TRAMUTOLA

January 16, 2017

Dr. Kevin Collins
Assistant Superintendent of Business and Operations
San Leandro Unified School District
835 E. 14th St., Suite 200
San Leandro, CA 94577

Re: Proposal for Pre-electoral Parcel Tax Renewal Consultation

Dear Kevin:

Thank you for the opportunity to help San Leandro prepare for the renewal of its parcel tax, which expires in June 2018. As you know, Tramutola is California's leading consultant providing services to school districts regarding tax election feasibility, public information, ballot measure preparation and related services. We appreciate the opportunity to work with you again.

About Tramutola

As you know, Tramutola specializes in helping public school districts prepare for and pass difficult tax measures. For over 25 years, we have served hundreds of public agencies—school districts, community colleges, cities, counties, parks and recreation districts, healthcare and hospital districts and others—seeking advice on tax election feasibility, planning, public information, ballot measure preparation, post-election analysis and related services.

No other tax election firm in the state has Tramutola's experience or track record. We've passed more school parcel tax measures in California than any other firm—including the largest parcel tax in the State, several "evergreen" parcel taxes, and many renewals. Our experience provides a keen appreciation for the challenges associated with achieving two-thirds levels of support for a tax measure.

Winning Tax Elections: A Step by Step Approach

Passing a parcel tax creates some unique challenges when compared to Prop 39 bonds such as Measure J1. Community outreach, messaging, and engagement are critical. Accordingly, our plan, summarized below, features a step-by-step process leading up to a tax election and provides for ample Board and community input.

Research and Leadership Involvement

Leadership Involvement

As a starting point, I believe we need to have a Board Work Session (no more than two hours) to review the elements of a successful parcel tax renewal, the time line needed, the decisions the Board and District will need to make, and discussion of various elements of the renewal (senior exemption, duration, size). In addition we should have a general discussion of the programs you would like the parcel tax to fund and how much money the parcel tax could generate.

Following this meeting, I would want to schedule one on one meetings with Board Members to get a more in depth understanding of what they want and also to answer any questions about the process.

In addition to the Board input meetings, we would want to meet with the group of community members who have been most interested in putting a measure on the ballot. While you may have an idea of who might participate in this, we will work with you to make sure we have broad participation.

Research

Voter opinion research provides essential insight into how voters view the world, what matters to them, and what they're willing to support or not support. IF sufficient numbers of voters support the concepts and tax thresholds, or show signs of being "persuadable", we can use this information to shape communications in ways that successfully position the measure for electoral success. We understand that Tim McLarney of True North Research will be doing the polling. As you know, we partnered with True North during the bond campaign, so he has all of the polling data from that effort. We will work closely with Tim throughout the poll development and analysis process. The objectives of the current survey are to identify the best arguments that will gain voter support for the renewal of San Leandro's school parcel tax; determine how best to package the measure for success; and gather the information needed to successfully plan, prepare, and communicate with voters about the proposed ballot measure.

During this critical phase our strategic goals are to: 1) confirm local taxpayers are willing to support a renewal of the school parcel tax; 2) determine the essential elements of such a measure, including what types of educational programs local voters will support; 3) determine what is an acceptable tax rate; and 4) determine an optimal election date.

The survey questionnaire will identify the issues that voters feel are most important, how school educational needs and services rank next to other important issues, baseline (uninformed) support for a measure, the tax rate and structure that voters will support, the programs and services that voters are most interested in funding, the information items that shape voter support for a measure, as well as how voter support for a measure may change once voters have basic information about the measure. Collectively, this information will allow the team to confirm that the District should move

forward with a renewal, focusing on the steps that should be taken to maximize the measure's chances of success including a public education plan.

To help in developing the poll and to ensure that the Board and others are confident their issues have been addressed, both Dr. McLarney and I will participate in a pre-poll discussion as well as a post-poll discussion that will lead to the next steps and hopefully a successful ballot measure.

Public Education & Ballot Measure Preparation

After the post-poll discussion, our objective is to accelerate movement toward a successful election by getting you "election ready", assuming the poll results confirm that sufficient voter support of the renewal is achievable. Specifically, our goals here are to: 1) develop an appropriate, cost-effective public information strategy to raise voter awareness of your needs and inform voters that the measure is coming—and why; 2) help you prepare for and finalize the specific ballot measure; and 3) provide guidance in actually filing for the ballot measure while continuing to make the transition to Campaign. In this part of the process, the ballot measure takes specific shape and form; key decisions here include determining the taxing structure and type, as well as establishing tax rates, ballot language, election type, and an optimal election date.

Campaign

As you know from our work on Measure J1, the Campaign phase of our work involves a different agenda with different goals and different reporting relationships. Here, our primary client is most often a Citizens' Campaign Committee established to persuade voters to support the ballot measure. (Note: while the District typically funds pre-electoral feasibility and planning, the campaign to persuade voters must be funded by private sources. By law, campaign activities cannot be funded in any way whatsoever using District resources). We will be happy to discuss this phase in greater detail at the appropriate time.

Tramutola has spent over two decades perfecting our winning approach. Parcel tax measures rarely pass without the above steps having been carefully and completely followed leading up to a campaign.

Proposed Fees and Timeline

We propose the same fee structure that we had in 2016: $6,500 per month (plus approved business expenses) leading up to placing the measure on the ballot. Given what we currently know, below is a tentative timeline. It will be refined further as we work closely with you, the Board, and True North Research.

By End of January: Finalize agreement (January 24, 2017)
Conduct session with Administrators and Board

By Mid-February:	Discussion with Board regarding Poll Preliminary Draft of Poll Work with True North Research to finalize Poll
By Late February:	Poll conducted Preliminary Results Decision on June, November, or “Special” Election
By Early March:	Decision on Next Steps

Final Thoughts

On behalf of all of us on the Tramutola team, thank you again for your consideration. We look forward to working with San Leandro Unified School District again to help you with your parcel tax renewal. If you have any questions or need clarification on any aspect of our proposal, please do not hesitate to contact me at (510) 658-7003 or via email at larryt@tramutola.com. I look forward to discussing next steps with you at your earliest convenience.

Sincerely,



Larry Tramutola
Tramutola LLC