Learner names four dispositions the district seeks to develop: Responsible Contributor, Ethical Leader, Intentional Inquirer and Resilient Creator. The next superintendent will champion these shared aspirations and translate them into authentic student experiences and measurable outcomes.

STRATEGIC PRIORITIES AND THE LEADERSHIP OPPORTUNITY

1 | Pursuing Educational Excellence. Advance a unified vision for high-quality instruction across classrooms and grade levels. Strengthen curriculum and assessment alignment, effective teaching practices, instructional coaching, professional learning communities, early literacy and mathematics, multi-tiered academic and behavior supports, and the use of student-learning data. Attract, develop and retain excellent educators; strengthen staff voice and positive labor relationships; and align financial, technology, capital and operational systems with the work of schools.

2 | Enhancing Student Experience. Create safe, challenging and welcoming schools where every student feels connected to trusted adults, peers and meaningful learning. Improve attendance, engagement, student voice and supportive behavior systems. Expand future-ready pathways, including the district's "Big 3" goal: a work-based learning experience, an industry certification or 12 guaranteed college credits. Strengthen partnerships for concurrent enrollment, career exploration, internships and apprenticeships, as well as arts, athletics, outdoor and experiential learning.

3 | Expanding Family and Community Collaboration. Develop reciprocal, respectful relationships with families, businesses, nonprofit organizations, civic partners and community members. Ensure transparent and accessible communication in languages families understand. Strengthen the District Accountability Committee and other opportunities for authentic family and student voice; foster partnerships with Colorado Mountain College, local employers and community organizations; and make the superintendent a consistent, trusted presence throughout Lake County.

Board Accountability and Execution. The superintendent is expected to implement the 2026–2031 Strategic Plan and report measurable progress in accordance with the Board's oversight calendar. The next leader should build a disciplined scorecard and continuous-improvement cycle tracking academic results, instructional coherence, student belonging, workforce stability, family connections and organizational effectiveness.

DESIRED LEADERSHIP QUALITIES AND EXPERIENCE

(Could also be included in the Leadership Profile Report following the Community Engagement sessions).

- Demonstrated success as an instructional leader who advances academic achievement, high expectations and opportunities for every student, including multilingual learners, students with disabilities and students from varied backgrounds.
- A collaborative, relationship-centered approach that develops principals and staff, invites meaningful input, respects professional expertise and maintains productive relationships with employee associations and bargaining units.
- Proven ability to manage school finance, budgeting, grants, facilities, human resources and long-range planning while making clear, strategic decisions in a resource-constrained rural context.
- Deep appreciation for rural and mountain communities; a strong, sustained presence in schools and community life; and the ability to earn trust through listening, accessibility, clarity and follow-through.
- Skill in turning a Board-adopted strategic plan into actionable priorities, measurable results, coherent systems and transparent public reporting without creating unnecessary initiative fatigue.
- A commitment to student belonging and well-being, positive school culture, culturally responsive practices and meaningful partnerships with families, including Spanish-speaking families.
- Experience expanding postsecondary pathways, career-connected learning, college credit and community partnerships that reflect local student interests and opportunities.
- Strong communication, sound judgment, integrity, adaptability and the ability to lead improvement while recognizing and preserving the district's existing strengths.

QUALIFICATIONS

Minimum (proposed, subject to Board adoption): Bachelor's degree from an accredited college or university; a demonstrated record of successful educational leadership and organizational management; and ability to meet all applicable legal and Board-established requirements for service as a Colorado superintendent.

Preferred: Master's degree or higher in education, educational leadership or a related field; classroom and building-level leadership experience; district-level administrative or superintendent experience; rural school district experience; knowledge of Colorado school finance, governance and labor relations; and proficiency in Spanish or a demonstrated record of effective bilingual family engagement.

Licensure: The Board should decide whether Colorado administrator licensure or superintendent endorsement will be required, preferred, or addressed through an eligibility pathway. The 2024 vacancy described Colorado administrative licensure as preferred or obtainable, rather than mandatory.

Community residence: The 2024 posting called for residence within district boundaries. The new Board should confirm whether that expectation remains a condition of employment. Regardless, sustained local visibility and engagement are essential.

EMPLOYMENT TERMS AND SEARCH PROCESS

Anticipated start: July 1, 2027.

Base salary: [INSERT BOARD-APPROVED GOOD-FAITH SALARY RANGE].

Benefits and other compensation: [INSERT GENERAL DESCRIPTION OF DISTRICT BENEFITS, LEAVE, RETIREMENT, AND ANY OTHER COMPENSATION]. Specific terms will be negotiated and addressed through Board action and an employment agreement.

Hazard, Young, Attea & Associates (HYA) is assisting the Lake County School District Board of Education with its superintendent search.

- Search lead: Brian Ewert, HYA Associate, 303-471-5342, brianewert@hyasearch.com.
- Apply through: [INSERT HYA APPLICATION LINK].

ANTICIPATED SEARCH TIMELINE

[DATE] — Application period opens
[DATE] — Community engagement and leadership profile finalized
[DATE] — Application deadline
[DATE] — Candidate slate presented to the Board
[DATE] — First-round Board interviews
[DATE] — Finalist announcement(s), consistent with Colorado public-notice and open-meeting requirements
[DATE] — Finalist Day in the District / stakeholder engagement
[DATE] — Final Board interview (s)
[DATE] — Sole finalist announced and applicable statutory waiting period begins
[DATE] — Earliest permissible final Board action / contract approval, following required waiting period

EQUAL OPPORTUNITY

Lake County School District is an equal opportunity employer and does not discriminate in employment on grounds prohibited by applicable law. [INSERT DISTRICT-APPROVED FULL EQUAL OPPORTUNITY, ACCESSIBILITY AND ACCOMMODATION LANGUAGE AND CONTACT BEFORE POSTING.]

Lake County School District
Learning Above and Beyond

November 3, 2026

MASTER SERVICES AGREEMENT

SUPERINTENDENT
SEARCH PROPOSAL

HYA

HYA | EDUCATION EXPERTS

Colorado Association of School Boards

Dear Colorado School Districts:

We are pleased to share some exciting news with you, outlining how we can assist you in your upcoming superintendent search. ***Hazard, Young, Attea & Associates (HYA) is honored to enter into a partnership with the Colorado Association of School Boards (CASB) to provide executive search services for CASB members.*** HYA is the nation's largest professional executive search firm, and CASB is proud to work with a firm that has a distinguished reputation for excellence and quality - link to HYA Website: HYA Website.

HYA offers our members an extensive recruiting strategy with a broad reach to identify outstanding superintendent candidates for leadership roles in Colorado, and they also use a robust community engagement process to ensure the right fit for Colorado school districts. As members work with HYA, they will find a firm that employs an advanced technology infrastructure which includes the use of data driven tools and analytics through a board portal. This process ensures community transparency and confidence for board members who can follow every aspect of the superintendent search process.

School Board members understand that selecting the right educational leader is one of their most important responsibilities. Through CASB's partnership with HYA, districts can access professional executive-search and leadership-development services at predetermined costs—eliminating the need for a lengthy Request for Proposal process.

Using the Master Services Agreement is simple: A School District simply notifies CASB or HYA. Because ***CASB conducted a full competitive bid process, interviewed search firms, and ultimately awarded the contract to HYA, member districts may adopt the Master Services Agreement with confidence.*** This pre-negotiated agreement provides a streamlined path for engaging HYA's services and ensures consistent, transparent pricing for all school districts across Colorado ***(see sample Masters Services Agreement following this introduction letter).***

Together, CASB and HYA will focus on assisting school districts with the search process, and equally important, provide support for the transitional phase of building a positive board/superintendent relationship. Included in your search fee is enrollment in the HYA Transition Academy and first year superintendent evaluation. This valuable service is a part of the search process and demonstrates the commitment that CASB and HYA have for providing quality search services, executive coaching, leadership evaluation, and professional development expertise.

We welcome the opportunity in assisting your School District with its customized search process and selection of its next leader.

Sincerely,

Mike Richie, HYA Vice President
mikerichie@hyasearch.com | 715-891-1816

Master Services Agreement
HYA Signature Search

In accordance with the Partnership Agreement between the Colorado Association of School Boards ("CASB") and HYA Corporation ("HYA"), ***Lake County School District*** (the "District") by and through its Board of Education (the "Board"), elects to utilize this negotiated Master Services Agreement to procure a National Search.

Section I: HYA Responsibilities

HYA shall provide the following services and deliverables for a national search:

Engage Phase:

A. Develop and maintain Board Portal throughout the entire search process;
B. Conduct a Planning Meeting with the Board/Administration and provide a summary of said meeting which will detail the timeline and steps of the search process;
C. Coordinate, if desired, an on-line survey of community constituents and provide a report of findings;
D. Provide up to 8 in-person focus groups and 4 virtual focus groups (45 minute engagement sessions) to gather input from constituent groups, as decided by the Board/Administration. With Board approval, additional sessions (days) may be purchased.
E. Prepare and present the Leadership Profile based on the data from the survey, interviews with district and community representatives, and other material made available to the Associate(s);

Recruit Phase:

F. Coordinate and place HYA advertisements including website, newsletters and social media;
G. Recruit and contact candidates utilizing HYA, state, and national networks;
H. Correspond with candidates regarding the search process, timeline, and Leadership Profile;
I. Interview candidates;
J. Conduct reference checks;
K. Identify best qualified candidates;
L. Prepare application materials of selected slate of candidates for the District's consideration;

Select Phase:

A. Present a slate of candidates;
B. Conduct the Interview Workshop and provide materials and protocol to ensure informative effective District interviews;
C. Schedule interviews for the District with selected semi-finalists and finalists;
D. Facilitate discussions to narrow candidate pool after each round of interviews;
E. Offer and coordinate investigative background check(s) of candidates;

Transition Phase:

F. Communicate with all unsuccessful candidates at the close of the search and the appointment of the new leader;
G. Hold a transition meeting with the new Superintendent (after employed) regarding information learned throughout the search and next steps in the transition process;
H. Provide a scholarship to cover the entire cost of HYA transition academy;
I. Provide free job postings for other cabinet level leadership positions for six months; and
J. Provide the CASB/HYA superintendent evaluation process,tools and facilitation for the first year, free of charge.

HYA Evaluation Brochure.pdf HYA Evaluation Process

Section II: District Responsibilities

To effectuate the search, the District has the following responsibilities:

A. Approve the search process at the planning meeting.
B. Inform HYA if there are any members of the Board that are not permitted involvement in the search process under state law.
C. Select survey enhancements, optional advertising and third-party executive due diligence services; should the Board elect to have open-ended questions as part of the survey, the comments will be provided verbatim and under separate cover; the Board should consult its attorneys before disseminating open-ended comments as they may contain student or personnel information; HYA assumes no responsibility for the release of open-ended comments.
D. Acknowledge and accept full responsibility for the lawful use of all information obtained through HYA's executive due diligence services in accordance with all applicable federal, state, and local statutes, regulations, and ordinances; HYA is neither authorized nor legally permitted to complete Form I-9 employment eligibility verification nor to initiate or conduct any E-Verify inquiries. The sole and exclusive responsibility for verifying employment authorization, including the completion of Form I-9 and the initiation and submission of any E-Verify queries, rests with the employing school district and shall be conducted in strict compliance with all legally mandated timeframes and procedural requirements.

E. Any failure to meet these obligations may subject the employing entity, and not HYA, to civil fines, penalties, and other enforcement actions as provided by law.
F. Conduct interviews of finalists shortly after a slate is presented. HYA will assist the Board in the scheduling of the interviews and preparation.
G. Have its attorneys approve the job posting, the process for interviewing candidates, and the requirements for transparency of finalist(s) to comply with open meeting laws and public employment laws in their state.
H. Decide whether to reimburse candidates for expenses and will reimburse candidates directly.
I. Write and execute the employment contract with the selected leader, with the assistance of its attorneys. The HYA Associate(s) will support the Board and its attorneys, if requested.
J. Communicate with local media regarding the search process and appointment of a leader with its community relations/public relations designee.

Section III: Guarantees

A. Throughout the search process the HYA Associate(s) will be available to counsel with the District about the search.
B. If the superintendent departs from the position during the first year under any circumstances professional or personal, or within two (2) years, if the majority of the Board is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the Board at no additional cost with the exception of travel, advertising and due diligence expenses**.**
C. Should the District choose to end the search before a leader is selected, the District is responsible for the consulting fee, survey, advertisement, background checks and all expenses incurred prior to their decision based on the Fees and Payment Schedule outlined herein.

Section IV: Fees and Payment Schedule

A. In consideration for Services, the District will pay to HYA for Search Consulting:

Fee Structure and CASB Partnership Terms for Superintendent Searches						
	Enrollment Under 500	Enrollment 501 - 3,000	Enrollment 3,001 - 10,000	Enrollment 10,001 - 20,000	Enrollment 20,001 - 40,000	Enrollment Over 40,000
% of Hired Superintendent Salary	12%	15%	18%	20%	20%	20%
Base Search Fee (Not to Exceed)	$19,500	$23,500	$28,500	$35,500	$45,500	$60,500

Cabinet Search Fee is 10% of salary per position.

*** A reduced, negotiated percentage fee is available for virtual searches, providing cost-effective options, particularly well-suited to smaller and rural school districts across Colorado.*

B. Payment Schedule: Base search fee of 15% of newly hired superintendent's salary not to exceed $23,500.
   - 50% of the "not to exceed" amount above will be invoiced upon contract signing.
   - 25% of the "not to exceed" amount above will be invoiced upon slate presentation.
   - Balance due will be invoiced after the appointment of the new superintendent.
   - Travel and optional services will be invoiced as incurred.

C. Optional Service Costs and Expenses

   1. **Additional On-Site Consulting Days:** Billed at $2,500 per day, per associate. Six in-district days are included in the base price.
   2. **Google Survey:** Available in English and Spanish.
   3. **National Advertising Packages:** Available upon request of the Board. Any associated costs are paid by the District.
   4. **Third-Party Investigative Background Check:** Estimated cost ranges from $1,100 to $1,950.
   5. **Behavior Assessments:** Billed at $300 per candidate.

D. Materials, Printing and Postage; If the District requests hard copies of the materials, the District will be invoiced to cover the costs of printing, binding and shipping materials.

Section V: Reimbursement Costs

A. Travel expenses for HYA Associates will be borne by the District, including mileage, airfare or other travel costs, lodging, and meals. Mileage reimbursement will be based on current IRS guidelines. HYA uses an expense management system through which all costs are itemized and supported by receipts and expense reports. Expenses are typically billed in two installments: following the presentation of the Desired Characteristics and at the conclusion of the search. When appropriate, portions of the search process may be conducted via Zoom in order to reduce travel-related costs for the District.

B. Travel expenses of candidates will be submitted by the candidate directly to the District (if district elects to reimburse candidates).

Section VI: Business Relationship

A. The District and HYA agree that HYA does not have the status of employee, shall not be entitled to any employee fringe benefits, and shall function as an independent contractor.
B. Any provision of this contract officially declared void, unenforceable, or against public policy, shall be ignored, and the remaining provisions shall be interpreted, as far as possible, to give effect to the parties' intent. All provisions that by their nature would be expected to survive, shall survive termination.
C. The District agrees that any and all Intellectual Property and technology designed, made or conceived by HYA (solely or jointly with others) arising from HYA's work for the District, is the sole property of HYA, without royalty or other consideration to the District.
D. All information, notes, interview sheets, lists, and other documents developed by HYA consultants shall remain the property of HYA.
E. The District and the Board understand that it is unlawful for it to either disclose to any person outside of the District's employment or make any unauthorized use of HYA trade secrets or confidential information unless it can be shown that such information has become public knowledge through no act of the District or Board.
F. The Board's decision to hire or not hire a particular candidate is at the sole discretion of the Board; and the Board takes responsibility for that decision.

Section VII: Term and Termination

This Agreement shall become effective on the date the Agreement is signed by the District and will continue in effect until the search is completed and mutually terminated by both parties.

HYA Corporation:		**Lake County School District:**	
Signature	Date: 11/3/2026	Signature	Date:
Mlke Richie, HYA Vice President		_____	
Name and Title		Name and Title	

ADDITIONAL INFORMATION

Firm Background and Qualifications

a. ***Company history, ownership structure, and key personnel***
b. ***Relevant experience with similar districts***
c. ***Professional credentials and certifications***

Hazard, Young, Attea & Associates (HYA) was established in 1987 and merged with ECRA Group, Inc. in 2011. The firm was reincorporated in 2019 to HYA Corporation doing business as Hazard, Young, Attea & Associates. The remaining survivor of the original owners is still involved with the firm. Currently, 35% of HYA Associates are persons of color, half are women, and HYA is woman-owned. HYA Associates build and invest in one another and advise the firm and one another on best practices, research, and policy.

HYA has served over 2,000 school districts providing consulting services and aggressive quality assistance to school boards in need of identifying and recruiting highly qualified executives for superintendencies and other administrative positions. At HYA we pride ourselves on knowing thousands of educators across the country and use this network to inform our consulting practice and identify potential candidates that are qualified and a match for the positions we are recruiting. HYA's skill set in this area and network of educators has been one of the foundation components of our success over the past 35 years.

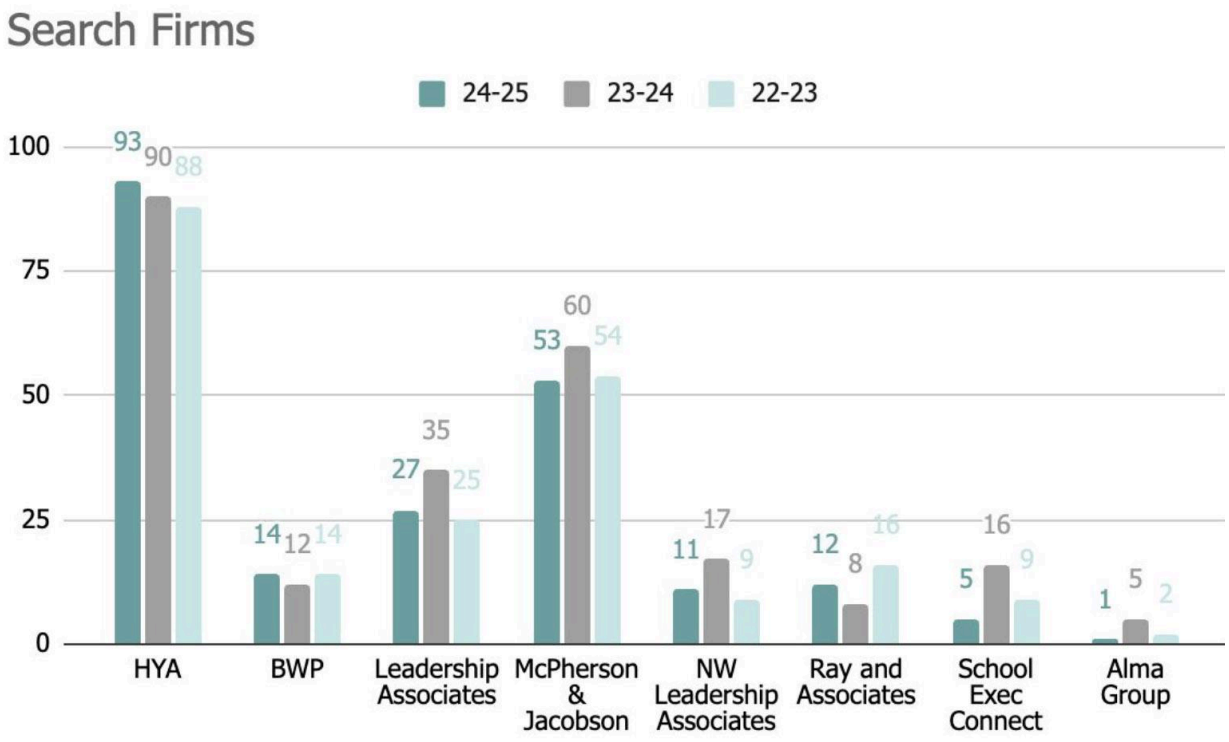
- HYA is a national firm.
- HYA has assisted school boards with more than 2,000 executive searches.
- HYA has 12 professionally staffed office personnel employed at our home office.
- 130+ Associates throughout the country.
- Corporate Headquarters: 909 W. Euclid Ave. #926, Arlington Heights, IL 60006.
- HYA is a C CORP – Subchapter C Corporation.
- HYA has not defaulted on any contracts in the past five years (or ever) or has not failed to meet any financial obligations.
- HYA has not been suspended or debarred by the federal government.

Mike Richie and Brian Ewert will co-lead this search. Richie has conducted more than 80 searches since joining HYA in 2018 and has teamed with Brian Ewert on a number of HYA searches. Below are 30 significant searches led by HYA and/or members of this team.

Significant Searches led by HYA:

1. Center Consolidated School, CO (enrollment 606)
2. Estes Park School District, CO (enrollment 900)
3. Odyssey School of Denver, CO (enrollment 333)
4. Rocky Mountain School of Expeditionary Learning, CO (enrollment 377)
5. Pueblo School District 60, CO (enrollment 15,000)
6. Roaring Forks Schools, CO (enrollment (5,300)
7. Hayden School District, CO (enrollment 428)
8. Aurora Public Schools, CO (enrollment 38,000)
9. Littleton Public Schools, CO (enrollment 15,000)

10. Aspen School District, CO (enrollment 1,650)
11. Garfield Re-2 School District, CO (enrollment 4,642)
12. JEFFCO Public Schools, CO (enrollment 74,200)
13. Denver Public Schools, CO (enrollment 89,000)
14. South Sioux City, NE (enrollment 4,000)
15. Oxford, MI (enrollment 5,910)
16. Verona, WI (enrollment 5,932)
17. Auburn-Washburn, KS (enrollment 6,000)
18. Neenah, WI (enrollment 6,700)
19. Midland, MI (enrollment 7,500)
20. Gresham-Barlow, OR (enrollment 11,600)
21. Racine, WI (enrollment 17,000)
22. Ann Arbor, MI (enrollment 17,000)
23. Blue Valley, KS (enrollment 22,000)
24. Indian Prairie, IL (enrollment 26,000)
25. Anoka-Hennepin, MN (enrollment 35,000)
26. Lincoln, NE (enrollment 42,000)
27. Milwaukee, WI (enrollment 68,000)
28. Iowa Association of School Boards Executive Director
29. Michigan Department of Education State Superintendent
30. Kansas State Department of Education



HYA Associates bring a breadth of professional and academic expertise to their work. HYA's consultants possess extensive experience as former superintendents, district and school leaders, school board members and higher education faculty. They are skilled facilitators, trained in stakeholder engagement, organizational development, and strategic planning processes aligned with national professional standards.

Board Portal:

Communication and organization are critical to successful searches. HYA uses web-based delivery systems that give our clients anytime, anywhere access to all documents regarding the search. Whether through a tablet, smartphone, laptop or desktop computer, the Board and search associates have access to all information associated with the search in an organized and confidential, password protected Board Portal. The Board can view all application materials in the Board Portal as they are submitted. Items are organized by the search phase under the following six tabs. Example items included are listed below:

Home	Propose	Engage
• Search Team Members • Board Updates • Zoom Links • Board Planning Summary • Summary Notes • Search Timeline	• RFP • Proposal • Presentation • Signed Letter of Agreement	• Summary Survey • Open Ended Survey Questions • District Leadership Profile Report • Profile Report Presentation • Focus Group Schedule
Recruit	**Select**	**Transition Services Available**
• Job Postings • All Candidate Application Materials and Resume / CV • Slate Presentation	• Interview Schedule • Day in the District Schedule • Tier 1 -2 -3 Document • Interview Questions • Google Forms (Day in the District Feedback) • Feedback Responses Document • Candidate Presentations • Delphi Technique • Screening Tool • Interview Rubrics	• Transition Academy • Comprehensive First Year Support • Executive Coaching • Board Governance • Board Goal Setting • Superintendent Evaluation • Strategic Planning • Community Engagement • Transition Dashboard • End of first year 360 evaluation

Weekly Board Update:

A weekly Board Update will be available in the Board Portal, ensuring that all board members remain informed throughout the search process. Utilizing the Board Portal as the primary communication tool streamlines the process by eliminating the need for excessive email correspondence between the HYA search team and the school board.

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HYA SIGNATURE SEARCH PROCESS AND METHODOLOGY



ENGAGE
3 - 4 Weeks

- Conduct a planning meeting with the Board, which will detail the timeline and steps of the search process and provide advice/assistance to the board
- Complete individual Board Member interviews
- Creation of professional marketing materials
- Conduct focus groups/community forums to gather input from constituent groups
- Post the on-line community engagement survey.
- *All information gathered in the Engage Phase will help create the **District Leadership Profile Report** which will identify goals, needs, and priorities of the school system to help better match a candidate's skills with the needs of the district and give valuable information to the new leader on day one of employment to set goals and priorities.*



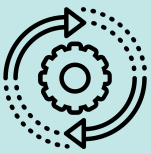
RECRUIT
6 - 8 Weeks

- Draft a position description to use for advertising
- Prepare and place advertisements as selected and authorized by the Board
- Recruit candidates utilizing local and national networks
- Utilize HYA networks for recruitment
- Utilize all HYA Business Partners for recruitment
- Recruit candidates at state and national conferences
- Recruit candidates using HYA's social media platforms
- Correspond with candidates regarding the search process and timeline
- Screen **ALL** candidates using the Leadership Profile Report and Desired Characteristics, seeking out the best fit for the district
- Conduct initial reference checks
- Identify best qualified candidates
- Prepare selected slate of candidates for Board consideration (number of candidates to be determined by the Board)



SELECT
3 - 4 Weeks

- Present slate of candidates to the Board
- Conduct informal background checks with social media searches and reference checks
- Co-coordinate interviews for the Board with selected semi-finalists
- Co-coordinate the "Day in the District" for finalists
- Provide QR codes and feedback forms for the community to provide input for finalists
- Create a matrix to evaluate candidates based on priorities determined by the Board
- Facilitate Board discussion to narrow the candidate pool after each round of interviews *(The Board's decision to hire/not hire a candidate is at the sole discretion of the Board)*
- Coordinate and provide third-party, independent investigative background check(s) of candidates as selected and paid for by the District



TRANSITION
Varies

- The HYA Transition Academy is a six-month virtual program designed to help the superintendent hired build a foundation for long-term success
- HYA National Evaluation at no cost for the first year
- Analyze compensation package/assist Board to determine salary
- Communicate with all unsuccessful candidates at the close of the search
- Hold a debriefing meeting with the new superintendent and Board regarding information learned throughout the search process
- *Transition Dashboard, for the new superintendent to document specific actions they will take during the transition period (first six months included in base fee)*
- Offer other transition services to be considered by the Board and if desired
    - These services include Comprehensive First Year Support, Executive Coaching, Board Governance Training, Superintendent Evaluation, Strategic Planning and Community Engagement Surveys

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Timeline and Project Management

TENTATIVE SCHEDULE FOR LAKE COUNTY SCHOOL DISTRICT SUPERINTENDENT SEARCH ***This timeline may be adjusted by the Board to better align with the District's needs and priorities***	
Dates	**Activity**
Late December 2026	The HYA Team will meet with the Board to plan the search and determine the process, finalize timeline
Mid-January 2027- Mid-February 2027	Post position on HYA site and other sources Network with other HYA Associates Advertising and marketing Accepting applications and recruiting
Ongoing	HYA screening interviews/vetting
January 2027	Individual interviews with board members (Zoom/phone)
January 2027	Stakeholder interviews/focus groups/forums
Early January 2027	Open online survey to all stakeholders
Mid January	Close Survey
Late January or Early February	Presentation of District Leadership Profile Report
Late February	Presentation of Slate to the Board
Late February or Early March	Board first round interviews to identify semi-finalists (virtual)
Mid March	Day in the District
Mid March	Board conducts final interview(s)
Late March or Early April	Superintendent's hiring approved and announced
July 1, 2027	Superintendent contract formally begins

HYA's Signature Search Process Exceeds the Industry Standard

- The sheer volume of searches and consulting work the firm engages in puts us in frequent contact with the nation's cabinet level leaders and gives us intimate knowledge of their skillset to better recruit candidates that are a match to your leadership profile. We have both the network and personal contact information of the nation's top leaders to discuss with them your opportunity if they are a fit. We are not a firm that advertises and accepts resumes. Rather, we are recruiters.
- HYA is an expert at diplomacy and the political realities of a search. We provide counsel to our client Boards (and often district communication and legal staff), given our vast experience working in the most politically charged environments. No matter how pristine the process, you will have detractors and criticism. The decision before you is which firm do I want standing next to me, defending the process, with the experience to provide expert counsel.
- HYA suggested interview practices range from blind candidate review, to performance interviews using data sets provided by HYA. The tools and analytics we use from our Data Briefs to our Strategic Dashboard, from our Board Portal to our Recruitment Analytics, are unmatched by any of our competitors. We bring a modern, technological, and evidence based process to our client districts.
- Deep, meaningful, community engagement best practice varies by context; HYA specializes in school communities. We understand the importance of including student, parent, teacher, staff, administrator, philanthropic organization, elected official, ecumenical and other faith based organization, voice in the process and development of the leadership profile. HYA uses a structured and research based approach to both connecting with your community and analyzing the qualitative data to incorporate into the leadership profile.
- 30,000+ email subscribers to our monthly newsletter
- 46,000 unique users on our website Find a Job page since January 1, 2023
- Candidate Profile System, 7,000+ registered candidates
- We work with superintendents as a result of our Strategic Planning, Equity, and Executive Coaching Collaboratives.
- Our associates lead the Superintendent Academy and Central Office Academy through our Partnerships with Universities
- Six-month Transition Academy for the new superintendent and one board member
- Professional Growth webinars throughout the school year
- First year Superintendent Evaluation - The HYA Approach

You can't match the right leader to a community if the right leaders aren't in the candidate pool. A great search process cannot overcome a weak pool of candidates. The difference isn't simply knowing what to look for—it's knowing who to call. We don't just know the market; we know the leaders. That's why recruitment is where the search is won. Community voice tells us what leadership your district needs, and our deep national network, relationships, and knowledge of the field help us identify, engage, and recruit the leaders who can deliver.

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References (all search listed below led by Mike Richie, Brian Ewert and/or David Baugh)

School District	Reference	Contact Information
Colorado Association of School Boards	Jubal Yennie Executive Director	Phone: 720-355-1775 Email: jyennie@casb.org
Iowa School Board Association	Elizabeth Brennan Board President (at time of search)	Phone: 515-778-5123 Email: ejcb@me.com
Michigan State Education Department	Dr. Pamela Pugh Board President	Phone: 989-992-6353 Email: pughp@michigan.gov
Kansas Department of Education	Cathy Hopkins Board President	Phone: 913-634-0445 Email: Cathy.Hopkins@ksde.gov
Littleton Public Schools, CO (15,000 students)	Angela Christensen Board President (at time of the search)	Phone: 720-341-2197 Email: afchristensen412@gmail.com
Pueblo #60, CO (15,000 students)	Sue Pannunzio Board President	Phone: 719-821-0272 Email: susan.pannunzioboe@pueblod60.org
Odyssey School of Denver, CO (350 students)	Keri Melmed Board President	Phone: 720-272-8147 Email: kerimelmed@gmail.com
Rocky Mt School of Expeditionary Learning, Denver, CO (450 students)	Kimberlee Shia Board Member	Phone: 720-786-1868 Email: kimberlee_sia@dpsk12.net
Center Consolidated, CO (600 Students)	Carrie Zimmerman Retiring Superintendent	Phone: 719-480-1491 Email: czimmerman@center.k12.co.us
Estes Park R-3, CO (900 students)	Stacy Ferree Board President	Phone: 970-646-5929 Email: stacy_ferree@psdr3.k12.co.us
South Sioux City, NE (4,000 students)	Chris Krueger Board President	Phone: 712-223-0698 Email: chris.krueger@ssccards.org
Hayden, CO (450 students)	Ryan Watters Board President	Phone: 970-846-8155 Email: rywattles@haydenschools.org
Gresham-Barlow, OR (11,656 students)	Cathy Keathley Board Search Committee Chair	Phone: 503- 805-8973 Email:

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Brian Ewert Bio: https://hyasearch.com/employer/brian-ewert/