COMPLETE FINANCIAL & DEMOGRAPHIC PLANNING FOR EDUCATION

HOWARD COUNTY PUBLIC SCHOOL SYSTEM

PROPOSAL TO PROVIDE PROFESSIONAL CONSULTING SERVICES RFP NO. 060.19B1

APRIL 19, 2019

PREPARED FOR: Howard County Public School System 10910 Clarksville Pike Ellicott City, MD 21042 T 410.313.6644

> PREPARED BY: Cooperative Strategies 3325 Hilliard Rome Road Hilliard, OH 43026 T 844.654.2421



OUR MISSION

Cooperative Strategies is dedicated to assisting local educational agencies in providing quality facilities for America's students. Our experienced and knowledgeable staff offers guidance throughout every step of the planning and financing of educational facilities—utilizing innovative technology, out-of-the-box problem solving methods, and inspiration from the best practices across the country.

It is our mission to build long-term relationships with our clients and provide them with resources and services for any and all of their needs along the way. This commitment allows our clients the peace of mind to focus on their core mission of educating students.

OUR EXPERTISE

FACILITIES PLANNING/ DEMOGRAPHIC SERVICES:

- Annual and Five-Year Reports
- Attendance Boundary Analyses
- Capacity Analyses
- Community Outreach
- Design Standards & Guidelines
- Developer Fee Justification Studies
- Developer Impact Analyses
- Developer Negotiations
- Educational Adequacy Analyses

FINANCIAL ADVISORY SERVICES:

- Bond Anticipation Notes
- Certificates of Participation
- Continuing Disclosure
- Debt Refunding/Restructuring
- Funding Programs
- General Obligation Bonds

PROGRAM IMPLEMENTATION SERVICES:

- Clean Energy/Energy Efficiency
- Owner's Representation
- Project Management

SPECIAL TAX/ASSESSMENT SERVICES:

- Assessment District Administration
- Assessment District Formation
- Community Facilities District Administration

BROWSER BASED SOFTWARE:

- CerTracsTM
- DisclosureComplianceTM

- Educational Specifications
- Enrollment Projections
- Facilities Assessments
- Facilities Master Planning
- Facilities Usage Fee Justification Studies
- Geographic Information Systems Projects
- School Facilities & Funding Action Plans
- School Facilities Needs Analyses
- Trustee/Voting Areas
- Lease Revenue Bonds
- OPEB Benefits
- Redevelopment/Urban Renewal
- Special Tax Bonds
- Tax and Revenue Anticipation Notes
- Site Acquisition/Disposition
- State Funding Assistance
- Community Facilities District Formation
- Delinquency/Foreclosure Assistance
- Parcel Taxes
- Facility101[™]
- myschoolLOCATIONTM

SECTION A. – Transmittal Letter



TRANSMITTAL LETTER

Douglas Pindell, Director of Purchasing Howard County Public School System 10910 Clarksville Pike Ellicott City, MD 21042

RE: Request for Proposal ("RFP") RFP No. 060.19.B1 to provide Professional Consulting Services

Dear Mr. Pindell,

Cooperative Strategies, LLC, is pleased to submit the enclosed proposal ("Proposal") to provide professional consulting services to Howard County Public School System ("HCPSS" 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.

As educational leaders, our project team is uniquely positioned to fulfill

the needs of HCPSS. We understand that every school district is different, and we can offer HCPSS what we have found to be the best practices from our nationwide experience and decades of service to LEAs. We have also enjoyed our working relationship with the School District on previous projects and firmly believe that we are the most qualified firm to provide the requisite services.

Thank you again for the opportunity to submit the enclosed Proposal. Should you have any questions, please do not hesitate to reach out to me or Scott Leopold, who will be the main point of contact for this project if retained. My signature below certifies that I am authorized to bind the firm contractually and I have read and fully accept the terms and conditions of this RFP as specified in Appendix A.

Sincerely,

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Scott Newell, Chief Executive Officer 720.466.8680 | snewell@coopstrategies.com

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Scott Leopold, Partner 614.526.3062 | sleopold@coopstrategies.com

Principals:

Benjamin Dolinka *Chairman*

Scott Newell *Chief Executive Officer*

Brian Grace Chief Operating Officer

Tracy Richter *President*, *Partner*

David Sturtz Partner

Larry Ferchaw *Partner*

Rachel Chang-Kwei Partner

Scott Leopold *Partner*



EXECUTIVE SUMMARY

Cooperative Strategies has been recognized as one of the foremost educational facility planning firms in the United States. Since 1992, we have helped more than 1,800 school districts position and empower their communities to develop superior school systems while saving our clients substantial time and money. Although we are a full service educational planning firm, we have individual team members on staff who focus exclusively on boundary change processes.

We believe an educational planning firm should offer its clients much more than consulting and technical services. We provide our clients with the expertise, guidance, foresight, and best practices that only come from seasoned problem-solvers who have been in the business for over 30 years.

Understanding of the Project Scope:

Currently, HCPSS operates 77 schools with approximately 58,000 students. The School District uses in-house enrollment projections, Geographic Information Systems ("GIS") layers, capacity analysis, and facility information system. It is the District's desire to hire a qualified firm to assist and facilitate a boundary change process aligning to existing HCPSS Board of Education Policy 6010 ("Policy") and subsequent supporting policies. Tasks will include:

Task 1: Consultant Orientation: Cooperative Strategies is very familiar with HCPSS' current processes and policies. This familiarity has been acquired over years of consulting services provided to the planning team and will likely reduce costs and shorten the timeline required.

Task 2: Data Collection: Based on past experience, Cooperative Strategies can efficiently collect and process all data required for boundary planning. All information will be processed using ArcGIS which will maintain compatibility with HCPSS' internal processes.

Task 3: Provide Impartial Data Analysis: As Cooperative Strategies is a national firm specializing in the services required in the RFP, we will provide impartial third-party analysis using visuals that have been refined over time to ensure clear public understanding. Data will also be evaluated using criteria outlined in the Policy.

Task 4: Boundary Scenario Testing: Cooperative Strategies will process boundary scenarios in such a way that they can be immediately altered based on direction from HCPSS Staff, the Superintendent, or the Board of Education. This can be accomplished with the use of ArcGIS Maps for Office so that reports on the impact of changes can be immediately illustrated in maps and tabularly in tables and will also allow for quick comparison with Policy.

SECTION B. - Executive Summary



Task 5: Facilitate the Attendance Area Committee ("AAC"): Cooperative Strategies has vast experience facilitating citizen committees in rezoning processes in capacities ranging from ad hoc focus groups sessions to protracted options development groups. Our staff is skilled at keeping these groups on point with roles and objectives dictated in school district policies.

Task 6: Support Community Engagement and Feedback: Cooperative Strategies has vast experience facilitating community engagement processes around boundaries in heavily involved communities like Howard County without the assistance of a public



relations firm. **Cooperative Strategies** personnel skilled with are communicating complex content visually and verbally in presentations so that community members can process and provide meaningful feedback. We are aware of the required process dictated by Policy for this project and will share alternative methods which may be used in future processes to more efficiently and effectively utilize community participation.

The focal point for all community engagement will be the dedicated project website. Cooperative Strategies can host this on their website or on the HCPSS website, as long as there is direct access. This website will include all documentation related to timeline, process, and roles and responsibilities of all parties (consultant, Superintendent, Board of Education, AAC, community). Experience shows that an FAQ page is very useful in these processes and HCPSS likely has an extensive list which can be used as a resource.

Cooperative Strategies believes that given the compressed timeframe, it is not feasible to construct a public GIS online platform for scenario testing which is tailored to HCPSS' data and Policy. Cooperative Strategies is confident that HCPSS has existing in-house tools that can be adapted to serve this purpose and can be hosted on the project website, which will allow for offline public development and online comment of boundary plans.

Should HCPSS wish to develop a robust public-facing GIS platform for scenario development, testing, and evaluation in a more feasible timeframe, Cooperative Strategies would be happy to assist in the adaptation of existing open-source platforms currently deployed by other municipalities.

Task 7: Superintendent Attendance Area Adjustment Recommendation: Cooperative Strategies will distill community feedback from the presentation of the AAC scenarios and work with the Superintendent/Designee to develop a recommendation that aligns with Policy and sentiment of the community, while considering the needs of all HCPSS students.

SECTION B. - Executive Summary



Task 8: Board of Education Redistricting Process: Cooperative Strategies will facilitate and present the Board of Education with all information developed in a flexible, indexed format allowing for "on-the-fly" queries of data for immediate viewing. This includes scenarios developed in AAC and superintendent processes and associated community feedback.

For public hearings, all testimony will be collected and responses to questions will be developed. Again, live scenario testing will be available along with associated feedback collected from prior engagements. Cooperative Strategies will assist with final development of the Board of Education redistricting plan, making all resources available that were collected throughout the process.

Understanding of the Qualifications:

HCPSS seeks a professional consulting firm that possesses the following qualifications, experience and skills:

- At least five (5) years of school planning in enrollment projections, facility planning, redistricting and GIS
- Ability to attend meetings with the School District
- Previous experience with state and local government practices, procedures, laws, and regulations
- Understanding of consultation including analysis, design, specification preparation, and construction inspection for local government or school systems
- Activities and methodologies in accordance with state-of-the-art practices, and accredited, certified, and/or in accordance with industry standards
- Licensed to do business in the state of Maryland

Summary of Submittal:

Cooperative Strategies is confident that the following pages of this submittal address all requirements of the RFP. Our response has been organized in sections that will clearly describe firm's our history, qualifications, experience, skills, methodologies, references and cost, all of which illustrate why Strategies Cooperative can completely execute all of the tasks desired by HCPSS to fulfill the requirements of their boundary change process.



SECTION C. - Table of Contents



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APPENDICES

APPENDIX A:

Required Forms

- Schedule for Participation of Certified Minority Business Enterprises
- Certificate of Liability Insurance
- State of Maryland Department of Assessments and Taxation Certificate
- Affidavit



SUBMITTAL INFORMATION

About Us:

Cooperative Strategies, a Limited Liability Company, has been in business under our present name and structure for almost three (3) years, having been established on July 1, 2016. Prior to that, the firm operated under the name of Dolinka Group in Orange County, CA since 2008 when it was established from a division of David Taussig & Associates, Inc. a public economics firm, also in Orange County, CA. On January 1, 2017, the company merged with DeJONG-RICHTER of Hilliard, OH and continues to operate under the Cooperative Strategies name.

Our firm offers premier consulting services to LEAs across the nation and has been aiding school districts in providing quality facilities for their students for over 25 years. We pride ourselves on focused expertise while maintaining the ability to offer a broad spectrum of customized services in the following areas:

- Facilities Planning/Demographic Services
- Financial Advisory Services
- Program Implementation Services
- Developer Impact Studies and Negotiations
- Owner's Representation

As our firm grows, we strive to continually expand our resources and offer fresh approaches to our clients with improved scale and capabilities. This includes a commitment to embrace technological advances and build efficiencies, so we can offer costeffective consulting to school districts all over the country, regardless of their distance from our offices.

Main Point of Contact: Scott Leopold, Partner

<u>Address:</u> 3325 Hilliard Rome Road Hilliard, OH 43026

Office Phone Number: 614.526.3062

<u>Cell Phone Number:</u> 614.284.2055

Fax Number: 614.798.8839

<u>Website:</u> www.coopstrategies.com

<u>Company Email:</u> info@coopstrategies.com

Tax ID Number: 20-8903972

Having served more than 2,000 educational clients across 47 states and several countries, we provide our clients a unique level of service that is based on the best practices in the industry. We focus on building long-term relationships, which means our services are not concentrated on a one-time transaction, but rather on the specific characteristics and future goals of our clients.



Office Locations:

Cooperative Strategies employs 46 individuals across 3 locations, identified below. Each facility is a fully equipped office space that we lease, with the equipment and space needed to fulfill all business needs for our clients. Team members for HCPSS' project will work from our Ohio office.



CALIFORNIA

8955 Research Drive Irvine, CA 92618 T 949.250.8300 10,000 sq. ft.

COLORADO

14142 Denver W. Pkwy., Ste. 280 Lakewood, CO 80401 T 720.466.8680 2,600 sq. ft.

OHIO

3325 Hilliard Rome Road Hilliard, OH 43026 T 614.798.8828 5,000 sq. ft.

The following table illustrates our firm's breakdown of personnel, listed alphabetically by position.

	# of		# of
Position	Employees	Position	Employees
Administrative Assistant	1	Marketing Associate	1
Associate	9	Office Coordinator	1
Associate Director	6	Partner	4
Associate Project Manager	1	President	1
CEO	1	Project Manager	1
Chairman	1	Senior Administrative Assistant	1
Controller	1	Senior Associate	4
COO	1	Senior Associate Director	4
Director, Client Services	1	Senior Director	3
GIS Director	1	Senior Project Manager	1
Human Resources	1	Systems Analyst	1



Respondent Identifying Information:

Conflict of Interest:

Cooperative Strategies, its principal, and employees do not have any existing or potential conflict of interest relative to the performance of this RFP.

Data Sharing Agreement:

Cooperative Strategies is in agreement and will comply with the Data Sharing Agreement as found in Appendix F of the RFP.

Equal Employment Opportunity Practices:

It is in the policy of Cooperative Strategies not to discriminate against any applicant for employment, or any employee because of age, color, sex, disability, national origin, race religion, or veteran status.

Cooperative Strategies takes affirmative action to secure that its EEO Policy is implemented with particular regard to advertising, application procedures, compensation, demotion, employment, fringe benefits, job assignments. Job classification, layoff, leave promotion, recruitment, rehire, social activities, training, termination, transfer, upgrade and working conditions.

Our firm is not majority-owned by minorities and/or woman. We do not anticipate using a Minority Owned firm for the services requested in this RFP, as our firm can provide the requested services. Please see Appendix A of this document for a completed copy of the Schedule for Participation of Certified Minority Business Enterprises, as required by the RFP.

Financials:

Cooperative Strategies has an excellent credit history, pays obligations in a timely manner, and has never had any litigation. If retained, HCPSS will have the opportunity to review the most recent audit of the firm's financials, if necessary.

Principals of our firm have no known ownership or investments in other companies that would influence any potential contract with HCPSS.





Insurance:

In the Appendix of this document, please find Cooperative Strategies' Certificate of Liability Insurance to comply with the requirements of the RFP.

Licensing:

The State of Maryland recognizes Cooperative Strategies as an LLC in good standing and approved to transact business within the state. Please see Appendix A of this proposal for a copy of our certificate from the State of Maryland Department of Assessments and Taxation.

Litigation:

Cooperative Strategies is not, nor has ever been, involved in any lawsuits or claims.



Qualifications:

Cooperative Strategies positions school districts, states, and nations to develop quality learning environments through a systematic process that maximizes the use of data and community participation. Our goal is to empower organizations with the tools necessary to make smart, practical decisions for students. The following list highlights many of the qualifications of our team:

- Four (4) Recognized Educational Facility Planners ("REFP") by the Association for Learning Environments (formerly Council of Educational Facility Planners International ("CEFPI")
- Six (6) Series 50 Qualified Municipal Advisors
- Certified Geographic Information Systems Professional ("GISP")
- National recognition as **leaders in educational facility planning** and for effective consensus-building activities
- Backgrounds in education, technology, facilitation, and management
- Professional training through and numerous **presentations at state**, **national**, **and international organizations**
- Conducting and coordinating projects in 47 states and the District of Columbia, Canada, Kuwait, and Honduras
- Involvement in developing prototypical elementary, middle, and high school facilities
- Over **280 Educational Specifications** for elementary, middle, high and other schools
- Nearly **300 Facility Plans** for urban, suburban, and rural communities
- Over 4,000 Enrollment Projections
- One (1) national and two (2) statewide facility assessments
- Development of **planning standards** for state and local districts
- Approximately 1,000 fee justification studies/impact mitigation plans





Redistricting:

Attendance boundary redistricting is a process used by school districts when it has become apparent that re-distribution of students among schools is necessary. This may be due to a variety of factors, including the opening of a new school, increasing or decreasing enrollment, housing trends, in and out migration, or balancing facility capacity.

Cooperative Strategies' redistricting process is based on continual feedback and engagement with a school district's administration. In order to ensure consistency with a school district's goals and priorities, our staff communicates with administration early in the process to establish a set of criteria to base potential boundaries off of. This criterion is outlined in Policy, and Cooperative Strategies has also used the parameters below:

Boundary Criteria:

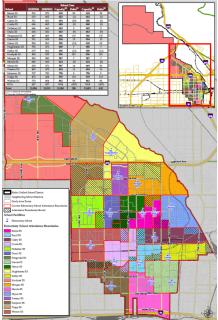
- Balanced utilization (enrollment vs. • capacity)
- Enrollment trends and projected growth
- Clean feeder patterns
- Educational programs •
- Socio-economic makeup of student bodies
- Transportation costs

Planning Parameters:

- Proximity to school
- Travel time
- Program continuity
- Facility utilization
- School size •
- Diversity

When redistricting attendance boundaries, we place a heavy emphasis on our technological capabilities that allow us to demonstrate options to our clients. By mapping students and attendance boundaries with GIS we can display important information in an illustrative, meaningful way. Using GIS, criteria such as natural geography, bus ride times, and demographic make-up of a student population are easily incorporated into a boundary plan to develop boundary scenarios quickly and precisely.



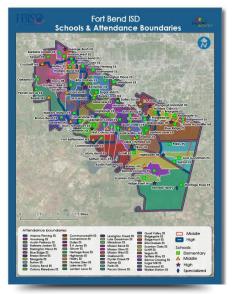




GIS:

We pioneered the use of GIS in facility planning, and school districts nationwide are realizing the enormous benefits. GIS allows us to capture, store, update, analyze, and display all forms of geographic and demographic data. We incorporate large amounts of data into our GIS including, but not limited to, the following:

- Student locations
- Grade level and school attending
- Demographics including race, gender and free & reduced lunch
- Programming such as ESL
- School locations
- Current and proposed attendance boundaries
- Housing developments



Community Outreach:

Cooperative Strategies believes that school planning must be an inclusive process. It is a powerful opportunity for a school community to come together to determine how educational facilities can be an impetus for change and improvement for all parties.

Public engagement through community outreach should be an integral part of the process for all aspects of facilities planning and funding, from master planning and educational program determination to evaluating voter approved bond elections.

Our systematic method of reaching out to a community and receiving critical feedback aids school districts in planning and financing their facilities. This encourages the collaboration of educators, administrators, policy makers, community members, and facility experts. Specifically, we help to build consensus about facilities issues that can



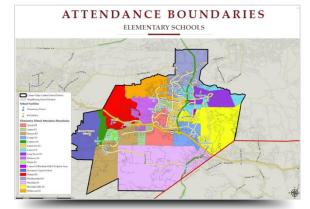
often be challenging, such as attendance boundary/redistricting of school sites or prioritizing facilities funding for specific projects.

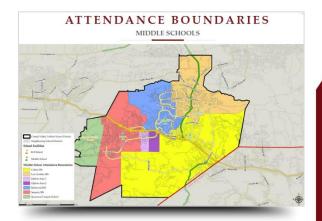
Our process includes both quantitative information, such as enrollment figures and use of GIS, and qualitative information, such as community input and stakeholder opinions. The goal is to receive valuable feedback from stakeholders and the community and includes issues that influence the future of education in the school district.

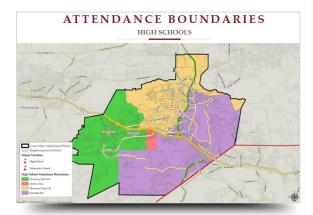


Sample Boundary Analysis Clients:

- Adelanto School District, CA
- Auburn City Schools, AL
- Baltimore City Public Schools, MD
- Bridgeport Public Schools, CT
- Center Grove Community School Corporation, IN
- City Schools of Decatur, GA
- Cleveland Heights University Heights City School District, OH
- Cypress School District, CA
- Duval County Public Schools, FL
- Fort Bend Independent School District, TX
- Hamilton Southeaster Schools, IN
- Howard County Public School System, MD
- Huntsville City Schools, AL
- Kingsport City Schools, TN
- Kokomo-Center School Corporation, IN
- Lake Elsinore Unified School District, CA
- Lapeer Community Schools, MI
- Marysville City Schools, OH
- Middletown City School District, OH
- Midland Independent School District, TX
- Montgomery County Public Schools, VA
- Moreland School District, CA
- Olentangy Local Schools, OH
- Palm Springs Unified School District, CA
- Pasadena Unified School District, CA
- Paterson Public Schools, NJ
- Polk County Schools, FL
- Princeton City School District, OH
- Redondo Beach Unified School District, CA
- Rialto Unified School District, CA
- Roseville City School District, CA
- Shenandoah County Public Schools, VA
- South-Western City Schools, OH
- Teays Valley Local School District, OH
- Tuscaloosa City Schools, AL
- Vestavia Hills City Schools, AL
- Williamsburg-James City County Public Schools, VA



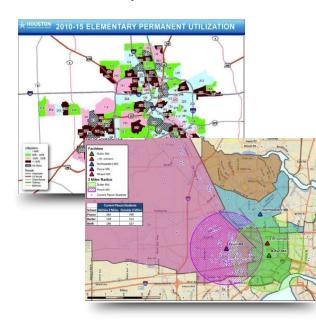


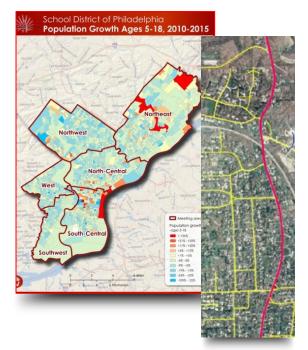




Sample GIS Clients:

- Alexandria City Public Schools, VA
- Anchorage School District, AK
- Austin Independent School District, TX
- Baltimore City Public School System, MD
- Beaufort County School District, SC
- Beverly Hills Unified School District, CA
- Bridgeport Public Schools, CT
- Broward County Public Schools, FL
- Catholic Diocese of Arlington, VA
- Clark County School District, NV
- Cleveland Heights-University Heights City SD, OH
- Cleveland Municipal School District, OH
- Columbus Public Schools, OH
- Dayton Public Schools, OH
- Duval County Public Schools, FL
- Fargo Public Schools, ND
- Fort Wayne Community Schools, IN
- Fort Worth Independent School District, TX
- Goose Creek Consolidated Independent School District, TX
- Huntsville City Schools, AL
- Houston Independent School District, TX
- Iowa City Community School District, IA
- Independent School District of Boise City, ID
- Jefferson County Public Schools, CO





- Lapeer Intermediate School District, MI
- Mason City Schools, OH
- Memphis City & Shelby County Schools, TN
- Midland Independent School District, TX
- Montgomery County Public Schools, VA
- Montgomery Public School System, AL
- MSD of Lawrence Township, IN
- Olentangy Local Schools, OH
- Orange County Public Schools, FL
- Peters Township School District, PA
- Pittsburgh Public Schools, PA
- Savannah-Chatham County Public Schools, GA
- School City of Hammond, IN
- School District of Philadelphia, PA
- Scottsdale Unified School District, AZ
- Seattle Public Schools, WA
- South-Western City Schools, OH
- State College Area School District, PA
- Toledo Public Schools, OH
- Virginia Beach City Public Schools, VA
- Washington Township Metropolitan School District, IN
- Williamsburg-James City County Schools, VA
- Worthington City Schools, OH
- Zeeland Public Schools, MI



References:

Cooperative Strategies has performed countless projects similar to the size and scope of work requested in HCPSS' RFP. Please refer to the table below for select references from recently completed projects.

Entity	Primary Contact	Address
Columbia Public Schools	Dr. Peter Stiepleman Superintendent 573.214.3410 pstiepleman@cpsk12.org	1818 Worley Street Columbia, MO 65203
Fort Bend Independent School District	Beth Martinez Chief of Staff & Strategic Planning 281.634.0882 beth.martinez@fortbendisd.com	16431 Lexington Boulevard Sugar Land, TX 77479
Williamsburg-James City County Public Schools	Dr. Olwen Herron Superintendent 757.603.6400 superintendent@wjccschools.org	117 Ironbound Road Williamsburg, VA 23185

Project Sample:

As the scope of work beginning on the following page will indicate, Cooperative Strategies' process includes providing all information to the School District and stakeholders throughout the course of the project through the dedicated project website discussed in Activity 3 of the Scope of Work. Using this technique, we are able to build upon each phase of the project that results in a final online presentation. As such, the majority of our reports are not available in printed format. If desired by the School District, Cooperative Strategies will develop and provide any reports prescribed in Policy related to the process.

To fulfill the requirements of the RFP, please find a sample of one of our recent projects for Williamsburg-James City County Public Schools at the following link:

https://wjccschools.org/redistricting/wp-

content/uploads/sites/34/2018/01/WilliamsburgVA_BdPresentation_MS_Board_Presentation_tion_20180102.pdf



Interpretation:

Located in Ellicott City, Maryland, HCPSS operates 77 schools of approximately 58,000 PreK to Grade 12 students, with enrollment growth that is outpacing space. Previous endeavors to adjust boundaries stalled over the past few years due to new administration, board members, city and county leaders, and the community's reaction to their change in plans.

The School District is looking to hire a consultant who can interpret their in-house enrollment projection and capacity figures in order to readjust boundaries now, and possibly again in 2022 in preparation for the opening of their 13th high school. Transparency and community engagement are an essential component of this project and HCPSS would like the public to assist in the process of developing scenarios, while also abiding by the guidelines of their Policy.

HCPSS' Board of Education intends to award a contract around May 9, 2019, with services to begin soon after and concluding in November 2019. The overall term of the agreement will be for a period of one year after award and may be renewed for an additional year.

Scope of Work:

Below, and on the following pages, please find the consultant tasks to complete HCPSS' desired scope of work, as listed in section 2.9 of the RFP. This scope of work will provide our project team's detailed plan and illustrate our data collection methods.

TASK 1: CONSULTANT ORIENTATION

Activity 1 Facilitate Plan for Planning Work Session

This activity involves facilitating a "plan for planning" work session, via WebEx, to ensure that there is clear agreement on the objectives and the process to be implemented. As Cooperative Strategies has extensive knowledge of the School District's mission, this work session will be held to ensure that there is consensus on the process to be implemented. At this meeting we will also discuss roles, functions, responsibilities, anticipated issues, and prepare for the project roll out.

Activity 2 Discuss Other Types of Processes

This activity involves discussing types of processes other comparable school districts use to address the same kinds of issues. These could include the criteria for benchmarking, the benefits of developing planning areas



within the School District, and best practices on how to incorporate magnet and district-wide programs.

Activity 3 Project Website

This activity involves creating a Project Website and updating as necessary throughout the process to ensure public information is up-to-date with project schedules and status. Since HCPSS has conducted these processes before, Cooperative Strategies will populate the site with Frequently Asked Questions ("FAQ"), along with other materials related to the process such as links to applicable policies and the roles and responsibilities of individuals and groups involved.

TASK 2. DATA COLLECTION

Activity 4 Review District Data / Information / Documents

This activity involves identifying, collecting and reviewing data, information, and documents of the School District related to existing and future student enrollment. The data, information, and documents may include:

• Planning Polygon data populated with:

- 10-year historical enrollment
 - 10-year projected enrollment
 - Housing Unit and Permit Information
 - Feeder Pattern Information
 - School assignment
- Facility Data, including:
 - School Locations (Shapefiles)
 - School Program Capacity
 - Locations of Board Owned Properties for future schools

Any identification information, such as student name, should be eliminated from the database before being submitted to Cooperative Strategies.

TASK 3. PROVIDE IMPARTIAL DATA ANALYSIS

Activity 5 Data Verification

This activity involves coordinating data verification to replicate the School District's existing boundary scenario. Create reports, charts, and/or maps to demonstrate ability to test multiple scenarios throughout the redistricting process. Cooperative Strategies has completed some of this work in



previous processes. This experience will reduce time required and costs to the District.

TASK 4. SCHOOL BOUNDARY SCENARIO TESTING

Activity 6 Work Session

This activity involves holding a one (1)-day work session with the School District to develop five (5) to seven (7) boundary options (or "scenarios"). These scenarios are created based on the criteria developed by the stakeholders, enrollment projections, capacities, geographic landmarks, and school locations.

Activity 7 Develop Feasibility Study

This activity involves developing an options packet outlining each of the scenarios drafted in the previous Activity to be used at the AAC and community meetings. These packets will contain reports/maps as needed to help compare scenario options against Policy criteria. This information will also be available on the Project Website discussed in Activity 3.

TASK 5. FACILITATE THE ATTENDANCE AREA COMMITTEE (AAC)

Activity 8 Assemble Attendance Area Committee (AAC)

This activity involves assembling an Attendance Area Committee ("AAC") to facilitate the development and implementation of the redistricting plan process. The AAC will be comprised of 10-15 people selected based on the criteria in Section III of the Policy-IP, whose input will be utilized in preparing boundary recommendations. Cooperative Strategies will facilitate up to four (4) meetings throughout the process and will include representatives from all school facilities.

Activity 9 Identify Role of AAC

This activity involves communicating the roles, responsibilities, and code of conduct of the AAC as defined in Policy

Activity 10 AAC Meetings

This activity involves Cooperative Strategies facilitating up to four (4) meetings with the AAC to:



- Advise and comment on capacity needs and attendance area adjustment recommendations developed by staff
- Create agendas
- Communicate schedule and role of public to community
- Engage all AAC participants in multi-faceted planning exercises
- Conduct a comprehensive review of boundary study criteria from the Feasibility Study
- Develop group consensus

At the conclusion of the meetings, a report will be developed for the Superintendent from AAC consensus.

TASK 6. SUPPORT COMMUNITY ENGAGEMENT AND FEEDBACK

Activity 11 Engage Community

This activity involves Cooperative Strategies assisting the School District in engaging the community by:

- Working with School Planning and Public Information to develop a communication plan to inform residents of redistricting process and how to remain involved
- Supporting connections with diverse audiences
- Supporting the Board of Education with public engagement during its deliberation process, to include three (3) public hearings, further addressed in Activity 18
- Providing web-based maps for public viewing of plan options, further detailed in Activity 19

Activity 12 Community Presentation

This activity involves Cooperative Strategies hosting and attending up to four (4) meetings to share the options with the community. After a presentation of the background data and options packets, participants are to respond to individual questionnaires to rank and rate each boundary option. They then work in small groups to develop a collective response as to the piece of information to develop the recommendations. In addition to the community meetings, Cooperative Strategies can create a narrated PowerPoint to be hosted on the Project Website.

Activity 13 Online Participation

This activity involves providing the following online engagement opportunities for community members who are unable to attend in-person



meetings to ensure full participation from stakeholders.

- Web-based maps for public viewing of plan options
- Web-based questionnaire

Additionally, Cooperative Strategies believes HCPSS has existing in-house tools that can be hosted on the Project Website to allow public comment of boundary plans.

Activity 14 Reporting

This activity involves collecting and reporting public input to School District staff and the Superintendent to inform recommendations via the following methods:

- Data-driven reporting on community-suggested scenarios
- Community feedback log
- Creation of reports/maps on feedback
- Collection of spatially-enabled citizen comments

TASK 7. SUPERINTENDENT ATTENDANCE AREA ADJUSTMENT RECOMMENDATION

Activity 15 Finalize Recommendations/Options

This activity involves holding a one (1)-day work session with the School District to finalize the recommended options/scenarios. These options will incorporate input and accompanying data from the Community Meeting and the AAC. During this work session, the following will take place:

- Translate findings into opportunities to develop alternative scenarios
- Receive feedback from Superintendent/Designee
- Advise staff in development and facilitation of Superintendent recommendation

Activity 16 Superintendent Report

This activity involves developing a report with maps/analysis considering all inputs for the Superintendent's proposed recommendations/options. Upon completion of the report, Cooperative Strategies will attend meetings with School District staff on scenario testing for final recommendation.

Activity 17 Board Meeting

This activity involves Cooperative Strategies attending a Board of



Education meeting in support of and/or to present the Superintendent recommendation.

TASK 8. BOARD OF EDUCATION REDISTRICING PROCESS

Activity 18 Public Hearings

This activity involves Cooperative Strategies supporting the Board of Education with public engagement during its deliberation process to include facilitating up to three (3) public hearings. At the conclusion of the hearings Cooperative Strategies will receive and analyze community feedback and plan options.

Activity 19 School Locator

This activity involves providing software as a service ("SaaS") known as myschoolLOCATION[™]. Cooperative Strategies will utilize this software to illustrate the options being presented to the public (Task 6), so community members can see if and how they will be impacted by an option. Upon conclusion of the study, the school location software will reflect the final school boundaries and will be accessible through the School District's website for residents to identify which boundaries they reside in and the specific school sites their students can attend. No additional costs will be incurred by the School District for this SaaS during the school year(s) in which attendance boundary redistricting services are being provided. Should the School District choose to continue using myschoolLOCATION[™] after the initial project service period, a separate maintenance agreement can be negotiated.

Activity 20 Work Sessions

This activity involves Cooperative Strategies attending up to seven (7) Board of Education work sessions, as introduced in Activity 8, where results of scenario testing will be presented and questions will be answered, followed by live scenario testing with basic analysis.

Activity 21 Final Report

This activity involves compiling the preferred option into an official recommendation that will be presented to the Board of Education for final approval.



Activity 22 Final Board Meeting

Cooperative Strategies will attend a Board of Education meeting to present and support development of the final Board of Education redistricting plan for School Year 2020-2021.



Management Team and Approach:

Cooperative Strategies is committed to providing outstanding client service in terms of timeliness, cost efficiency, innovation, solutions, and support. We employ a strict and thorough approach in all projects. Specifically, we begin every project by understanding the vision of the school district itself. By gaining this perspective, we can identify areas of our expertise that best fit the needs of our clients.



Managing each of our client's milestones, deadlines, overall schedules, and budgets is a primary focus of our firm. We pride ourselves on maintaining a full and highly capable staff. Our process includes cross training specific individuals who can consult on projects outside of their assigned department in order to provide quality assistance when project volume is high. Our firm is constantly looking for new individuals to add to our staff to ensure we can give every one of our clients the time and attention they deserve.

Many of our employees have worked together for multiple years on projects of varying size and scope. The team we have put together for the School District has worked together for over four (4) years, and two (2) of the three (3) have worked together for almost 14 years, including work for HCPSS.



Scott Leopold, who will be the main point of contact, is a partner in our firm who is housed in our Ohio office. Senior Director Ann Hoffsis reports to Scott and is responsible for the firm's enrollment projections and calculations. Alex Boyer is an Associate Director, who also reports to Scott, and will serve as project manager. Their resumes, along with those of our principals, can be found on the following pages.



Principals:



BENJAMIN DOLINKA Chairman of the Board

Benjamin Dolinka focuses on creating new financial and demographic services, identifying potential public-public and private-public partnerships, and establishing long-term client relationships. His efforts

have resulted in the timely funding and construction of scores of facilities for LEAs across the nation. Mr. Dolinka is a Registered SEC Municipal Advisor, MSRB Series 50 Qualified Municipal Advisor, and has a Bachelor's in Economics from the University of California, San Diego.



SCOTT NEWELL

Chief Executive Officer

Scott Newell spent ten years with the Colorado Department of Education overseeing the Division of Capital Construction. He has developed industry best practices for budgeting, procurement, and communication

and has facilitated dozens of community, board, budget, and procurement meetings with school districts across Colorado, Oregon and California. Mr. Newell is an Oregon Department of Education Certified Assessor, Member of the National Council on School Facilities, and has a Bachelor's in Business Management from Metropolitan State University.



BRIAN GRACE

Chief Operating Officer

Brian Grace is responsible for the operations of the company which include departmental services, Human Resources, Information Technology, and Accounting. He has an extensive background in

organizational development, interpersonal management, leadership initiatives, and business development, with an emphasis in Marketing. Mr. Grace holds a BA in Advertising with a Minor in Marketing from California State University, Fullerton.



TRACY RICHTER, REFP President, Partner

Tracy Richter has a combined 20 years of educational experience as a teacher and planner. He has coordinated and directed facility planning and educational specifications efforts for school districts of all sizes

throughout the nation and has helped more than 1,000 school districts develop outstanding learning environments through a systematic process that combines key data



analysis with community participation and feedback. Additionally, Mr. Richter is a Member of the Association for Learning Environments and the Florida Educational Facility Planners Association and has a Bachelor's in History from Purdue University.



DAVID STURTZ

Partner

David Sturtz has over a decade of experience as a teacher, educational entrepreneur and most recently as a strategic planner with Cooperative Strategies. His focus is on merging educational program vision with

condition and demographic data. Mr. Sturtz is a Member of Association for Learning Environments, a Certified Assessor for the Oregon Department of Education, and is bilingual in English and Spanish. In addition to a Bachelor's in Psychology from Ohio Wesleyan University, he also holds a Master of Theological Studies with a concentration in Ethics from The Methodist Theological School in Ohio.



LARRY FERCHAW

Partner

Larry Ferchaw has assisted a wide range of LEAs identify the impact of new development, levy fees against such development, and plan for future school facilities. He 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 in identifying new construction and modernization needs while navigating the financial implications of such projects. Mr. Ferchaw is a Member of the Coalition for Adequate School Housing and holds a Bachelor's in History from University of California, Los Angeles, as well as a Master's in Journalism from Columbia University.



RACHEL CHANG-KWEI Partner

Rachel Chang-Kwei provides a range of financial advisory services including the issuances of general obligation bonds, lease revenue bonds, certificates of participation, Mello-Roos community facilities district

bonds, debt refunding/restructuring and all other public finance financing vehicles. Additionally, she has extensive expertise in building comprehensive programs that align facilities projects with future funding sources. Ms. Chang-Kwei is a Registered Municipal Advisor with SEC, a MSRB Series 50 Qualified Municipal Advisor, and hold a Bachelor's in Economics with a Minor in Business Management from the University of California, Irvine.



Project Team:



SCOTT LEOPOLD Partner

Scott Leopold has been with the firm since 2005 and coordinated and directed facility planning, capacity analysis, educational adequacy assessments, and GIS efforts for

school districts of all sizes throughout the US.

He provides school districts with the technology tools they need for successful planning. Not only does he produce report-quality maps for facility master planning, redistricting, and build-out scenarios, he also assists district officials with implementation of their own GIS programs.

Education:

• B.S., Geography, The Ohio State University

Areas of Expertise:

- Enrollment Projections
- Capacity Analyses
- Boundary Planning
- Facilities Master Plan
- Geographic Information Systems (GIS)
- Demographic Analyses
- Educational Adequacy Assessments

Notable Accomplishments:

- Developed unique space utilization methodology that displays room use, allocation, and enrollment by period for facilities based on master schedules
- Toured over 250 schools within last five years to determine programmatic capacity and adequacy

SAMPLE PLANNING EXPERIENCE:

Bridgeport Public Schools, CT Boundary Planning; Facilities Master Plan Update; GIS Training

Champaign Unit 4 School District, IL *High School Site Selection; Community Engagement*

Cleveland Heights – University Heights City Schools, OH Capacity Analyses; Boundary Planning

Columbia Public Schools, MO Enrollment Projections; Boundary Planning

District of Columbia A Study of Enrollment Projections for D.C.'s Public Schools

Duval County Public Schools, FL Facilities Master Plan; Community Engagement; Boundary Planning

Fort Bend Independent School District, TX *Boundary Planning; Facilities Master Plan;*

Feeder Alignment

Howard County Public School System, MD Enrollment Projections & Redistricting Tools Review

Huntsville City Schools, AL Capacity Analyses, Unitary Status

Montgomery City Schools, AL *Facilities Master Plan*

Olentangy Local Schools, OH Enrollment Projections; GIS Training and Implementation; Boundary Planning; Build-Out Study

Pittsburgh Public Schools, PA *Facilities Master Plan*

Portland Public Schools, OR *Facilities Master Plan*

School District of Philadelphia, PA *Facilities Master Plan*

Warren County School District, OH High School Feasibility Study

Webster Groves School District, MO *Facilities Master Plan (In Progress)*





ANN HOFFSIS, REFP Senior Director

Ann Hoffsis has been with the firm for over 18 years and worked in 34 states and Honduras. During this time, Ms. Hoffsis has worked on a variety of projects, including

educational specifications, facility master planning, capacity analysis, educational adequacy, and enrollment projections.

Her primary focus has been on enrollment projections, having provided over 3,000 projections to districts throughout the United States and Honduras. She has provided enrollment projections and enrollment projections training services to state agencies including the Ohio School Facilities Commission ("OSFC"), Arkansas Division of Public Schools Academic Facilities and Transportation, Rhode Island Department of Education ("RIDE"), and the New Mexico Public School Facilities Authority ("NM PSFA").

Education:

- B.A., Psychology, The Ohio State University
- GIS Certificate, Columbus State Community College

Areas of Expertise:

- Enrollment Projections
- Enrollment Projection Training

Notable Accomplishments:

- Collaborated with The Ohio State University to develop enrollment projection software S.T.E.P.
- Recognized Educational Facility Planner ("REFP")
- Member, Association for Learning Environments ("A4LE")

SAMPLE PLANNING EXPERIENCE:

Arkansas Division of Public Schools Academic Facilities and Transportation Enrollment Projections

Auburn City Schools, AL Enrollment Projections

Avon Lake City Schools, OH *Enrollment Projections*

District of Columbia A Study of Enrollment Projections for D.C.'s Public Schools

Fort Wayne Community Schools, IN Enrollment Projections

Hilliard City Schools, OH Enrollment Projections

Howard County Public School System, MD

Enrollment Projections Review

Hudson City Schools, OH Enrollment Projections

Huntsville City Schools, AL Enrollment Projections

Iowa City Community School District, IA Enrollment Projections

Jefferson County Public Schools, CO Enrollment Projections

Lancaster County Public Schools, VA Enrollment Projections

Montgomery County Public Schools, VA Enrollment Projections

Norfolk Public Schools, VA Enrollment Projections

Oakland Unified School District, CA Enrollment Projections Review, Enrollment Projections

Poudre School District, CO Enrollment Projections

Tuscaloosa City Schools, AL Enrollment Projections

Wooster City School District, OH Enrollment Projections

Worthington Schools, OH Enrollment Projections





ALEX BOYER Associate Director

Alex Boyer has been assisting school districts across the country with facility and demographic planning since 2014. His expertise in GIS allows him to assist school districts

by analyzing demographic data and producing quality maps for a variety of services.

Prior to joining the Cooperative Strategies team, Alex was an intern for FracTracker where he performed data management, spatial analysis, and spatial statistics.

Education:

- B.S., City and Regional Planning, The Ohio State University Knowlton School of Architecture
- Minor, GIS and Spatial Analysis

Areas of Expertise:

- Geographic Information Systems (GIS)
- Facilities Master Planning
- Boundary Analysis & Redistricting
- Residential Land Use Development Analysis
- Student Demographic Analysis
- Enrollment Projections

Notable Accomplishments:

• Member, Association for Learning Environments ("A4LE")

SAMPLE PLANNING EXPERIENCE:

Aldine Independent School District, TX Facilities Master Plan

Boise Public Schools, ID *Facilities Master Plan*

Chicago Public Schools, IL *Facilities Master Plan*

District of Columbia A Study of Enrollment Projections for D.C.'s Public Schools

El Paso Independent School District, TX *Facilities Master Plan*

Fort Bend Independent School District, TX *Facilities Master Plan; District-Wide Feeder*

Pattern Alignment & Boundary Analysis

Howard County Public School System, MD Enrollment Projection & Redistricting Tools Review

Huntsville City Schools, AL *Capacity Analysis; Unitary Status*

Klein Independent School District, TX Facilities Master Plan

Kingsport City Schools, TN *Facilities Master Plan*

Marysville City Schools, OH *Boundary Analysis & Redistricting*

Midland Independent School District, TX *Boundary Analysis*

Oakland Unified School District, CA Enrollment Projections; Enrollment Projection Review; Facilities Master Plan

Olentangy Local Schools, OH *Build-out Scenario*

Omaha Public Schools, NE Facilities Master Plan

Paterson Public Schools, NJ *Facilities Master Plan*

Sullivan County Department of Education, TN



Computer Capabilities:

For HCPSS' project, Cooperative Strategies will utilize company-owned computers and licensed software that will conform to the data requirements outlined in the RFP with regard to secure data transfers and compatibility. Identifying information for each machine can be found in the table below.

Quantity	5	1
Make	Lenovo	Microsoft
Model	W540	Surface Book 2
Processor	Core i7	Core i7
Memory	32GB	16GB
Hard Drive	500GB	500GB
Number of Tape Units	0	0
Application Software	Windows 10; Office 365; ArcGIS 10.6	Windows 10; Office 365; ArcGIS 10.6
% of Time Used	75%	75%

SECTION E - Cost Proposal



COST PROPOSAL

Behind this page, please find Cooperative Strategies' Form For Cost Proposal as directed by Section 3.1 E of the RFP. In addition to providing lump sum fees and hourly rates for each task, we have also indicated receipt of Addendum No. 1, which was issued on April 16, 2019.

As previously mentioned, Cooperative Strategies believes a capable staff with experience in managing deadlines and efficiencies is imperative to controlling project expenditures for our clients. Additionally, we can advise the School District on alternative cost saving methods, such as holding meetings via WebEx as opposed to in-person. Should HCPSS wish to discuss project cost measures, this can be done at the time of contract negotiation should our firm be retained for services.

APPENDIX D

FORM FOR COST PROPOSAL

I. <u>FEE STRUCTURE</u>

Task 1 Consultant Orientation	\$	700.00 lump sum
Work Classification	Ho	urly Rate*

(Attach additional sheets if necessary)

*NOTE: This hourly rate is all inclusive of overhead, profit, administrative fees, direct and indirect costs. No other expenses or fees will be added to this hourly rate.

Task 2 Data Collection	\$	<u>900.00</u> lump sum
Work Classification	Ī	Hourly Rate*
(Attach additional sheets if necessary)		
Task 3 Provide Impartial Data Analysis	\$	6,600.00 lump sum
Work Classification	H	Iourly Rate*

(Attach additional sheets if necessary)

Task 4 School Boundary Scenario Testing	\$	 <u>700.00</u> lump st	ım
Work Classification		Hourly Rate*	
(Attach additional sheets if necessar	y)		
Task 5 Facilitate the Attendance Area Committe	ee (AAC)	\$ 69,000.00	lump sum
Work Classification		Hourly Rate*	I
(Attach additional sheets if necessar	y)		
Task 6 Support Community Engagement and F	eedback	\$ 123,000.00	lump sum
Work Classification		Hourly Rate*	I

(Attach additional sheets if necessary)

Task 7 Superintendent Attendance Area Adjustment Reco		1
	\$	40,000.00 lump sum
Work Classification	<u>H</u>	ourly Rate*
(Attach additional sheets if necessary)		
Task 8 Board of Education Redistricting Process	\$	105,000.00 lump sum
Work Classification	<u>H</u>	ourly Rate*
(Attach additional sheets if necessary)		
II. ADDENDUM The bidder acknowledges receipt of the following addenda:		

 Addendum No.
 1
 Addendum No.
 Addendum No.

III. PROPOSAL SUBMITTED BY:

flet Leopal		April 16, 2019
Signature		Date
Scott Leopold		Partner
Print or Type Name		Title
Cooperative Strat	egies, LLC	
	Company Name	
3325 Hilliard Rom	ne Road	
	Street Address	
Hilliard,	OH	43026
City,	State	Zip
sleopold@coopstra	ategies.com 614.798.8828	614.798.8839
Contact	Telephone No.	Fax No.

APPENDIX A - Required Forms



REQUIRED FORMS

As required in the RFP, please find the following forms behind this page.

- Schedule for Participation of Certified Minority Business Enterprises
- Certificate of Liability Insurance
- State of Maryland Department of Assessments and Taxation Certificate
- Affidavit

SCHEDULE FOR PARTICIPATION OF CERTIFIED MINORITY BUSINESS ENTERPRISES

1. Prime Contractor's Name	2. Prime Contractor's Addre	ess and Number 614
Cooperative Strategies, LLC	Telephone3325 Hilliard Ror	ne Rd., Hilliard, OH 798.8828
3. Project/School Name Howard County Public School System RFP No. 060.19.B1	4. Project/School Location Howard County, Maryla	nd
5. PSC No.	6. Base Bid Amount	\$
	Plus Accepted Alternates	\$
	Total Contract Amount	\$
7a. Minority Firm Name	Minority Firm Address	
Minority Firm Telephone Number	Minority Group Type	
Minority Firm Fax Number	O (African American)	O(Women Owned)
MDOT Certification Number	O (Asian)	O(Hispanic)
	O (American Indian)	O(Disabled)
Subcontract Dollar Amount	Percent of Total Contract	
7b. Minority Firm Name	Minority Firm Address	
Minority Firm Telephone Number	Minority Group Type	
Minority Firm Fax Number	O (African American)	O(Women Owned)
MDOT Certification Number	O (Asian)	O(Hispanic)
	O (American Indian)	O(Disabled)
Subcontract Dollar Amount	Percent of Total Contract	
7c Minority Firm Name	Minority Firm Address	
	Minority Group Type	
Minority Firm Telephone Number	O (African American)	O(Women Owned)
	O (Asian)	O(Hispanic)
Minority Firm Fax Number	O (American Indian)	O(Disabled
MDOT Certification Number		
Subcontract Dollar Amount	Percent of Total Contract	
8. MBE Total Dollar Amount	9. Total MBE Percent of Entire	Contract
10. Form Prepared by :		
Name	Name	
Title	Title	
Date	Date	

Cooperative Strategies has all necessary capabilities to perform the work requested. Our firm can control the quality of work at a greater cost savings by fully completing the project in-house.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 7/12/2018

THIS CERTIFICATE IS ISSUED AS A CERTIFICATE DOES NOT AFFIRMAT BELOW. THIS CERTIFICATE OF INS REPRESENTATIVE OR PRODUCER, A	IVEL` SURA	Y OR NCE	R NEGATIVELY AMEND, DOES NOT CONSTITUT	EXTEN	ND OR ALT	ER THE CO	VERAGE AFFORDED BY T	IE POLICIES
IMPORTANT: If the certificate holder the terms and conditions of the policy certificate holder in lieu of such endor	, cert	ain p	olicies may require an en					
PRODUCER	001110		•	CONTAC NAME:	ст			
Dealey, Renton & Associates			-		, Ext): 714-42	7-6810	FAX (A/C, No): 714-	427-6818
DRA License 0020739 PO Box 10550				E-MAIL ADDRES	SS:			
Santa Ana CA 92711-6810						SURER(S) AFFOR	DING COVERAGE	NAIC #
				INSURE	RA: Traveler	s Property Ca	asualty Co of Ameri	25674
INSURED	CSHO	LDING		INSURE	к в : Traveler	s Casualty In	s. Co. of America	19046
Cooperative Strategies, LLC 8955 Research Drive				INSURE	R c : Ironshor	e Specialty In	surance Co.	
Irvine CA 92618				INSURE	RD:			
			_	INSURE	RE:			
				INSURE	RF:			
			NUMBER: 1674070540				REVISION NUMBER:	
THIS IS TO CERTIFY THAT THE POLICIES INDICATED. NOTWITHSTANDING ANY R CERTIFICATE MAY BE ISSUED OR MAY EXCLUSIONS AND CONDITIONS OF SUCH	equir Pert	REME AIN,	NT, TERM OR CONDITION (THE INSURANCE AFFORDE	OF ANY	CONTRACT	OR OTHER I	DOCUMENT WITH RESPECT TO D HEREIN IS SUBJECT TO AL	O WHICH THIS
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CLAIMS-MADE X OCCUR							DAMAGE TO RENTED	00,000
							MED EXP (Any one person) \$ 5,0	00
							PERSONAL & ADV INJURY \$ 1,0	00,000
GEN'L AGGREGATE LIMIT APPLIES PER:							GENERAL AGGREGATE \$ 2,0	00,000
POLICY X PRO- JECT LOC							PRODUCTS - COMP/OP AGG \$ 2,0	00,000
OTHER:							\$	
B AUTOMOBILE LIABILITY			BA6G922938		1/1/2018	1/1/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,0	00,000
ANY AUTO							BODILY INJURY (Per person) \$	
ALL OWNED AUTOS X NON-OWNED							BODILY INJURY (Per accident) \$	
X HIRED AUTOS X NON-OWNED AUTOS							PROPERTY DAMAGE \$	
							\$	
A X UMBRELLA LIAB OCCUR			CUP6G911893		1/1/2018	1/1/2019	EACH OCCURRENCE \$4,0	00,000
EXCESS LIAB CLAIMS-MADE							AGGREGATE \$4,0	00,000
DED RETENTION \$							\$	
WORKERS COMPENSATION AND EMPLOYERS' LIABILITY							PER OTH- STATUTE ER	
ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?	N/A						E.L. EACH ACCIDENT \$	
(Mandatory in NH) If yes, describe under	1						E.L. DISEASE - EA EMPLOYEE \$	
DESCRIPTION OF OPERATIONS below							E.L. DISEASE - POLICY LIMIT \$	
C Professional Liability			003037301		1/1/2018	1/1/2019	\$1,000,000 per claim \$2,000,000 annl aggr.	
Claims made								
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHIC	.LES (A	CORE	701, Additional Kemarks Schedul	e, may b	e attached if mo	re space is requir	euj	
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CERTIFICATE HOLDER			I	CANC		SU Day NOtic	e of Cancellation	
				THE	EXPIRATIO	N DATE THE	ESCRIBED POLICIES BE CANCE EREOF, NOTICE WILL BE D CY PROVISIONS.	
PROPOSAL						•		
					© 19	88-2014 AC	ORD CORPORATION. All r	ahts reserved.

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

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		ICATE OF LIA		UNANC	· L	6/21/2018	
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.							
IMPORTANT: If the certificate holder If SUBROGATION IS WAIVED, subject this certificate does not confer rights t	to the te	rms and conditions of th	e policy, certain p	olicies may			
PRODUCER			CONTACT NAME: Risk Management Department				
Commercial Lines - (305) 443-4886			PHONE (A/C, No, Ext): (866) 443-8489 FAX (A/C, No): (800) 889-0021				
USI Insurance Services National, Inc.			E-MAIL ADDRESS: Work.Comp@Trinet.com				
2601 South Bayshore Drive, Suite 1600			INSURER(S) AFFORDING COVERAGE			NAIC #	
Coconut Grove, FL 33133			INSURER A: ACE American Insurance Company			22667	
INSURED TriNet HR III-A, Inc.			INSURER B :				
L/C/F Cooperative Strategies, LLC							
9000 Town Center Parkway			INSURER D : INSURER E :				
Bradenton, FL 34202			INSURER F :				
COVERAGES CER	COVERAGES CERTIFICATE NUMBER: 1318934						
THIS IS TO CERTIFY THAT THE POLICIES INDICATED. NOTWITHSTANDING ANY RI CERTIFICATE MAY BE ISSUED OR MAY EXCLUSIONS AND CONDITIONS OF SUCH	EQUIREME PERTAIN,	NT, TERM OR CONDITION THE INSURANCE AFFORD	OF ANY CONTRACT	OR OTHER	DOCUMENT WITH RESPEC D HEREIN IS SUBJECT TO	T TO WHICH THIS	
INSR LTR TYPE OF INSURANCE	ADDL SUBR	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
COMMERCIAL GENERAL LIABILITY					DAMAGE TO RENTED	5	
						5	
					PERSONAL & ADV INJURY	5	
GEN'L AGGREGATE LIMIT APPLIES PER:					GENERAL AGGREGATE	5	
POLICY PRO- JECT LOC						5	
OTHER: AUTOMOBILE LIABILITY		7				5	
ANY AUTO					(Ea accident)	5	
OWNED SCHEDULED						5	
AUTOS ONLY AUTOS HIRED NON-OWNED AUTOS ONLY AUTOS ONLY					PROPERTY PANAOE	5	
						5	
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EXCESS LIAB CLAIMS-MADE	_				AGGREGATE	5	
DED RETENTION \$		1				5	
A AND EMPLOYERS' LIABILITY Y / N		WLR_C65459048	7/1/2018	7/1/2019	X PER OTH- STATUTE ER	2,000,00	
ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBEREXCLUDED?	N/A					0.000.00	
(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below					E.L. DISEASE - EA EMPLOYEE 3 E.L. DISEASE - POLICY LIMIT	2,000,00	
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v							
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHIC	2		1996 - 1988 - Carlo C	30 B.			
Workers' Compensation coverage is limite	d to works	ite employees of Cooperati	ve Strategies, LLC a	i co-employm	ent agreement with TriNet I	HR III, Inc.	
CERTIFICATE HOLDER	CANCELLATION						
Cooperative Strategies, LLC 8955 Research Dr Irvine, CA 92618			SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.				
			AUTHORIZED REPRESENTATIVE Jean Brandon				

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STATE OF MARYLAND Department of Assessments and Taxation

I, MICHAEL L. HIGGS OF THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION OF THE STATE OF MARYLAND, DO HEREBY CERTIFY THAT THE DEPARTMENT, BY LAWS OF THE STATE, IS THE CUSTODIAN OF THE RECORDS OF THIS STATE RELATING TO LIMITED LIABILITY COMPANIES, OR THE RIGHTS OF LIMITED LIABILITY COMPANIES TO TRANSACT BUSINESS IN THIS STATE, AND THAT I AM THE PROPER OFFICER TO EXECUTE THIS CERTIFICATE.

I FURTHER CERTIFY THAT COOPERATIVE STRATEGIES, LLC (Z18365189), REGISTERED OCTOBER 18, 2017, IS A LIMITED LIABILITY COMPANY EXISTING UNDER AND BY VIRTUE OF THE LAWS OF THE STATE OF CALIFORNIA, AND THAT THE LIMITED LIABILITY COMPANY IS AT THE TIME OF THIS CERTIFICATE IN GOOD STANDING TO TRANSACT BUSINESS.

IN WITNESS WHEREOF, I HAVE HEREUNTO SUBSCRIBED MY SIGNATURE AND AFFIXED THE SEAL OF THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION OF MARYLAND AT BALTIMORE ON THIS APRIL 16, 2019.

Michael L. Higgs Director



301 West Preston Street, Baltimore, Maryland 21201 Telephone Baltimore Metro (410) 767-1340 / Outside Baltimore Metro (888) 246-5941 MRS (Maryland Relay Service) (800) 735-2258 TT/Voice

> Online Certificate Authentication Code: V6QrpRYc8EKYXedVUbdBIA To verify the Authentication Code, visit http://dat.maryland.gov/verify

APPENDIX E

AFFIDAVIT

Special Instructions: An authorized representative of the offeror needs to complete the following affidavit and insert an answer to paragraphs 1 and 3.

Statutory Affidavit and Non-Collusion Certification

I, <u>Scott Leopold</u>, being duly sworn, depose and state:

 1. I am the Partner
 (officer) and duly authorized representative of the firm (the "Firm")

 <u>Cooperative Strategies, LLC</u>
 whose
 address
 is

 3325 Hilliard Rome Rd., Hilliard, OH 43026
 and that I possess the authority to make this affidavit and certification on behalf of myself and the firm for which I am acting.

2. Except as described in paragraph 3 below, neither I, nor to the best of my knowledge, the above Firm, nor any of its officers, directors, or partners, or any of its employees who are directly involved in obtaining or performing contracts with any public bodies has:

(a) been convicted of bribery, attempted bribery, or conspiracy to bribe, under the laws of any state or of the federal government;

(b) been convicted under the laws of the state, another state, or the United States of: a criminal offense incident to obtaining, attempting to obtain, or performing a public or private contract; or fraud, embezzlement, theft, forgery, falsification or destruction of records, or receiving stolen property;

(c) been convicted of a criminal violation of an antitrust statute of the State of Maryland, another state, or the United States;

(d) been convicted of a violation of the Racketeer Influenced and Corrupt Organization Act, or the Mail Fraud Act, for acts in connection with the submission of bids or proposals for a public or private contract;

(e) been convicted of any felony offenses connected with obtaining, holding, or maintaining a minority business enterprise certification, as prohibited by Section 14-308 of the State Finance ~ Procurement Article;

(f) been convicted of conspiracy to commit any act or omission that would constitute grounds for conviction under any of the laws or statutes described in paragraph (a) through (e) above; or

(g) been found civilly liable under an antitrust statute of this State, another state, or the United States for acts or omissions in connection with the submission of bids or proposals for a public or private contract.

3. The only conviction, plea, or admission by any officer, director, partner, or employee of this Firm to involvement in any of the conduct described in paragraph 2 above is as follows:

If none, write "None" below. If involvement, list the date, count, or charge, official or administrative body, the individuals involved, their position with the firm, and the sentence or disposition of the charge.

none

(You may attach any explanation necessary.)

- 4. I affirm that this firm will not knowingly enter into a contract with a public body under which a person or business debarred or suspended under Maryland State Finance and Procurement Title 16, subtitle 3, Annotated Code of Maryland, as amended, will provide, directly or indirectly, supplies, services, architectural services, construction-related services, leases of real property, or construction.
- 5. I affirm that this proposal or bid to the Board of Education of Howard County is genuine and not collusive or a sham; that said offeror has not colluded, conspired, connived and agreed, directly or indirectly, with any bidder or person to put in a sham bid or proposal or to refrain from bidding or making a proposal and is not in any manner, directly or indirectly, sought by agreement of collusion or communication or conference, with any person to fix the prices of the affidavit or any other person, or to fix any overhead, profit or cost element of said price, or that if any person, or to secure an advantage against the Board of Education of Howard County or any other person interested in the proposed contract; and that all statements in the proposal or bid are true. I acknowledge that, if the representations set forth in this affidavit are not true and correct, the Board of Education of Howard County may terminate any contract awarded and take any other appropriate action.

6. I affirm that this firm will not knowingly employ an individual to work at a school if the individual is a Registered Sexual Offender, pursuant to section 11-722 (C) of the Criminal Procedure Article of the Annotate Code of Maryland. A firm or person who violates this section is guilty of a misdemeanor and on conviction is subject to imprisonment not exceeding 5 years or a fine not exceeding \$5,000 or both.

The statements contained in this affidavit shall be incorporated into the awarded contract as material provisions and shall be effective throughout the life of the contract. The firm has a continuing obligation through the life of the contract to submit a revised affidavit should the firm discover information, or events occur, which render the contents of this affidavit erroneous or incomplete or which would result in the firm providing a different response. The firm's failure to submit a revised affidavit within three (3) working days of either its awareness of any error, change of circumstances, incompleteness, etc., or request by the owner shall constitute breach of contract. Upon submission of a revised affidavit, the owner has the right to take such actions as may be necessary, in the judgment of the owner, to maintain and enforce the provisions of the affidavit, including termination of the contract.

Continued on next page

I DO SOLEMNLY DECLARE AND AFFIRM under the penalties of perjury that the contents of these affidavits (Statutory and Non-Collusion) are true and correct, that I am executing this Affidavit in compliance with Section 16-311 of the State Finance and Procurement Article, <u>Annotated Code of Maryland</u>, and the Non-Collusion Certification in compliance with requirements of the Howard County Board of Education, and that I am executing and submitting this Form of Proposal on behalf of and as authorized by the bidder named below.

_ Certral	Controller
WITNESS:	Title:
SUBSCRIBED AND SWORN to before me on SUBSCRIBED AND SWORN TO BEFORE NOTARY PUBLIC My Commission Expires: <u>10/19/2019</u>	this, 2019. TIMOTHY E. JOLLIFFE Notary Public, State of Ohio My Commission Expires October 19, 2019
Cooperative Strategies, LLC (Legal Name of Company)	
3325 Hilliard Rome Road (Address)	
Hilliard (City)	Ohio43026(State)(Zip)
614.798.8828 (Telephone)	<u>614.798.8839</u> (Fax)
Contractor's No. <u>N/A</u>	<u>PARTNER 4/19/19</u> (Title) (Date)
(Printed)	
In the presence of Lori Shepherd (Witness)	(<u> </u>
We are/I am licensed to do business in the State	of Maryland as a: