

**Proposal to Provide
Trustee Area Redistricting Services**

Imperial Valley Community College District

July 11, 2011

Prepared For:

Imperial Valley Community
College District
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Prepared By:

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MISSION STATEMENT

THE DOLINKA GROUP
PROVIDES
STRATEGIC FINANCIAL AND DEMOGRAPHIC SERVICES
TO MEET ITS CLIENTS' NEEDS.

OUR HALLMARK
IS ESTABLISHING **LONG-TERM RELATIONSHIPS,**
PROVIDING **LEADING-EDGE SOLUTIONS,**
AND MAINTAINING A **BROAD SCOPE OF SERVICES.**

OUR CLIENTS CAN THEN FOCUS ON THEIR CORE MISSION
UTILIZING THE EXPERTISE THE DOLINKA GROUP PROVIDES

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July 11, 2011

Mr. Bill Gay
Imperial Valley Community College District
380 E. Aten Road
P.O. Box 158
Imperial, CA 92251

Regarding: Proposal to Provide Trustee Area Redistricting Services

Dear Mr. Gay,

Dolinka Group, LLC is pleased to submit the enclosed Proposal to provide Trustee Area Redistricting Services to the Imperial Valley Community College District ("District").

Our expertise and experience working with educational agencies allows us to provide a depth of knowledge and experience that others cannot. We have conducted demographic analyses and implemented various boundary adjustments for over 20 years. Our most recent work providing redistricting consulting services includes North Orange County Community College District and Rancho Santiago Community College District.

Given our long history of work with educational agencies and our expertise analyzing/evaluating demographic data, Dolinka Group is uniquely qualified to assist the District with the planning and implementation of their Trustee Voting Area study. The staff of Dolinka Group is familiar with the requirements under the California Voting Rights Act and is prepared to assist the District with all political and demographic concerns that may arise while developing new trustee voting area boundaries. Further, since Dolinka Group provides financial and demographic assistance to Mountain Empire Unified School District, Palo Verde Unified School District, Palm Springs Unified School District and Desert Community College District, we have a distinct advantage in understanding the demographic and political makeup of areas surrounding Imperial Valley Community College District.

Dolinka Group has a philosophy that stresses corporate integrity, teamwork and the importance of always meeting the needs of our clients. We are very pleased to have this opportunity and look forward to starting a lasting relationship with the District.

If you have any questions regarding the Proposal, please feel free to contact me at 949.250.8307 or by email at afeng@dolinkagroup.com or Blake Boehm at bboehm@dolinkagroup.com.

Sincerely,

Ann Feng-Gagne
Executive Director

Description of Firm

Overview of Dolinka Group

As a consultant to Local Educational Agencies ("LEAs") in the State of California, Dolinka Group, LLC has helped more than 250 LEAs plan and finance school facilities. Dolinka Group's philosophy is to provide consulting services only to public educational agencies: school districts, county offices of education, and community college districts. We believe that it is important to understand our clients' needs, which cannot be done as thoroughly by consultants that serve competing public agencies. Dolinka Group prides itself on focused expertise while maintaining the ability to offer a broad spectrum of customized services tailored to meet our clients' needs. This ensures we can provide our clients with the most thorough and accurate solutions available. This commitment gives our firm deep-seated knowledge of the political and financial issues that our clients face.

Based in Irvine, California, Dolinka Group has been providing financial and demographic services to LEAs since 2008 (prior to that date the Dolinka Group operated since 1998 as a division of David Taussig & Associates, Inc.), employing 29 consultants. Dolinka Group's consultants work together to blend their individual skills in areas such as enrollment projections, attendance boundary modifications, the State School Building Program, developer negotiations, Community Facilities District ("CFD") formations, and the issuance of General Obligation Bonds ("GO Bonds").

Above all, *Dolinka Group provides a service to its LEA clients, rather than a product.* This service aspect begins with providing our clients with helpful tools that make the preparation process move as smoothly as possible. We also recognize the unique communities that are served by LEAs and tailor our services and approach appropriately. Dolinka Group is eager to take the time to truly understand the unique dynamics of its clients and provide them with the highest quality services possible.

Overview of Services

Dolinka Group's services for school districts have focused on evaluating school facility needs and designing programs for financing the costs of required school facilities. Specifically, Dolinka Group's services for LEAs include the following areas of expertise:

School Facilities Planning

- » Trustee Area Boundary Analysis
- » Attendance Boundary Analysis/Adjustment Services
- » School Consolidation
- » Facility Master Planning
- » Enrollment Projections
- » Geographic Information System Projects
- » Asset Management
- » School Facilities Needs Analyses
- » Development School Fee Justification Studies/Impact Mitigation Plans
- » Monteith Studies

School Facilities Financing

- » Financial Consulting Services
- » General Obligation Bonds
- » Special Financing District Administration
- » Funding Programs
- » Redevelopment Advisory Services
- » Qualified School Construction Bonds
- » Special Financing District Formations
- » State Funding Assistance
- » Facilities Usage Fee Justification Studies
- » Other Post-Employment Benefit

Below is a more detailed description of Dolinka Group's experience relevant to the services involved in analyzing the liability associated with the method of electing trustees as well as the creation or adjustment of trustee areas.

Trustee Area Boundary Analysis

Dolinka Group performs the analysis and drawing/re-drawing, if necessary, of the trustee areas boundaries ("Trustee Areas") of school districts and community college districts. For those LEAs that currently elect trustees at-large, Dolinka Group analyzes the liability to the district associated with the California Voting Rights Act to identify the extent to which racially polarized voting has occurred. Dolinka Group also reviews demographic information and works with the legal counsel of the LEA to advise the district on its degree of liability. For LEAs that switch to by-trustee area elections, or for those who are already using that voting method, Dolinka Group assists in the drawing/re-drawing of Trustee Areas using data provided by the 2010 Census. Such work involves extensive community involvement and also coordination in having the Trustee Areas approved by the governing board of the LEA and other approving agencies that may be necessary, including the County Committee on School District Organization and the U.S. Department of Justice (where applicable).

Attendance Boundary Analysis/Adjustment Services

In preparing School Facilities Master Plans and developing GIS for LEAs, Dolinka Group has gained expertise in projecting student enrollment and locating future school sites. Dolinka Group has applied this knowledge and experience to assist LEAs in developing attendance boundaries for existing and future school facilities. In developing attendance boundaries for school facilities, Dolinka Group analyzes enormous amounts of data, such as student enrollment projections, school facilities capacity, social and socio-economic characteristics of students, and transportation issues.

In addition to supplying LEAs with data, Dolinka Group has chaired several attendance boundary committees. In facilitating these committees, Dolinka Group assists members of the community in understanding all of the direct and indirect impacts of establishing attendance boundaries. By analyzing the data and measuring the impacts, committee members are able to reach consensus on potential attendance boundaries which minimize the disruption of students while maximizing the efficiency of school facilities.

School Consolidation

The ongoing economic crisis in California continues to necessitate cuts to operational funding for K-12 school districts across the State. However, the slowdown in housing which has accompanied the downturn has also created excess capacity at some schools, providing school districts with an opportunity to create savings by consolidating their facilities.

Dolinka Group has significant experience in helping districts develop and execute school consolidation strategies that help decrease ongoing operational costs while continuing to enrich the educational experience of students. From up-front planning and analysis to selecting schools for consolidation and communicating the recommendations to stakeholders, Dolinka Group takes the lead through every phase of the process. Working with a wide range of stakeholders representing local governments, parent

groups, collective bargaining units, school administrators, and other interested parties, Dolinka Group can help the school district navigate the sometimes contentious politics around school closings, and bring together these diverse perspectives toward a common goal.

Facility Master Planning

In evaluating the timing of bond proceeds and fee revenues for use in certain financing plans, Dolinka Group developed a formidable expertise in facilities planning. Specifically, Dolinka Group's facilities planning services include projections of short and long-range student enrollment, calculations of student generation and cohort survival factors, and determinations of the optimum configuration, size, grade grouping, and location of future school sites.

In addition to having years of facilities planning experience as a result of our financing work, Dolinka Group also employs the most advanced technological and quantitative methods available for facilities planning. Dolinka Group has Geographic Information System capability for assessing school sites, studying boundary configurations, and analyzing demographic data by area of the school district, thereby maximizing the accuracy of student enrollment projections and other projected data.

Geographic Information System Projects

Dolinka Group's Geographic Information System ("GIS") capability allows us to provide school districts with some of the most technologically advanced land-use and demographic analyses available. Dolinka Group uses its GIS capability to build visual databases of all relevant parcels by geo-coding land-use and demographic data to a computer-generated digital map. Once built, these visual databases can be used to perform spatial land-use and demographic analyses at a far higher degree of sophistication than was previously possible and in far less time.

Firm's Personnel and Staffing Resources

Location of Office

Project work will be performed at Dolinka Group's office in Irvine, California.

Qualifications and Experience of Proposed Lead Staff

Benjamin Dolinka, President/CEO of Dolinka Group has been focused on the financial and demographic needs of school districts for nearly two decades. His efforts have resulted in the timely funding and construction of scores of facilities for school districts across the State of California. He has been an advocate for adequate funding of school facilities at both the State level and in negotiations with individual developers and has provided strategic planning assistance to help school districts identify their needs.

In addition to his expertise in the financing of capital needs for school districts, Mr. Dolinka has expanded the services of Dolinka Group to provide demographic services that bring the same level of thoroughness and resourcefulness as the financial analyses he has prepared. Mr. Dolinka has prepared numerous school fee justification studies, residential development mitigation plans, and school facilities master plans, and School Facilities Needs Analyses. These studies involve the collection and analysis of large volumes of data, as well as the development of student generation rates, cohort survival factors, enrollment projections, and school costs. Mr. Dolinka is well-versed in presenting these complicated matters to staff members, board members and members of the public. Mr. Dolinka holds a B.A. degree in economics from the University of California, San Diego, with emphases in macroeconomics and econometrics.

Ann Feng-Gagne, Executive Director, is one of the key members of Dolinka Group and is responsible for the day-to-day management of the financing and demographic services provided by the firm. These services include Master Plans/Funding Programs, property negotiations, formation and administration of CFDs and Assessment Districts, Redevelopment, OPEB funding, and GO Bond campaigns and issuances. Ms. Feng-Gagne holds a B.S. in Policy Analysis/Management from Cornell University and would serve as one of the primary contacts, ensuring that the Dolinka Group team and other financing team members appropriately translate the vision and goals of the School District into results.

R. Darrin Watters, Executive Director, served 16 years as a classroom teacher, coach, site administrator, and district-level administrator. Recently as an Assistant Superintendent of Business, he oversaw a \$173 million budget and managed a number of departments including fiscal services, facilities, food services, and maintenance and operations. At Dolinka Group, Mr. Watters assists with leading various financing projects, including Redevelopment negotiations. These negotiations help school districts receive millions of dollars in underpayments each year. Mr. Watters holds valid California teaching and administrative credentials.

Larry Ferchaw, Senior Director, assists a wide range of school districts throughout the State of California with a variety of demographic and financial matters. Since joining the Dolinka Group in 2003, Mr. Ferchaw has been involved in numerous attendance boundary processes to assist school districts with the opening of new school facilities and the closure of schools due to declining enrollment and budgetary reasons. He has also assisted school districts create long-term facilities plans that identify enrollment trends, the need for school facilities, and the location of potential school facilities. Mr. Ferchaw has prepared enrollment projections for schools seeing both increases and decreases in enrollment and has created new methodologies for projecting enrollment in large school districts comprised of diverse communities. Mr. Ferchaw has also assisted in the acquisition of school sites, the preparation of funding applications to the State Allocation Board, and the asset management of surplus property. Mr. Ferchaw holds a B.A. in History from the University of California, Los Angeles and an M.S. in Journalism from Columbia University.

Blake Boehm, Associate Director, provides a wide range of financial expertise to Local Education Agencies ("LEAs") throughout the State of California. Since joining Dolinka Group in 2005, Mr. Boehm has assisted LEAs in all aspects of capital facilities financing. His diverse client base and extensive experience has provided him with a wealth of knowledge and skills to address unique circumstances of each of his clients. Mr. Boehm has utilized his background in bond finance to help numerous LEAs develop and implement strategic bond solutions for their capital facilities needs. Mr. Boehm holds a B.S. in Business Administration (Finance) from San Diego State University.

Justin Rich, Associate Director, has worked with school district clients throughout the State of California in all aspects of school facilities planning and strategy since he joined the Dolinka Group in 2004. Mr. Rich has prepared many demographic analyses on behalf of his clients including student demographic comparisons, student generation studies, and enrollment projections for both staffing and long-term facilities planning. Also, he has participated in several attendance boundary processes, and has been integrally involved in all aspects of attendance boundary changes, from analyzing and modeling demographic data to acting as the facilitator of attendance boundary committee meetings. Mr. Rich holds a B.A. in Political Science from the University of California, Los Angeles.

Proposed Scope of Work

Dolinka Group, LLC shall provide consulting services to Imperial Valley Community College District ("District") regarding analyzing and redrawing the trustee area boundaries ("Trustee Areas") and evaluating the voting method of the District under the California Voting Rights Act and Federal Voting Rights Act based on demographic information provided by the 2010 Census ("Census") and other historical information. The specific activities and tasks include, but are not limited to, the following:

Task 1. Identify Goals and Priorities

This task involves determining the goals the District has for the Reapportionment 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:

- » Balanced Population (One Person, One Vote)
- » Civic Boundaries
- » Community Identity

Task 2. Identify Key Issues and Considerations

This task involves identifying the key issues and considerations involved in Reapportioning Trustee Areas. These may include legal issues, compliance with federal and State regulations, County Education Office requirements, constituent/community concerns, as well as others.

Task 3. Discuss Requirements with Legal Counsel

This task involves discussing the list of items identified in Tasks 1 and 2 with the District's legal counsel to ensure compliance with all applicable legal, statutory, and organizational requirements.

Task 4. Prepare Census Data Analysis for Existing Trustee Areas

This task involves analyzing 2010 Census data to determine if the existing Trustee Areas meet the legal requirements of the California Voting Rights Act and the Goals and Priorities of the District as identified in Task 1.

Task 4.1. Gather GIS Data/Shapefiles

This task involves gathering data and "shapefiles" to be used in Dolinka Group's Geographic Information Systems ("GIS") software so that geo-spatial analyses can be prepared regarding existing Trustee Areas and conceptual alternative Trustee Areas.

Task 4.2. Create Shapefile of Current Trustee Areas in GIS

This task involves creating a shapefile of the existing Trustee Areas in Dolinka Group's GIS system for analysis

Task 5. Evaluate Population of Community

This task involves evaluating the demographics of the District based on data from the 2010 United States Census

Task 6. Create Conceptual Trustee Areas

This task involves using 2010 Census data and GIS data gathered in Task 4 to prepare conceptual adjusted Trustee Areas. This task will involve preparing alternative Trustee Area boundary proposals for consideration, including maps and demographic data for comparative purposes.

Task 7. Work with District Staff and Committee

This task involves two (2) working meetings with District staff and potentially a committee of stakeholders ("Committee") to formulate recommendations on reapportioning Trustee Areas, including preparation of materials and facilitation of Committee meetings.

Task 8. Present Recommendations to Staff

This task involves one (1) meeting to present conceptual Trustee Areas and recommendations to District staff for their review and consideration. Dolinka Group will prepare deliverables and a presentation with the goal of refining the recommendations that will be delivered to the Governing Board.

Task 9. Present to Governing Board

This task involves one (1) meeting to present the refined recommendations from Task 9 to the Governing Board for their consideration. Dolinka Group will provide deliverables and a presentation with the goal of adopting the recommendations.

Task 10. Present to County Committee

This task involves one (1) meeting to present the adopted recommendations from Task 10 to the County Committee on District Organization. Dolinka Group will provide deliverables and a presentation, if necessary. Also, Dolinka Group will answer questions related to the findings of the Trustee Area analysis.

Client References

Fred Williams
North Orange Community College District
1830 W. Romneya Drive
Anaheim, CA 92801
714.808.4746

Peter Hardash
Rancho Santiago Community College District
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Santa Ana, CA 92706
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Michael Gregoryk
Mt. San Antonio Community College District
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Kamran Azimzadeh
Lakeside Union School District
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Jim Buysse
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13626 Twin Peaks Road
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545 Chaney Street
Lake Elsinore, CA 92530
951.253.7000

Dr. Barry Kayrell
Beaumont Unified School District
500 Grace Avenue
Beaumont, CA 92223
951.845.1631

Dr. Kevin Holt
San Marcos Unified School District
255 Pico Avenue, Suite 250
San Marcos, CA 92069
760.752.1299

Customer Service Commitment

Dolinka Group was formed to provide premiere consulting services to fulfill the financial and demographic needs of LEAs. Our clients deserve a loyal and dedicated partner in business, and through this partnership we find new ways to exceed their expectations. Our approach does not limit us to providing a single transaction with no follow-through; we strive to provide ongoing services to ensure that the original goals of the financing are met, monitor opportunities for refunding bonds to generate savings, and ensure that disclosure compliance is maintained throughout the life of the bond. We are committed to providing outstanding customer service to all of our clients. Further, we are dedicated to the professional/educational development of our 29 employees through webinars, training sessions and conferences. It is our belief that the best customer service comes from a highly skilled staff. This is why Dolinka Group chooses to invest in our employees through ongoing training programs. Our staff is ready to address the customer needs of today as well as develop leading edge solutions to meet the problems of tomorrow.

Above all, Dolinka Group seeks to partner with each of its clients to help solve the planning and financial challenges they face; our goal is to allow each school district to focus on their core mission of educating students.

Client Testimonials

"My School District, Poway Unified has been working with Benjamin and his staff since 1990. They have helped us obtain sufficient funding for capital facilities including issuing special tax bonds, certificates of participation, lease revenue bonds, and general obligation bonds. In addition, Dolinka Group has projected extremely accurate annual and long-term enrollments, as well as successfully facilitating numerous attendance boundary committees. We look forward to continuing our partnership with Dolinka Group."

– John Collins, Ed.D., Superintendent, Poway Unified School District

"I have worked with Ben Dolinka and his organization for going on nine years. What makes his service so effective is his focus on the needs of the client. He did work with a small consortium of school districts to establish our Community Facilities District that helped us construct new schools in response to a 150% growth rate over the last seven years. Looking forward, he is helping the Norris School District plan for financing future schools, purchase school sites in advance of need, work and negotiate with developers on financing arrangements through CFDs and cooperating with local government agencies to serve the needs of the Norris School District. If I can voice a need, Ben Dolinka can find a way to finance that need."

- Wallace E. McCormick, Ph.D., Superintendent, Norris School District

Proposed Fee Schedule

The proposed budget for services performed by Dolinka Group, LLC for the District under the proposed Scope of Work shall be a flat fee of \$25,500 (plus expenses). This fee shall be payable in two (2) equal installments. The first installment of \$12,750 shall be payable upon commencement of work for this Agreement and the second installment of \$12,750 shall be payable upon completion of those tasks included within Activity I.

The proposed budget for services includes up to five (5) meetings as identified in Tasks 7, 8, 9, and 10. For each additional meeting required, there shall be a flat fee of \$1,800 per meeting.

Additionally, the District shall reimburse the Dolinka Group for travel, photocopying, courier, facsimile, clerical, telephone expenses, data services, materials, and other out-of-pocket expenses and administrative charges.

Payments are due upon presentation of invoice. Dolinka Group may stop work if payments are not made within 30 days of presentation of invoice.