

November 18, 2025

Mr. Clark Tenney  
Superintendent  
Prescott Unified School District  
300 East Gurley Street  
Prescott, AZ 86301

Dear Mr. Tenney:

Enclosed is a proposal for pre-election services for the Prescott Unified School District under my 1GPA contract (#21-04P-01).

If you have any questions, or need additional clarification, please let me know. I look forward to working with the Prescott Unified School District.

Sincerely,

Paul Ulan  
Owner  
Primary Consultants, LLC

Primary Consultants is an experienced and successful Phoenix-based consulting firm that provides polling and public affairs services to a variety of private and public - sector clients. This experience translates into clients receiving more than just polling data. Clients of Primary Consultants also receive cross tabulation analysis, strategic advice and policy recommendations.

Paul Ulan specializes in working with school districts to help determine the feasibility of a potential bond or override election. With more than 33 years of experience, he is a recognized elections professional and school elections expert. Over the last 30 years Mr. Ulan has successfully passed more bond and override elections than anyone else in the state.

Since 2000, Primary Consultants has been retained by more than 50 school districts across the state to provide pre-election consulting services and perform election feasibility studies. Services performed include polling, resident and voter demographics, marketing, communications and public relations. Mr. Ulan's efforts have resulted in successfully passing more than 400 tax-related issues (with more than an 85% success rate) throughout the state. This unique combination – proven experience from a pre and post-election perspective is invaluable and provides additional insights regarding the feasibility of an election for the Prescott Unified School District

For the 2024 election cycle, Primary Consultants **helped pass 8 school bonds** (Agua Fria Union, Amphitheater Unified, Balsz Elementary, Creighton Elementary, Glendale Union, Laveen Elementary, Tolleson Union and Wilson Elementary), **renewed 11 M&O Overrides** (Alhambra Elementary, Amphitheater Unified, Avondale Elementary, Balsz Elementary, Continental Elementary, Gila Bend Unified, Laveen Elementary, Marana Unified, Riverside Elementary, Tolleson Elementary and Wilson Elementary) **and passed 6 District Additional Assistance Overrides** (Avondale Elementary, Laveen Elementary, Littleton Elementary, Tolleson Elementary, Tolleson Union High and Wilson Elementary).

In 2023 Primary Consultants helped **pass 13 bond elections** (Agua Fria Union, Avondale Elementary, Crane Elementary, Kyrene Elementary, Litchfield Elementary, Nogales Unified, Osborn Elementary, Paradise Valley Unified, Pendergast Elementary, Sahuarita Unified, Tolleson Elementary, Tolleson Union and Willcox Unified), **renewed 8 and passed 1 new M&O Overrides** (Casa Grande Elementary, Casa Grande Union, Flowing Wells Unified, Fowler Elementary, Littleton Elementary, Nogales Unified, Oracle Elementary, Pendergast Elementary and Sunnyside Unified) and **passed 3 District Additional Assistance Overrides** (Kyrene Elementary, Osborn Elementary and Sunnyside Unified).

In 2022 Primary Consultants helped **pass 5 bond measures** (Marana Unified, Flagstaff Unified, Union Elementary, Fowler Elementary and Cartwright Elementary), **renewed M&O overrides for 9 school districts** (Paradise Valley Unified, Sahuarita Unified, Flagstaff Unified, Wickenburg Unified, Buckeye Union, Glendale Union, Union Elementary, Creighton Elementary and Osborn Elementary), **continued 2 District Additional Assistance elections** (Scottsdale Unified and Sahuarita Unified) and performed pre-election services for Tempe Elementary and Phoenix Elementary (both bonds measures passed).

## **Feasibility** **Method of Approach**

### **Demographics**

Primary Consultants' methodology for the survey includes a detailed demographic review designed to gather as much information about residents in the district, their voting habits and trends, and what should be included on the ballot.

- Examine prior election results within the school district
- Examine demographic characteristics of these voters (age, gender, location, voting history and political affiliation)
- Compare parent and employee lists to the voter file and determine how many parents and employees are registered to vote and how often they participate in elections
- Review the permanent early ballot list and high efficacy voter list to determine a likely universe for a November 2026 general election
- Present election canvasses and of demographics to the needs assessment committee, leadership team and Governing Board

## **Community Survey**

A telephone survey (400 sample size with a margin of error  $\pm 4.5\%$ ) targeted to likely November 2026 voters will gather sufficient information to test perceptions about the school district, its needs, funding priorities and the level of support and opposition to a potential funding election.

- Meet with the leadership team to discuss the survey instrument and identify potential questions
- Submit draft survey instrument for approval
- Field telephone survey – random sample of high efficacy voters for 400 completes
- Review survey results and perform cross tabulation analysis
- Provide recommendations to the assessment committee, leadership team and Governing Board
- Meet with the assessment committee, leadership team, stakeholders and Governing Board to review survey results and to answer any questions

## **Proposed Timeline**

### *January 2026 through March 2026*

- Obtain updated county voter registration, district parent and staff information
- Complete prior election canvasses
- Complete demographic match and review
- Draft survey instrument
- Submit for review

### *April 2026*

- Run phone test of survey (via telephone with live callers)
- Complete survey (via telephone with live callers)
- Ensure sample is statistically balanced and valid

### *Early May 2026*

- Provide survey results to the Superintendent and leadership team
- Present initial survey results to needs assessment committee

### *By June 2026*

- Present survey results to the Governing Board and stakeholders

## **COST**

**Demographic Research** **\$ 4,000.00**

**Community Survey** **\$ 17,500.00**  
**400 completes not to exceed 10 minutes**

**Communications and Marketing** **\$ 2,500.00**  
**Review and Recommendations**

Additional work outside the scope of services is billed at \$175.00 per hour plus reasonable and normal expenses.

## **PRIMARY CONSULTANTS' TAX ELECTION CLIENT LIST (PARTIAL)**

Cottonwood-Oak Creek Elementary School District-Override/Override/Override/Class B Bond  
Mingus Union High School District-Override/Override/Override/Class B Bond  
Paradise Valley Unified School District-Class B Bond/Capital/Override/Override/Class B Bond/DAA/Bond  
Tempe Union High School District-Class B Bond/Capital/Override/Class B Bond/Override  
Scottsdale Unified School District-Override/Bond/Override/Capital/5% Override/Bond/15% Override  
Fountain Hills Unified School District- Class B Bond/Capital/Override/Override/Class B Bond  
Peoria Unified School District-Class B Bond/Override/Override/Class B Bond/13% Override  
Pinal County ½ cent Sales Tax Extension-Transportation  
Kyrene Elementary School District- Overrides-5%/10%/15% Override/Bond/DAA  
Madison Elementary School District- Overrides-5%/10%/Class B Bond/Capital/15% Override  
Balsz Elementary School District- Overrides-5%/10%/Class B Bond/Override/DAA  
Tolleson Union High School District-Override/Bond/Override/Class B Bond/DAA/Class B  
Bond/Override/Bond  
Washington Elementary School District-Override/Class B Bond/Override/Override  
Yuma Elementary School District No.1-Bond/Override/Override/Class B Bond  
Sedona-Oak Creek School District-Overrides-5%/10%/15% Override  
Crane Elementary School District-Bond/Class B Bond  
City of Globe-Bond  
City of El Mirage-Bond/Sales Tax  
Vail Unified School District-Bond/Override/Override  
Marana Unified School District-Bond/Class B Bond/Class B Bond/Override/Class B Bond/Override  
Flowing Wells Unified School District-Override/Override/Override/Override/Override  
Mesa Unified School District-Bond/Override/Override/Override/Class B Bond  
City of Tempe-Transit Sales tax  
Casa Grande Elementary School District-Bond/Override/Override/Override  
Casa Grande Union High School District-Bond/Override/Override/Override/Override  
Litchfield Elementary School District-Bond/Override/Bond/Override/Override/Class B Bond  
Agua Fria School District-Bond/Override/Class B Bond/Override/Class B Bond/Class B Bond/Class B Bond  
Metro Water Improvement District-Bond/Bond  
Liberty Elementary School District-Override/Override/Override/Override/Class B Bond/Class B Bond  
Osborn Elementary School District-Bond/10% Override/5% Override/ Class B Bond/15%  
Override/Bond/DAA Override  
Tolleson Elementary School District-Class B Bond/Override/15% Override/DAA/Override/Class B  
Bond/Bond  
Avondale Elementary School District-10%Override/5% Override/Land Sale/Bond/Override/DAA  
Creighton Elementary School District-Bond/Override/Override/Override/Override/Override/DAA  
City of Scottsdale Save Our McDowell-Sales Tax/Bond  
City of Scottsdale Protect & Preserve-Sales Tax/Sales Tax/Bond  
City of Peoria-Transportation Sales Tax  
Fowler Elementary School District-Overrides-5%/10%/Bond/Capital/DAA/Override/Class B  
Bond/Override/Bond/Override  
Wickenburg Unified School District-Class B Bond/Override/Override/Override  
Alhambra School District-Overrides-5%/10%/Overrides/Overrides/DAA/Class B Bond/Override/DAA  
Maricopa Elementary School District-Override  
Globe Unified School District-Class B Bond  
Humboldt Unified School District-Bond  
Nogales Unified School District-Class B Bond/Override

## **PRIMARY CONSULTANTS' TAX ELECTION CLIENT LIST (CONTINUED)**

Phoenix Union High School District- Override/Bond/Capital Override/Override/Class B Bond/Override  
Amphitheater Unified School District-Override/Bond/Override/Override/Override/Special  
Programs/Bond/Override  
Lake Havasu Unified School District-Overrides-5%/10%/Override  
Laveen Elementary-Bond/Capital Override/Class B Bond/Override/DAA/Class B  
Bond/Override/DAA/Bond/Override/DAA  
Yuma County Library District-Bond  
Dysart Unified School District-Overrides-5%/10%/Class B Bond  
Higley Unified School District-Class B Bond/Capital Override/Lease Extension/Class B Bond/Override  
JO Combs School District-Class B Bond/ Class B Bond/Unification  
City of El Mirage-Bond/Home Rule  
Union Elementary School District-Bond/Override/Override  
Isaac Elementary School District-Override/17% Override/Override  
Cartwright Elementary School District-Class B Bond/10% Override/15% Override/Class B Bond  
Pendergast Elementary School District-15%/Override/Class B Bond/Override/Class B  
Bond/Override/Bond/Override  
Deer Valley Unified School District-Override/Class B Bond/15% Override/Class B Bond/Override  
Roosevelt Elementary School District-Override/Capital Override/Class B Bond  
Tempe Elementary School District-Capital Override  
Willcox Unified School District-Class B Bond/Override/Override/Bond  
Riverside Elementary School District-Class B Bond/Override  
Saddle Mountain Unified School District-Class B Bond/Override/Class B Bond/Override  
Chandler Unified School District-15% Override/Class B Bond  
Buckeye Elementary School District-Override/Class B Bond  
Glendale Union High School District-Override/Class B Bond/Override/Bond  
Buckeye Union High School District-Class B Bond/Override  
Queen Creek Unified School District-Class B Bond/Override  
Yuma County Joint Technical Education District  
Yuma Union High School District-Class B Bond/Land Sale  
Union Elementary School District-Override/Class B Bond/Bond/Override  
Littleton Elementary School District-Override/Class B Bond/DAA Override/Override/Bond/Override/DAA  
Daisy Mountain Fire District-Bond  
Green Valley Fire District-Bond  
Continental Elementary School District-Override/Override  
Santa Cruz Valley Unified School District-Class B Bond/Override  
Murphy Elementary School District-DAA/Land Sale  
Oracle Elementary School District- Class B Bond/Override/Override  
Sunnyside Unified-New Override/New DAA Override  
Sahuarita Unified School District-Class B Bond/Override/DAA Override/Bond/Override/DAA Override

# **Biography**

## **Paul Ulan**

Mr. Ulan is the principal of Primary Consultants L.L.C. Primary Consultants L.L.C. is a Phoenix-based market research consulting firm specializing in political campaign management, phone banks, public affairs and issue management. Mr. Ulan has specialized in bond and override elections for school districts and tax-related elections, performing a variety of services including polling, demographics and public relations.

Prior to his role with Primary Consultants, L.L.C., Mr. Ulan worked at The Summit Group, a Phoenix-based consulting firm for over nine years. His last position with the firm was Senior Vice President.

Mr. Ulan graduated with a B.A. from Hampshire College (Amherst, MA), majoring in Political Science and U.S. History. During college, he learned about politics firsthand, interning in U.S. Senator Dennis DeConcini and Congressman Morris K. Udall's Phoenix District Offices. He also interned in Congressman John Olver's Northampton office while he was a Massachusetts State Senator.

Mr. Ulan is an elected Board Member for the Glendale Union High School District and past Chairman of the Board for the Arizona Business Education Coalition (ABEC). He served on the board for One Step Beyond, an organization committed to providing rehab and educational opportunities for individuals impacted by down syndrome. He also served as chair of the Arizona Racing Commission, past Treasurer of Beth El Congregation and as co-president of the Santo Tomas Neighborhood Association.

Paul and his wife, Gail, reside in central Phoenix. They have four children, Emily (28 years old), Samuel (26 years old), Benjamin (23 years old) and Michael (17 years old).