

▶ LETTER OF INTEREST

Mr. Brandon Lallande

Fagen Friedman & Fulfroost LLP
1525 Faraday Avenue, Suite 300
Carlsbad, CA 92008-7370

Re: Proposal to Provide Trustee Area Creation Services

3/25/2021

Dear Mr. Lallande,

Cooperative Strategies, LLC is pleased to submit the enclosed proposal ("Proposal") to provide demographic services in compliance with the California Voting Rights Act ("CVRA") for Silver Valley Unified School District ("SVUSD" or "School District").

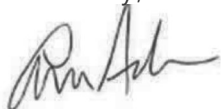
For more than 25 years, Cooperative Strategies has helped plan and finance school facilities for more than 2,000 Local Educational Agencies ("LEAs") across the nation. Our philosophy is to provide relationship-based consulting services primarily to LEAs; we believe it is important to thoroughly understand our clients' specific needs, which cannot be done as efficiently as consultants that serve competing public-sector entities. Furthermore, we believe in building long-lasting partnerships to aid our clients in achieving their long-term goals and objectives.

Given our expertise in analyzing and evaluating demographic data, Cooperative Strategies is uniquely qualified to assist the School District with demographic services in relation to compliance with the CVRA. We've provided similar services to more than 50 LEAs across the State of California ("State") which makes us intimately familiar with the requirements under the CVRA and the Federal Voting Rights Act ("FVRA").

We stand by our philosophy of acting as an advocate for our clients, and therefore only serve public agencies in these matters. We also offer simplified pricing with a single fee that includes all meetings required under applicable laws.

Thank you for the opportunity to submit the enclosed Proposal. Should you have any questions, please do not hesitate to contact me as I will serve as the primary point of contact for SVUSD.

Sincerely,



Larry Ferchaw
Executive Director

▶ TABLE OF CONTENTS

SECTION	PAGE
ABOUT US.....	1
SCOPE OF SERVICES	5
KEY PERSONNEL	10
PAST PROJECTS	14
REFERENCES.....	19
FEE PROPOSAL	21



ABOUT US

OUR ABILITY TO SERVE YOU



► OUR EXPERIENCE

Our expertise is unparalleled. Over the course of 25+ years, we have helped more than 2,000 school districts assess their situations, set goals, and implement their visions. We have backgrounds in education, technology, facilitation, and management. Our team of professionals includes Recognized Educational Facility Planners, GIS specialists, and Series 50 Qualified Municipal Advisors.

► WHY CS?

We don't serve competing public sector entities. This means we are able to thoroughly focus on the unique needs of schools and the students they serve.

As your needs evolve, so do our offerings. From initial building and standards assessment, to facility and demographic planning, to financial advisory services, to full program management – we partner with our clients throughout their entire journey.

For us, it's all about relationships. We know that one size does not fit all, especially when it comes to planning educational facilities. We work hard to understand each client's goals and objectives and truly become a trusted extension of a district's staff. Our approach is not about gaining business; it's about building lasting relationships.



► GEOGRAPHICAL INFLUENCE

We guide school districts of all shapes and sizes through projects of all shapes and sizes. Our expertise across the facility and educational planning process means districts do not need to hire multiple firms from various industries.

Our team listens to administrations' hopes and communities' concerns. We partner with school boards to help build stakeholder consensus. And we work with developers and designers to execute schools' visions. With thousands of success stories across the U.S. and beyond, we easily adapt to regional laws and regulations.

Our four offices spread across the country — in California, Colorado, Ohio, and Texas — enable us to offer nimble, cost-effective solutions to clients regardless of their location or time zone.

► OUR ACCOMPLISHMENTS

30+ Comprehensive Service Lines	4 U.S. Office Locations	2,000+ School Districts Served	
3,000+ Enrollment Projections		200 Million Dollars in Owners Rep.	Success Stories Across the U.S. and Beyond
300+ Facilities Master Plans	25+ Years of Experience		Multiple Series 50 Qualified Municipal Advisors
	280+ Educational Specifications	50+ Employees On Staff	15+ Billion Dollars in Bonds



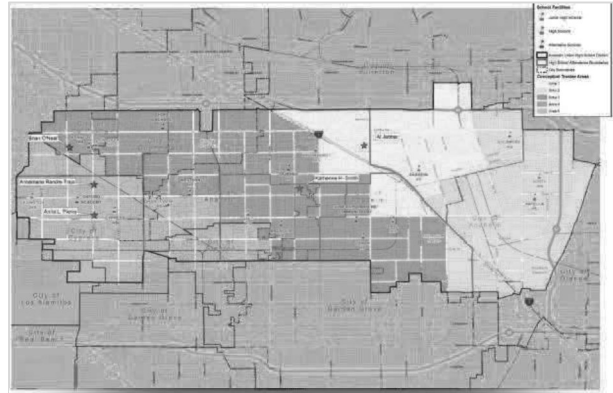
SCOPE OF SERVICES

TRUSTEE AREA CREATION SERVICES

TRUSTEE AREA CREATION

Cooperative Strategies has aided a number of LEAs throughout the State with the creation and implementation of voting areas. When drawing trustee areas, we utilize the following legal considerations:

- Each area shall contain nearly equal number of inhabitants based on total population with a variance of up to 10 percent between the largest and smallest areas
- Comply with the FVRA in that members of a protected class do not have their voting rights diluted through the creation of voting areas
- Be compact and contiguous, as much as possible
- Follow man-made and natural geographic features, as much as possible
- Respect incumbency where possible
- Consider other local criteria



Once several maps that meet the above criteria are created, we review them with School District staff and legal counsel to ensure legal compliance. The maps are then shared with the governing board for review and comment prior to receiving public input.

Public input can take the form of public hearings at board meetings or in town hall meetings across the School District where community members can review the information and provide feedback.

After all feedback is compiled, the governing board can adjust the maps as it desires before ultimately deciding on the map that best meets the needs of the community. Cooperative Strategies then aids in the approval and adoption process to finalize and implement the new trustee area election method. The following scope of work outlines the specific activities and tasks involved in Cooperative Strategies' trustee area creation services.

STATEMENT OF WORK

ACTIVITY	TASKS
<p>1.</p> <p>Goals, Priorities and Data Analysis</p>	<p>1.A. Identify Goals and Priorities</p> <p>This task involves determining the goals the School District has for the redistricting process. This determination will be based on Education Code and Elections Code, including the California Voting Rights Act and Federal Voting Rights Act. Goals and priorities may or may not take into account:</p> <ul style="list-style-type: none"> • Balanced Population (One Person, One Vote) • Civic Boundaries • Community Identity
	<p>1.B. Identify Key Issues and Considerations</p> <p>This task involves identifying the key issues and considerations involved in creating Trustee Areas. These may include legal issues, compliance with federal and State regulations, Committee on School District Organization and State Board of Education requirements, constituent/community concerns, as well as others.</p>
	<p>1.C. Discuss Requirements with Legal Counsel</p> <p>This task involves discussing the list of items identified in Tasks 1.A. and 1.B. with staff of the School District and the Client to ensure compliance with all applicable legal, statutory, and organizational requirements.</p>
	<p>1.D. Prepare Census Data Analysis for Trustee Areas</p> <p>This task involves analyzing 2020 Census data to obtain information on population within the School District as well as to use in creating conceptual Trustee Areas.</p>
	<p>1.E. Evaluate Population of Community</p> <p>This task involves evaluating the demographics of the School District based on data from the United States Census.</p>

ACTIVITY	TASKS
	<p>1.F. Attend and Present at Public Hearings</p> <p>This task involves Cooperative Strategies attending and presenting at the two (2) pre-map public hearings at meetings of the Governing Board of the School District to gather input from the community and Governing Board.</p>
<p>2.</p> <p>Prepare and Present Scenarios</p>	<p>2.A. Create Conceptual Trustee Areas</p> <p>This task involves using Census data and GIS data gathered in Task 1.D. and input received in 1.F. to prepare three (3) conceptual Trustee Area scenarios. This task will involve preparing alternative Trustee Area boundary proposals for consideration, including maps and demographic data for comparative purposes.</p>
	<p>2.B. Present Recommendations to Staff</p> <p>This task involves presenting conceptual Trustee Areas to District staff for their review and consideration. Cooperative Strategies will prepare deliverables and a presentation with the goal of refining the recommendations that will be delivered to the Board.</p>
	<p>2.C. Present to Governing Board</p> <p>This task involves three (3) meetings to present the scenarios from Task 2.B. to the Board for comment and review. These meetings include the public hearings required prior to approval by the Governing Board.</p>
	<p>2.D. Assist in Public Outreach</p> <p>This task involves assisting in a public outreach effort to present conceptual scenarios to the public and solicit feedback from constituents on the scenarios.</p>
	<p>2.E. Revise Scenarios</p> <p>This task involves revising the conceptual scenarios based on feedback from the public and the Board.</p>

ACTIVITY	TASKS
	<p>2.F. Present Revised Scenarios to Governing Board</p> <p>This task involves presenting the revised scenarios to the Board for consideration and approval of new Trustee Areas.</p>
	<p>2.G. Assist in Approval and Implementation Process</p> <p>This task involves assisting in obtaining approval of Trustee Areas from the County Committee on School District Organization. Cooperative Strategies will also assist with approval of an election waiver from the State Board of Education and ensure proper documentation is provided to State and County offices to implement the change in Trustee Areas.</p>



KEY PERSONNEL

YOUR TEAM OF INDUSTRY EXPERTS



**LARRY FERCHAW, PARTNER
EXECUTIVE DIRECTOR,
WESTERN REGION**

Larry Ferchaw has assisted a wide range of LEAs with the transition from at-large to by-area elections. Mr. Ferchaw has prepared various demographic and financial analyses and has assisted LEAs that range in size from small, rural elementary LEAs to some of the largest urban and suburban LEAs in the Country.

He specializes in projecting enrollment and analyzing capacities to determine future student impact on school facilities. He also aids LEAs in identifying new construction and modernization needs while navigating the financial implications of such projects.

Education

- M.S., Journalism, Columbia University
- B.A., History, University of California, Los Angeles

Areas of Expertise

- Boundary Planning
- Community Engagement
- Trustee/Voting Areas
- Facilities Master Planning

Notable Accomplishments

- Board Member, Coalition for Adequate School Housing

Sample Experience

Anaheim Elementary School District, CA

Voting Area Creation Services

Anaheim Union High School District, CA

Voting Area Creation Services

Beaumont Unified School District, CA

Voting Area Creation Services

Conejo Valley Unified School District, CA

Voting Area Creation Services

Desert Sands Unified School District, CA

Voting Area Creation Services

Dublin Unified School District, CA

Voting Area Creation Services

Moorpark Unified School District, CA

Voting Area Creation Services

Ojai Unified School District, CA

Voting Area Creation Services

Oxnard School District, CA

Voting Area Creation Services

Palm Springs Unified School District, CA

Voting Area Creation Services

Riverside Unified School District, CA

Voting Area Creation Services

San Mateo County Community College District, CA

Voting Area Creation Services

Santa Paula Unified School District, CA

Voting Area Creation Services



JUSTIN RICH SENIOR DIRECTOR

Justin Rich brings over 15 years of experience in school facilities planning and finance. He assists LEAs with their Facilities Master Planning efforts, specialized demographic analyses, and municipal advisory services. He has been involved in numerous community outreach efforts related to facility planning, general obligation bond elections, school attendance boundaries/closures and trustee area redistricting.

In addition to being actively involved with client relations and outreach endeavors, Justin has presented on various topics at industry conferences and events.

Education

- M.P.A., Public Administration, California State University, Long Beach
- B.A., Political Science, University of California, Los Angeles

Areas of Expertise

- Trustee/Voting Areas
- Facilities Master Planning
- Community Engagement
- Development Impact Analyses
- Boundary Planning

Notable Accomplishments

- MSRB Series 50, Municipal Advisor Representative.
- Advised on nearly \$7 billion in municipal bond transactions for school districts and community college districts.
- Facilitated multiple community outreach processes and townhall forums related to facilities master plans, school attendance boundary adjustments and school closures.

Sample Experience

Riverside Community College District, CA
Voting Area Creation Services

Riverside Unified School District, CA
Voting Area Creation Services

Castro Valley Unified School District, CA
Bond Election Services; Financial Advisory

Lake Elsinore Unified School District, CA
Boundary Planning; Developer Fee Justification Studies; Facilities Master Planning; Demographic Analysis; Developer Negotiations

Menifee Union School District, CA
Financial Advisory; Demographic Analysis; Developer Negotiations; Enrollment Projections

Moreland School District, CA
Boundary Planning; Developer Fee Justification Studies

Mountain View School District, CA
Developer Negotiations; Developer Fee Justification Studies; Bond Election Services; Financial Advisory

Norris School District, CA
Facilities Master Plan; Financial Advisory

Oakley Union Elementary School District, CA
Bond Election Services; Financial Advisory

Pasadena Unified School District, CA
Boundary Planning; Developer Fee Justification Studies; Redevelopment

Richland School District, CA
Facilities Master Planning; Developer Fee Justification Studies; Enrollment Projections

San Dieguito Union High School District, CA
Long Range Facilities Task Force; Bond Election Services; Financial Advisory

San Gabriel Unified School District, CA
Developer Fee Justification Studies, Facilities Usage Fee Studies



**ANDREW BISHOP
SENIOR ASSOCIATE
DIRECTOR**

Andrew Bishop has provided financial, demographic, and cartographic services to a wide variety of LEAs since 2005. His expertise with Geographic Information Systems has helped illustrate a variety of demographic and facilities planning services for hundreds of school districts.

Andrew also has extensive experience in calculating student generation rates to determine future student enrollment and the resulting impact on school facilities.

Education

- B.A., Geography, University of California, Los Angeles

Areas of Expertise

- Developer Fee Justification Studies
- School Facilities Needs Analyses
- Enrollment Projections
- Capacity Analyses
- Geographic Information Systems
- Assessment District Administration
- Trustee/Voting Areas

Notable Accomplishments

- Finalist, NYC Department of Education Call for Innovations, Enhancing School Zoning Efforts by Predicting Population change

Sample Experience

Alum Rock Union Elementary School District, CA

Enrollment Projections

Anaheim Elementary School District, CA

Trustee/Voting Areas

Beverly Hills Unified School District, CA

Developer Fee Justification Studies

Bonita Unified District, CA

Developer Fee Justification Studies; RIMD Administration

Byron Union School District, CA

Developer Fee Justification Studies; Enrollment Projections

Capistrano Unified School District, CA

Annual & Five-Year Reports; Developer Fee Justification Studies

Fremont Unified School District, CA

Developer Fee Justification Studies; Enrollment Projections; School Facilities Needs Analyses

Hesperia Unified School District, CA

Annual & Five-Year Reports; Developer Fee Justification Studies; Enrollment Projections; School Facilities Needs Analyses

Irvine Unified School District, CA

Annual & Five-Year Reports; Developer Fee Justification Studies; RIMD Administration; School Facilities Needs Analyses

Menifee Union School District, CA

Annual & Five-Year Reports; Developer Fee Justification Studies; School Facilities Needs Analyses

Palm Springs Unified School District, CA

Developer Fee Justification Studies



PAST PROJECTS

PROVEN SUCCESS STORIES

PAST PROJECTS

Please see below for a list of some of the LEAs we have previously provided similar services to. Please note, we cannot disclose the full list of our clients for whom we have performed liability analysis services as many engaged our services through legal counsel which remain under attorney-client privilege.

District Name	Location	Service Type
Adelanto Elementary School District	San Bernardino County	Trustee Area Creation Services
Alta Loma School District	San Bernardino County	Trustee Area Creation Services
Alvord Unified School District	Riverside County	Trustee Area Creation Services
Anaheim Elementary School District	Orange County	CVRA Analysis & Trustee Area Creation Services
Anaheim Union High School District	Orange County	Trustee Area Creation Services
Antelope Valley Union High School District	Los Angeles County	Trustee Area Creation Services
Antioch Unified School District	Contra Costa County	Trustee Area Creation Services
Apple Valley Unified School District	San Bernardino County	Trustee Area Creation Services
Banning Unified School District	Riverside County	Trustee Area Creation Services
Beaumont Unified School District	Riverside County	Trustee Area Creation Services
Benicia Unified School District	Solano County	Trustee Area Creation Services
Bonsall Unified School District	San Diego County	Trustee Area Creation Services

District Name	Location	Service Type
City of Garden Grove	Orange County	CVRA Analysis
Conejo Valley Unified School District	Ventura County	Trustee Area Creation Services
Corona-Norco Unified School District	Riverside County	Trustee Area Creation Services
Davis Joint Unified School District	Yolo County	Trustee Area Creation Services
Desert Sands Unified School District	Riverside County	Trustee Area Creation Services
Diablo Water District	Contra Costa County	Trustee Area Creation Services
Dublin Unified School District	Alameda County	Trustee Area Creation Services
Etiwanda School District	San Bernardino County	Trustee Area Creation Services
Fallbrook Union High School District	San Diego County	Trustee Area Creation Services
Fullerton School District	Orange County	Trustee Area Creation Services
Garden Grove Unified School District	Orange County	Trustee Area Creation Services
Hacienda La Puente Unified School District	Los Angeles County	Trustee Area Creation Services
Hesperia Unified School District	San Bernardino County	Trustee Area Creation Services
Hueneme Elementary School District	Ventura County	Trustee Area Creation Services
Imperial Valley Community College District	Imperial County	Trustee Area Creation Services
La Mesa-Spring Valley School District	San Diego County	Trustee Area Creation Services

District Name	Location	Service Type
Lincoln Unified School District	San Joaquin County	Trustee Area Creation Services
Moorpark Unified School District	Ventura County	Trustee Area Creation Services
Moreno Valley Unified School District	Riverside County	Trustee Area Creation Services
Mt. Diablo Unified School District	Contra Costa County	Trustee Area Creation Services
North Orange County Community College District	Orange County	Trustee Area Creation Services
Novato Unified School District	Marin County	Trustee Area Creation Services
Oakley Union Elementary School District	Contra Costa County	Trustee Area Creation Services
Ojai Unified School District	Ventura County	Trustee Area Creation Services
Ontario-Montclair School District	San Bernardino County	Trustee Area Creation Services
Oxnard School District	Ventura County	CVRA Analysis & Trustee Area Creation Services
Palm Springs Unified School District	Riverside County	Trustee Area Creation Services
Perris Elementary School District	Riverside County	Trustee Area Creation Services
Redlands Unified School District	San Bernardino County	Trustee Area Creation Services
Rim of the World Unified School District	San Bernardino County	Trustee Area Creation Services
Riverside Community College District	Riverside County	Trustee Area Creation Services

District Name	Location	Service Type
Romoland School District	Riverside County	Trustee Area Creation Services
Rowland Unified School District	Los Angeles County	Trustee Area Creation Services
San Juan Unified School District	Sacramento County	Trustee Area Creation Services
San Mateo County Community College District	San Mateo County	Trustee Area Creation Services
Santa Paula Unified School District	Ventura County	Trustee Area Creation Services
Santa Rosa City Schools	Sonoma County	Trustee Area Creation Services
Snowline Joint Unified School District	San Bernardino County	Trustee Area Creation Services
South Whittier School District	Los Angeles County	Trustee Area Creation Services
Temecula Valley Unified School District	Riverside County	Trustee Area Creation Services
Val Verde Unified School District	Riverside County	Trustee Area Creation Services
Vallecitos Elementary School District	San Diego County	Trustee Area Creation Services
Vallejo City Unified School District	Solano County	Trustee Area Creation Services
Victor Elementary School District	San Bernardino County	Trustee Area Creation Services
Victor Valley Union High School District	San Bernardino County	Trustee Area Creation Services
William S. Hart Union High School District	Los Angeles County	Trustee Area Creation Services
Wilsona School District	Los Angeles County	Trustee Area Creation Services

A grayscale photograph of a person with long hair and glasses, holding a book in front of their face. The book cover is dark and features white text. The person's eyes are visible through the top of the book. The entire image is framed by a thin white border.

REFERENCES

TRANSPARENCY IS TRUST

CLIENT	CONTACT INFORMATION
Moorpark Unified School District	Kelli Hays Superintendent 805.378.6300 khays@mrpk.org
Hueneme Elementary School District	Christine Walker Superintendent 805.488.3588 cwalker@hueneme.org
Conejo Valley Unified School District	Victor Hayek Deputy Superintendent 805.497.9511 vhayek@conejousd.org
Ventura Unified School District	Anthony Ramos General Counsel 805.641.5000 anthony.ramos@venturausd.org
Santa Paula Unified School District	Ed Cora Superintendent 805.933.8802 ecora@santapaulaunified.org

A young boy with a backpack is walking past a school bus. The scene is captured in a dark, monochromatic style, possibly a black and white photograph with a dark overlay. The boy is on the left, wearing a jacket and carrying a backpack. The school bus is on the right, partially visible. The text 'FEE PROPOSAL' is centered over the image in a white, sans-serif font.

FEE PROPOSAL

The proposed fee for Cooperative Strategies to perform the services as described in Section II of this Proposal is outlined below depending on the timing selected. This fee includes attendance at up to nine (9) meetings at the School District (public hearings, community input meetings, Board meetings, and the meeting of the County Committee on School District Organization), as well as scenario creation and mapping services.

SERVICE DESCRIPTION	PROPOSED FEE
Trustee Area Creation	\$18,500 (Plus Expenses)

Should the District wish to utilize a web-based tool for members of the community to provide scenarios or revise map options, there shall be an additional fee of \$5,000 for such service.

Should the School District require attendance at additional meetings beyond those identified above, the fee shall be \$850 per additional meeting.