

\$45,000,000*
CALIFORNIA SCHOOL FINANCE AUTHORITY (AUTHORITY)
CHARTER SCHOOL REVENUE BONDS
(ALLIANCE COLLEGE-READY PUBLIC SCHOOLS OBLIGATED GROUP)
SERIES 2024A \$44,000,000 (TAX-EXEMPT) AND 2024B \$1,000,000 (TAXABLE)
ITEM # 4 RESOLUTION #24-42
STAFF SUMMARY

EXECUTIVE SUMMARY			
Applicant/Borrower:	Alliance for College-Ready Public Schools Facilities Corporation	Par Amount Requested:	Not-to-Exceed * \$45,000,000
Financing Term: Fixed rate, up to 40-year financing, 10-year par call, with taxable bonds amortized first		Projected Interest Rate: 4.75%	
Applicant Description: Alliance College-Ready Public Schools is a California nonprofit public benefit corporation and organization described in Section 501(c)(3) of the Internal Revenue Code of 1986 that operates charter schools. Alliance for College-Ready Public Schools Facilities Corporation, a California limited liability company, will be the borrower (Borrower). The Borrower was formed to support Alliance College-Ready Public Schools, which will be the Lessee.			
Type of Financing: Tax-Exempt and Taxable Revenue Bonds			
Project User:	Alliance Patti & Peter Neuwirth Leadership Academy, Alliance Gertz-Ressler Richard Merkin 6-12 Complex, Alliance Collins Family College-Ready High School, Alliance Renee & Meyer Luskin Academy High School, Alliance Marc & Eva Stern Math and Science and School	County Served:	Los Angeles County
District in Which Project is Located:	Los Angeles Unified School District	Charter Authorizer:	Los Angeles Unified School District
Financing Description: Proceeds will be used to finance and/or refinance the cost of acquisition, construction, expansion, remodeling, improvement, installation, furnishing and/or equipping of educational facilities located in Los Angeles County, CA; fund a debt service reserve fund, and pay certain costs of issuance.			
Project Site: 1) 4610 Main Street, Los Angeles 90037, 2) 2023 South Union Ave., Los Angeles 90007, 3) 2071 Saturn Ave., Huntington Park 90255, 4) 2941 W. 70 th Street, Los Angeles 90043, 5) 5151 State University Drive, Los Angeles 90032			
Financing Team:		Financing Details:	
Bond Counsel:	Orrick Herrington & Sutcliffe	Type of Issue:	Charter School Revenue Bonds
Underwriter:	Piper Sandler & Co.	Tax Status:	Tax-Exempt & Taxable
Borrower's Counsel:	Musick Peeler	Maturity:	Not to exceed 2064
Underwriter's Counsel:	Stradling	Credit Enhancement:	Yes
Issuer's Counsel:	Office of the Attorney General	Credit Rating:	BBB
Bond Trustee:	Wilmington Trust, National Association	Fees:	See Costs of Issuance Table
CSFA Analyst: Robby Biegler		Date of Staff Report: September 20, 2024	
Date of CSFA Board Meeting: September 26, 2024		Resolution Number: 24-42	

BACKGROUND AND HISTORY

According to information provided by the borrower, Alliance College-Ready Public Schools (ACRPS) is a Los Angeles County-based charter network that has operated for over 20 years and is one of the largest in Southern California. ACRSP opened its first campus, the Alliance Gertz-Ressler/Richard Merkin 6-12 Complex (ARMC) in 2004 and now operates 26 schools in greater Los Angeles serving 12,500 students, all with charters authorized by Los Angeles Unified School District (LAUSD). Collectively, ACRPS has a high school graduation and college acceptance rate of over 95%. This is the seventh ACRPS issuance through CSFA, and the first since 2019. Issuance history includes:

Alliance Bloomfield (QSCB)	8/20/2013	\$10,750,000.00	\$0.00	\$10,750,000.00	6/1/2034
Alliance Union (Bonds)	10/24/2013	\$15,775,000.00	\$2,395,000.00	\$13,380,000.00	7/1/2048
Alliance QZAB - Series A and B (Bonds)	5/22/2014	\$8,975,000.00	\$8,975,000.00	\$0.00	3/15/2034
Alliance - 2015 (Bonds)	4/15/2015	\$55,590,000.00	\$6,265,000.00	\$49,325,000.00	7/1/2045
Alliance A & B - 2016 (Bonds)	7/28/2016	\$19,525,000.00	\$1,205,000.00	\$18,320,000.00	7/1/2051
Alliance C & D - 2016 (Bonds)	12/14/2016	\$58,330,000.00	\$2,395,000.00	\$55,935,000.00	7/1/2052
		\$168,945,000.00	\$21,235,000.00	\$147,710,000.00	

ACRPS's obligated and non-obligated group schools include:

School Name	Period	Student Retention Rate(%)	Percent of enrolled students qualifying for free or reduced lunch (%)	Percent of enrolled students classified as special needs (%)
Alliance Judy Ivie Burton Technology Academy High School	Fall 2023	90.00	97.90	11.70
	Fall 2022	90.00	97.00	9.80
Alliance Collins Family College-Ready Academy High School	Fall 2023	89.00	83.30	12.60
	Fall 2022	89.00	87.20	11.40
Alliance Marc and Eva Stern Math and Science School	Fall 2023	96.00	88.60	11.40
	Fall 2022	96.00	87.10	13.20
Alliance Ouchi-O'Donovan 6-12 Complex	Fall 2023	91.00	97.44	10.35
	Fall 2022	91.00	95.80	8.90
Alliance Piera Barbaglia Shaheen Health Services Academy	Fall 2023	89.00	96.60	14.70
	Fall 2022	89.00	94.40	13.70
Alliance Cindy and Bill Simon Technology Academy High School	Fall 2023	86.00	96.10	18.30
	Fall 2022	86.00	88.70	14.30
Alliance Ted K. Tajima High School	Fall 2023	95.00	97.50	11.90
	Fall 2022	95.00	95.80	10.00
Alliance Renee and Meyer Luskin Academy High School	Fall 2023	85.00	97.20	16.70
	Fall 2022	85.00	90.80	15.50
Alliance Marine - Innovation and Technology 6-12 Complex	Fall 2023	85.00	92.00	18.95
	Fall 2022	83.00	89.20	18.70
Alliance Jack H. Skirball Middle School	Fall 2023	89.00	98.20	12.50
	Fall 2022	89.00	96.00	13.30
Alliance College-Ready Middle Academy No. 4	Fall 2023	94.00	98.50	12.60
	Fall 2022	94.00	95.70	9.80
Alliance College-Ready Middle Academy No. 8	Fall 2023	93.00	95.30	14.70
	Fall 2022	93.00	91.50	10.80
Alliance Kory Hunter Middle School	Fall 2023	91.00	96.80	6.30
	Fall 2022	91.00	97.20	8.20
Alliance Virgil Roberts Leadership Academy	Fall 2023	88.00	97.20	14.00
	Fall 2022	88.00	94.20	15.00
Alliance College-Ready Middle Academy No. 12	Fall 2023	95.00	98.20	10.50
	Fall 2022	95.00	95.80	8.00

ACRPS's Charter Renewal History is highlighted below:

Charter Renewal History				
Alliance-for- College-Ready-Public Schools				
School Name	Date of Original Charter	Date of Renewal	Date of Expiration	
Obligated Group Alliance Schools				
Alliance Marc and Eva Stern Math and Science School	7/1/2006	7/1/2009, 7/1/2014, 7/1/2019	6/30/2027	
Alliance Ted K. Tajima High School	7/1/2011	7/1/2016, 7/1/2021	6/30/2027	
Alliance Renee & Meyer Luskin Academy High School	7/1/2011	7/1/2016, 7/1/2021	6/30/2027	
Alliance Leadership Middle Academy	7/1/2013	7/1/2018	6/30/2026	
Alliance College-Ready Middle Academy #12	7/1/2013	7/1/2018	6/30/2026	
Alliance Kory Hunter Middle School	7/1/2013	7/1/2018	6/30/2026	
Alliance Collins Family College-Ready High School	7/1/2005	7/1/2010, 7/1/2015, 7/1/2020	6/30/2028	
Alliance Judy Ivie Burton Technology High School	7/1/2005	7/1/2015, 7/1/2020	6/30/2028	
Alliance Marine- Innovation and Technology 6- 12 Complex	7/1/2015	7/1/2020	6/30/2028	
Alliance Piera Barbaglia Shaheen Health Services Academy	7/1/2008	7/1/2013, 7/1/2018	6/30/2026	
Alliance College-Ready Middle Academy #4	7/1/2009	7/1/2014, 7/1/2019	6/30/2027	
Alliance Cindy and Bill Simon Technology High School	7/1/2010	7/1/2015, 7/1/2020	6/30/2028	
Alliance Jack H. Skirball Middle School	7/1/2006	7/1/2016, 7/1/2021	6/30/2027	
Alliance College-Ready Middle Academy #8	7/1/2013	7/1/2018	6/30/2026	
Alliance Ouchi-O'Donovan 6-12 Complex	7/1/2006	7/1/2009, 7/1/2014, 7/1/2019	6/30/2027	
Alliance Gertz-Ressler/Richard Merkin 6-12 Complex	7/1/2004	7/1/2014, 7/1/2019	6/30/2027	
Alliance Patti & Peter Neuwirth Leadership Academy	7/1/2006	7/1/2011, 7/1/2016, 7/1/2021	6/30/2027	
Other Alliance Schools				
Alliance Dr. Olga Mohan High School	7/1/2006	7/1/2009, 7/1/2014, 7/1/2019	6/30/2027	
Alliance Environmental Science & Technology High School	7/1/2008	7/1/2013, 7/1/2018	6/30/2026	
Alliance Morgan McKinzie High School	7/1/2008	7/1/2013, 7/1/2018	6/30/2026	
Alliance Tennenbaum Family Technology High School	7/1/2010	7/1/2015, 7/1/2020	6/30/2028	
Alliance Susan and Eric Smidt Technology High School	7/1/2011	7/1/2016, 7/1/2021	6/30/2027	
Alliance Margaret M. Bloomfield Technology Academy High School	7/1/2011	7/1/2016, 7/1/2021	6/30/2027	
Participants in the 2015 A&B Financing				
Participants in the 2016 A&B Financing				
Participants in the 2016 C&D Financing				
Participants in the 2019 EFF Financing				
Participants in the Proposed 2024 A&B Financing				

As mentioned above, CSFA issued a \$10,750,000 Qualified School Construction Bond (QSCB) for ACRPS in 2013, \$15,775,000 in bonds also in 2013, and an \$8,975,000 Qualified Zone Academy Bond (QZAB) in 2014. However, the obligated group was not formed until the 2015 financing, so those three issuances are not included. The 2014 QZAB has since been repaid. As part of this financing, the remaining outstanding amount of the 2013 bonds, \$13,380,000, will be refinanced, which will add Alliance Gertz-Ressler Richard Merkin 6-12 Complex (ARMC) to the obligated group. Additionally, the amount outstanding from a 2012 California Statewide Communities Development Authority (CSCDA) issuance, \$7,900,000 is also being refinanced, adding Alliance Patti & Peter Neuwirth Leadership Academy (ANLA) to the obligated group. Additionally, three schools currently in the obligated group, Alliance Collins Family College-Ready High School (ACFCH), Alliance Renee & Meyer Luskin Academy High School (ALAHS), and Alliance Marc and Eva Stern Math and Science School (AMS) are financing facility improvements to their current campuses as part of this issuance. The 2024 Bonds will be secured by an Obligation of the Obligated Group created under the 2015 Master Indenture of Trust. The 2019 EFF financing was not issued through CSFA but is included in the obligated group.

The historical, current, and projected enrollment for ACRPS is below:

Alliance College-Ready Public Schools - Obligated Group Enrollment										
Obligated Group	Historical					Projected				
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2028-29	2029-30
Collins Family High School	597	598	610	611	618	622	622	622	622	622
Stern MASS High School	590	598	561	570	561	560	560	560	560	560
Leadership Middle Academy	442	410	399	387	407	405	405	405	405	405
Tajima High School	440	444	462	477	475	481	481	481	481	481
Luskin High School	490	503	502	502	520	510	510	510	510	510
Middle School 12	455	475	491	491	495	498	498	498	498	498
Hunter Middle School	465	468	459	463	469	464	464	464	464	464
Health Services Academy	487	482	494	497	452	420	420	420	420	420
Burton Tech High School	602	612	608	608	605	600	600	600	600	600
Simon Tech High School	500	524	497	507	499	465	465	465	465	465
Middle School 4	451	456	447	460	464	465	465	465	465	465
Marine 6-12 Academy	834	965	983	1013	1074	1050	1050	1050	1,050	1,050
Middle School 8	451	428	421	407	392	405	405	405	405	405
Skirball Middle School	439	429	410	400	393	400	400	400	400	400
Ouchi-Odonovan Complex	990	999	962	976	970	978	978	978	978	978
Patti & Peter Neuwirth	570	592	585	614	597	600	600	600	600	600
Gertz-Ressler	964	991	1003	998	1003	1010	1010	1010	1,010	1,010
Total	9,767	9,974	9,894	9,981	9,994	9,933	9,933	9,933	9,933	9,933

PROJECT DESCRIPTION

The proceeds of the bonds will be used to: (1) finance and/or refinance the acquisition, construction, expansion, remodeling, improvement, installation, furnishing and/or equipping of certain charter school educational facilities for ACRPS at: 4610 Main Street, Los Angeles 90037; 2023 South Union Ave., Los Angeles 90007; 2071 Saturn Ave., Huntington Park 90255; 2941 W. 70th Street, Los Angeles 90043; and 5151 State University Drive, Los Angeles 90032; (2) to pay certain expenses incurred in connection with the issuance of the Bonds, and (3) to fund all or a portion of a debt service reserve fund in connection with the Bonds. A deposit to the Reserve Account for the Series 2024 Bonds in an amount of the Reserve Account Requirement is expected to be funded in whole or in part by proceeds of an award pursuant to the Authority's Charter School Facilities Credit Enhancement Program or another similar program administered by the Authority if approved by the Authority.

Facilities Information				
Site	Landlord	Location	Purpose	Amount
Alliance Patti & Peter Neuwirth Leadership Academy	4610 S. Main Street Charter Facilities LLC	4610 Main Street Los Angeles, 90037	Refinancing 2012 Bonds	\$7,900,000*
Alliance Gertz Ressler Richard Merkin 6-12 Complex	2023 Union LLC	2023 South Union Ave. Los Angeles, 90007	Refinancing 2013 Bonds	\$13,700,000*
Alliance Collins Family College-Ready High School	HP 2071 Saturn LLC	2071 Saturn Ave. Huntington Park, 90255	Improvement	\$7,500,000
Alliance Renee & Meyer Luskin Academy High School	70 th Street Charter Facilities LLC	2941 W. 70 th Street Los Angeles, 90043	Improvement	\$3,500,000
Alliance Marc and Eva Stern Math and Science School	5151 Titan LLC	5151 State University Dr. Los Angeles, 90032	Improvement	\$3,000,000
*Estimated escrow deposit to redeem 2012 & 2013 Bonds			Total Estimated Project Costs	\$35,600,000

The 2024 issuance will finance and refinance facility improvements and outstanding bonds for five current ACRPS campuses. Facility improvements will be for the ACFCH, ALAHS, and AMS campuses whose construction was previously funded by past CSFA issuances. Relative to the refinancings, the 2012 Bonds were issued through CSCDA for ANLA in a total amount of \$8,455,000. There is currently \$7,700,000 left outstanding on those bonds. The facility financed is a two-story, 26,145 square foot building. The building includes 23 classrooms and 2 lab rooms: The labs are equipped with upper and lower cabinets, plus two sinks, and can be used for art, biology, chemistry, physics, or use as a computer lab. Student and teacher restrooms are on each floor. There is also approximately 2,250 square feet of administrative space and office space for the principal, assistant principal, and counselor, as well as a conference room, workspace, and a lounge area for the staff. The 2013 Bonds were issued through CSFA for ARMC in a total amount of \$15,775,000, with \$13,380,000 currently outstanding. The issuance financed the acquisition and construction of a campus at 2023 South Union Avenue as well as the acquisition and installation of a Wi-Fi System to be owned by the Borrower for use by ARMC and twelve other schools managed by ACRPS. There is an approximate \$1.1m credit enhancement award attached to the 2013 financing that will be returned to CSFA and either recycled to a new ACRPS award or added to the balance for new awardees.

FINANCING

Borrower: The five LLCs referenced above are California limited liability companies whose sole member at the time of the issuance of the Bonds will be Alliance for College-Ready Public Schools Facilities Corporation, the Borrower. The Borrower was formed for the specific purpose of holding real property for the benefit of ACRPS. The Borrower acts as representative of an Obligated Group of which each of the LLCs will be a member.

Security and Source of Payment: The Series 2024 Bonds and the interest thereon are payable solely out of certain revenues and income received by the Authority or the Trustee pursuant to the Loan Agreement, real and personal property collateral as discussed below, and from other fund and accounts held under the Indenture. The five LLCs will enter into a Deed of Trusts encumbering their respective fee simple or leasehold interests in the ANLA, ARMC, ACFCH, ALAHS, and AMS campuses, and a Reserve Account will be established under the Indenture. The five LLCs will enter into a Security Agreement encumbering related personal property of the LLCs on the ANLA, ARMC, ACFCH, ALAHS, and AMS campuses. Alliance College-Ready Public Schools, as the lessee, is required to maintain certain financial covenants under its lease agreements with the LLCs. As additional security and in connection with the issuance of the bonds, Alliance College Ready Public Schools will provide instructions to the State Controller’s Office to make an apportionment in the amounts, and on the dates provided, in a written notice sufficient in the aggregate to repay the bonds and pay necessary and incidental costs (the “Intercept”).

Funds received by the Trustee pursuant to the Intercept will be applied solely for the uses and purposes set forth in the Indenture, including the payment of debt service on the Bonds. Under the laws of the State of California, no party, including Alliance College Ready Public Schools, the Borrower, or any of their respective creditors will have any claim to the money apportioned or to be apportioned to the Trustee by the State Controller’s Office pursuant to the Intercept.

Preliminary Sources and Uses and Preliminary Costs of Issuance: Below are the preliminary estimated sources and uses, and detailed information about the expected costs of issuance for board consideration. Please note these figures are subject to change between the time the board packets are distributed and are further subject to final pricing. Members will be provided updated figures should significant changes occur before the board meeting date.

Sources and Uses

Sources:	Series 2024A (Tax-Exempt)	Series 2024B (Taxable)	Enhancement Grant	Total
Bond Proceeds				
Par Amount:	\$34,190,000	\$315,000		\$34,505,000
Premium:	\$1,439,506			\$1,439,506
2012 Bond Fund	\$213,880			\$213,880
2013 Bond Fund	\$366,200			\$366,200
Other Sources:				
Enhancement Grant	\$0.00	\$0.00	\$2,000,000	\$2,000,000
Total:	\$36,209,586	\$315,000	\$2,000,000	\$38,524,586
Uses:	Series 2024A (Tax-Exempt)	Series 202B (Taxable)	Enhancement Grant	Total
Project Fund Deposit				
2012 A Refinancing	\$7,862,213	\$0		\$7,862,213
2013 A Refinancing	\$13,659,533	\$0		\$13,659,533
Stern Project Costs	\$3,000,000	\$0		\$3,000,000
Luskin Project Costs	\$3,500,000	\$0		\$3,500,000
Collins Project Costs	\$7,500,000	\$0		\$7,500,000
Cost of Issuance	\$327,505	\$304,424		\$631,929
Underwriter Discount	\$356,295	\$3,150		\$359,445
Additional Proceeds	\$4,040	\$7,426		\$11,466
Debt Service Reserve Fund			\$2,000,000	\$2,000,000
Total	\$36,209,586	\$315,000	\$2,000,000	\$38,524,586

Total Costs of Issuance*

Expense	Amount
Issuer Fee	\$27,252
Annual Admin Fee	5,176
Agent-for-Sale Fee	6,500
Issuer's Counsel Fee	20,000
Bond Counsel Fee	175,000
Borrower's Counsel Fee	100,000
S&P Rating Fee	75,000
Underwriters/Disclosure Counsel Fee	100,000
Verification Agent Fee	\$2,500
Trustee/Trustee Counsel Fee	7,500
Financial Printer Fee	2,000
Underwriter's Discount	359,445
Title Insurance Fee	40,000
Contingency Budget	20,000
Total	\$991,373

**Estimates based on principal amount of \$34,505,000.*

Credit Enhancement: If funds are available, there will be a not-to-exceed \$2,000,000 credit enhancement award for the Borrowers, for the benefit of Alliance College-Ready Public Schools, for this financing that will be before the Authority Board as a subsequent agenda item at the September 26, 2024, meeting. If approved, the enhancement awards will fund up to \$2,000,000 of the financing's debt service reserve fund, reducing the overall borrowing cost for the Borrowers. *The actual award amount will be finalized at the pricing of the bonds.*

SALES RESTRICTIONS

Given Alliance's BBB rating, sales restrictions include:

The Authority's sales restrictions can be viewed at:
<http://treasurer.ca.gov/csfa/financings/guidelines.pdf>.

1. Bonds will be in minimum denominations of \$25,000 (BBB);
2. Bonds may be publicly offered or privately placed;
3. Bonds will be sold initially only to Qualified Institutional Buyers (QIB) and Accredited Investors (AI);
4. Subsequent transfers of bonds are limited to QIBs and Ais;
5. Sales restrictions conspicuously noted on bond and described in detail in offering materials, if any, as well as in the bond documents;

OTHER PROJECT DATA

Tax Equity and Fiscal Responsibility Act (TEFRA): The TEFRA Notice was published on the Authority's Webpage on September 19, 2024. The TEFRA hearing will take place on September 26, 2024, prior to the Board meeting, and no comments are anticipated. If any are received, they will be reported at the meeting.

Due Diligence Undertaken to Date: The financial, operating, and other information concerning the Borrower, the Project, and related matters presented in this Staff Summary were provided by the Borrower, Alliance College-Ready Public Schools and the Underwriter. The analysis contained herein was prepared by Authority Staff for the limited purpose of determining financial feasibility pursuant to Education Code section 17183.5 and providing the Authority Board with information concerning certain aspects of the Project. The review undertaken by Authority staff, the recommendation of Authority Staff to the Authority Board to approve the financing, or any approval by the Authority Board are not intended to, and did not, include all of the due diligence activities and other investigations necessary or desirable for the purpose of making an investment decision relating to the making of the financing by the Lender, and should not be relied on by any party for such purpose.

Borrower Financial Data: Each of the LLCs will operate as a single purpose entity of which Alliance for College-Ready Public Schools Facilities Corporation will be the sole member at the time of issuance of the Bonds, with no assets other than the Facilities owned or leased by it and its rights under the respective lease, which will be assigned to the Trustee. Alliance for College-Ready Public Schools Facilities Corporation was formed for the purpose supporting Alliance College-Ready Public Schools, including by owning facilities, and is not expected to have any other assets or revenue available to make payments due under the Loan Agreement. The Lessee, Alliance College-Ready Public Schools, is a California nonprofit public benefit corporation and organization described in Section 501(c)(3) of the Code.

STAFF RECOMMENDATION

Staff recommends the board adopt Resolution 24-42 authorizing the issuance of revenue bonds in an amount not to exceed \$45,000,000 to finance and/or refinance the acquisition, construction, expansion, renovation, furnishing, and equipping of certain educational facilities located in Los Angeles County for use by Alliance College-Ready Public Schools.

1. **Applicant / Borrower:** Alliance for College-Ready Public Schools Facilities Corporation
2. **Project:** Acquisition of Facility and related costs
3. **Amount of Financing:** Not to exceed \$45,000,000
4. **Maturity:** 40 years (Not-to-exceed 40 years)
5. **Repayment/Security:** Intercept of Lease Payments and Deed of Trust on Real Property
6. **Preliminary Interest Rate:** 4.75%
7. **Preliminary Cost of Issuance:** The preliminary Costs of Issuance is \$991,373.
8. **Not an Unconditional Commitment:** The Authority resolution shall not be construed as unconditional commitment to finance the Project, but rather the Authority's approval pursuant to the resolution conditioned upon entry by the Authority and Borrower into a loan agreement, in form and substance satisfactory to the Authority and its counsel.
9. **Limited Time:** The Board's approval expires 12 months from the date of its adoption. Thus, CSFA must issue the bonds no later than 12 months from that date. Once the approval has expired, the item must return to the Board for new approval.

**APPENDIX A:
SCHOOL GOVERNANCE**

School Leadership

Member	Position
Pablo Cesar Villavicencio	CEO
Tiffany Wilson	COO
David Lauck	CFO
Rodolfo Elizondo	Chief Instructional Officer
Dr. Debra Griffith	Chief Equity Programs Officer
Dr. Laura Hernandez-Flores	Chief of Staff
Jass Stewart	Chief of Strategy & Innovation
Phillipa Altman	General Counsel

Board of Directors

Members
Joe Drake, Chair
Virgil Roberts, Secretary
Janette Rodriguez Pack, Secretary
Kamala Avila-Salmon, Member
Tom Heymann, Member
Dr. Clarence G. Miller, Member
Moises Silva, Member

APPENDIX B: BUDGET PROJECTIONS¹

Consolidated Base Rent Coverage Ratio and Consolidated Days Cash on Hand

Consolidated Financials: FY 2020 to FY 2029
(Alliance College-Ready Public Schools Obligated Group)

<i>Income Statement (000s)</i>										
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Revenue and support										
Private grants and contributions	\$169	\$244	\$209	\$200	\$661	\$232	\$0	\$0	\$0	\$0
Administrative Services Fee	0	0	0	0	0	0	0	0	0	0
Federal revenue	11,690	26,869	30,195	31,147	24,769	12,531	12,656	12,783	12,910	13,040
State revenue	103,406	106,475	115,723	138,960	145,331	170,069	157,491	161,372	166,035	170,414
Local revenue	28,385	26,703	29,559	33,659	36,543	27,338	28,139	29,005	29,963	30,861
Other school revenue	292	16	650	385	578	558	598	598	598	598
Rent income	0	0	0	0	0	0	0	0	0	0
Interest and other income	693	581	465	1,226	1,662	131	241	241	241	241
Total Revenue and support	\$144,634	\$160,888	\$176,802	\$205,577	\$209,544	\$210,858	\$199,124	\$203,998	\$209,746	\$215,154
Expenses										
Salaries	\$61,308	\$61,281	\$67,825	\$82,004	\$87,959	\$88,885	\$78,172	\$81,302	\$84,830	\$88,209
Benefits	20,003	19,999	22,186	28,365	31,124	32,209	28,897	29,067	29,632	30,406
Books and supplies	9,541	9,924	13,563	13,544	13,111	12,662	12,788	12,916	13,045	13,176
Sub-agreement services	6,878	4,007	10,935	12,504	18,450	15,177	15,328	15,482	15,636	15,793
Professional/consulting services	20,737	21,448	24,797	32,562	31,905	35,793	34,293	35,054	35,932	36,762
Facilities, repairs and other leases	14,194	14,088	15,465	16,213	16,332	16,771	17,213	17,268	17,323	17,379
Operations and housekeeping	5,144	4,781	7,391	2,380	8,963	9,041	9,131	9,223	9,315	9,408
Depreciation expense	2,770	2,581	2,424	2,170	2,280	2,256	2,280	2,280	2,280	2,280
Interest	22	17	15	13	11	9	5	3	1	0
Total Expenses	\$140,598	\$138,128	\$164,602	\$189,756	\$210,134	\$212,802	\$198,107	\$202,594	\$207,994	\$213,414
Change in net assets from operating activities	\$4,036	\$22,761	\$12,200	\$15,822	(\$590)	(\$1,943)	\$1,017	\$1,405	\$1,752	\$1,740
Add Back: Depreciation	2,770	2,581	2,424	2,170	2,280	2,256	2,280	2,280	2,280	2,280
Add Back: Rent	10,514	11,196	11,178	11,181	11,185	11,698	11,607	11,610	11,598	11,613
Add Back: Management Fees	17,218	19,206	21,057	24,452	24,797	25,193	23,794	24,379	25,069	25,718
Net Income Available for Rent	\$34,538	\$55,743	\$46,859	\$53,624	\$37,671	\$37,203	\$38,697	\$39,673	\$40,698	\$41,351
Consolidated Base Rent Coverage Ratio	3.28	4.98	4.19	4.80	3.37	3.18	3.33	3.42	3.51	3.56
Cash Adjustments (000s)										
Surplus (Deficit)	\$0	\$22,761	\$12,200	\$15,822	(\$590)	(\$1,943)	\$1,017	\$1,405	\$1,752	\$1,740
Add back: Depreciation	-	2,581	2,424	2,170	2,280	2,256	2,280	2,280	2,280	2,280
Net Change in Operating Activities	-	(22,316)	13,373	33,435	5,713	(15,839)	1,033	(489)	(580)	(528)
Net Change in Investing Activities	-	(3,464)	(5,747)	(4,402)	(3,732)	(8,190)	(8,692)	(2,280)	(2,280)	(2,280)
Net Change in Financing Activities	-	5,892	(1,563)	(1,019)	2,540	2,969	(242)	(249)	(243)	(162)
Net Change in Cash	-	5,453	20,687	46,007	6,210	(20,748)	(4,604)	666	929	1,050
Beginning Cash	-	48,839	54,293	74,979	120,986	127,196	106,448	101,844	102,510	103,439
Ending Cash	\$48,839	\$54,293	\$74,979	\$120,986	\$127,196	\$106,448	\$101,844	\$102,510	\$103,439	\$104,490
Public Funding Receivables	16,256	36,939	24,169	22,678	15,177	28,348	26,730	27,384	28,167	28,902
Cash and Cash Equivalents	\$65,095	\$91,231	\$99,149	\$143,663	\$142,373	\$134,796	\$128,573	\$129,895	\$131,606	\$133,392
Total Expense/Days	378	371	444	514	569	577	536	549	564	578
Days Cash on Hand	172	246	223	280	250	234	240	237	234	231