

**\$100,000,000\***  
**CALIFORNIA SCHOOL FINANCE AUTHORITY**  
**CHARTER SCHOOL REVENUE REFUNDING BONDS**  
**(ASPIRE PUBLIC SCHOOLS - OBLIGATED GROUP)**  
**SERIES 2016**

**EXECUTIVE SUMMARY**  
**RESOLUTION 16-01**

<b>Borrower:</b>	College for Certain, Inc. (the "Borrower")
<b>Project User:</b>	Aspire Public Schools operating: Aspire Langston Hughes Academy; Aspire Port City Academy; Aspire Alexander Twilight College Preparatory Academy; Alexander Twilight Secondary Academy; Aspire Lionel Wilson College Preparatory Academy; Aspire Golden State College Preparatory Academy; Aspire East Palo Alto Charter School*; Aspire Pacific Academy; Aspire Titan Academy; and Aspire Junior Collegiate Academy
<b>Loan Amount:</b>	Not to exceed \$100,000,000
<b>Expected Issuance:</b>	February 2016
<b>Project:</b>	The proceeds of the bonds will be used to finance and refinance the acquisition, construction, expansion, remodeling, renovation, improvement, furnishing, and/or equipping of educational facilities located in Alameda County, Los Angeles County, Sacramento County, San Joaquin County, and San Mateo County
<b>Bond Type:</b>	Charter School Revenue Refunding Bonds (2016 Series)
<b>Project Location:</b>	See "Project Information" section
<b>Counties Served:</b>	Alameda County, Los Angeles County, Sacramento County, San Joaquin County, and San Mateo County
<b>District in which Project is Located:</b>	San Juan USD (2 schools), Ravenswood City School District (1 school), Oakland USD (2 schools), Los Angeles USD (3 schools), Stockton USD (2 schools)
<b>Charter Authorizer(s):</b>	Stockton USD, San Juan USD, Oakland USD, Ravenswood City SD, Los Angeles USD
<b>Est. Annual Payment:</b>	\$ 5,541,525
<b>Anticipated Rating:</b>	BBB- or BBB
<b>Structure:</b>	\$87,455,000 (Tax-Exempt, Fixed Rate Bonds), first interest & principal payment in August 1, 2016
<b>Sale Method:</b>	Public Offering
<b>Underwriter:</b>	Stifel, Nicolaus, & Company, Incorporated
<b>Bond Counsel:</b>	Orrick, Herrington, & Sutcliffe LLP
<b>Trustee:</b>	MUFG Union Bank, N.A.

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## I. Use of Bond Proceeds / Project Information

The purpose of the proposed financing is to refinance the acquisition, construction, expansion, remodeling, renovation, improvement, furnishing and/or equipping of the charter school educational facilities known as (a) Aspire Lionel Wilson College Preparatory Academy, located at 400 105th Avenue, Oakland, California, (b) Aspire East Palo Alto Charter School\*, located at 1039 Garden Street, East Palo Alto, California (c) Aspire Golden State College Preparatory Academy, located at 1009 66th Avenue, Oakland, California, (d) Aspire Alexander Twilight College Preparatory Academy, located at 2360 El Camino Avenue, Sacramento, California, (e) Aspire Alexander Twilight Secondary Academy, located at 2360 El Camino Avenue, Sacramento, California, (f) Aspire Port City Academy, located at 2040 West Lane, Stockton, California, (g) Aspire Langston Hughes Academy, located at 2050 West Lane, Stockton, California, (h) Aspire Titan Academy, located at 6720 South Alameda Street, Huntington Park, California, (i) Aspire Junior Collegiate Academy, located at 6724 South Alameda Street, Huntington Park, California, and (j) Aspire Pacific Academy, located at 2565 East 58th Street, Huntington Park, California (the “Prior Project”)

(\* ) The charter for this school is held under Aspire East Palo Alto Charter School (“Aspire EPACS”). Aspire EPACS holds a single charter authorized by Ravenswood City SD to operate a school serving grades K-12. Aspire operates grades 7-12 under this charter as Aspire East Palo Alto Phoenix Academy at a facility site located at 1039 Garden Street in East Palo Alto. Aspire operates grades K-5 under this charter at a separate facility site.

### Project Breakdown

Site	Landlord	Location	Purpose
Aspire Lionel Wilson College Preparatory Academy	College for Certain, LLC	400 105 <sup>th</sup> Avenue, Oakland	Refinance an Outstanding Bond Series
Aspire East Palo Alto Charter School	College for Certain, LLC	1039 Garden Street, East Palo Alto	Refinance an Outstanding Bond Series
Aspire Golden State College Preparatory Academy	College for Certain, LLC	1009 66 <sup>th</sup> Avenue, Oakland	Refinance an Outstanding Bond Series
Aspire Alexander Twilight College Preparatory Academy	College for Certain, LLC	2360 El Camino Avenue, Sacramento	Refinance an Outstanding Bond Series
Aspire Alexander Twilight Secondary Academy	College for Certain, LLC	2360 El Camino Avenue, Sacramento	Refinance an Outstanding Bond Series
Aspire Port City Academy	College for Certain, LLC	2040 West Lane, Stockton	Refinance an Outstanding Bond Series
Aspire Langston Hughes Academy	College for Certain, LLC	2050 West Lane, Stockton	Refinance an Outstanding Bond Series
Aspire Titan Academy	College for Certain, LLC	6720 South Alameda Street, Huntington Park	Refinance an Outstanding Bond Series
Aspire Junior Collegiate Academy	College for Certain, LLC	6724 South Alameda Street, Huntington Park	Refinance an Outstanding Bond Series
Aspire Pacific Academy	College for Certain, LLC	2565 East 58 <sup>th</sup> Street, Huntington Park	Refinance an Outstanding Bond Series
<b>Total Estimated Project Costs</b>			<b>\$95,215,691</b>

## II. Aspire Public Schools, College for Certain, Inc., and College for Certain, LLC

Aspire is a California nonprofit public benefit corporation and an organization described in Section 501(c)(3) of the Code. Founded in 1998, Aspire has developed and currently operates 38 charter schools, including 35 in the State of California and 3 charter schools in the State of Tennessee. As of November 1, 2015, more than 15,365 students are served by Aspire charter schools, including more than 14,105 students in the State of California. Aspire is currently the

largest charter management organization (“CMO”) in the State of California. Within the State of California, there are 13 schools located in the Central Valley, 10 charter schools located in the San Francisco Bay Area, and 12 schools located in the Los Angeles metropolitan area. The 35 charter schools in the State of California are operated by Aspire through the authorization granted by 13 different charter authorizers. The 3 charter schools in the State of Tennessee are operated by separate limited liability companies, the sole member of which is Aspire. The revenues of the Tennessee schools are not linked to this transaction. Aspire is the recipient of all state and federal revenue for all of its charter schools.

The Borrower is a California nonprofit public benefit corporation that supports Aspire and the charter schools operated by Aspire. The Borrower is a party to a Master Indenture of Trust (the “Master Indenture”) dated as of December 1, 2015,, as supplemented by a Supplemental Master Indenture for Obligation No. 1 (“Obligation No. 1) dated as of December 1, 2015, each by and between the Borrower as representative of the Obligated Group, and MUFG Union Bank, N.A., as master trustee. However, the Borrower is not itself a Member of the Obligated Group.

College for Certain, LLC is a California limited liability company wholly owned by the Borrower and will join College for Certain II, LLC, a separate California limited liability company wholly owned by the Borrower, as a Member of the Obligated Group.

### **III. Financial Structure**

The Bonds are expected to be issued in one series (Tax-Exempt) of approximately \$87,455,000. The Bonds will have a final maturity of August 1, 2046. The Bonds will be have interest and principal payments through August 1, 2046 (the first principal payment will be August 1, 2016).

### **IV. Security and Source of Payment**

The Bonds and the interest thereon will be payable solely out of certain revenues and income received by the Authority or the Trustee pursuant to a Loan Agreement, and Obligation No. 2 issued by the Borrower in an amount equal to the aggregate principal amount of the Bonds pursuant to the Master Indenture, as supplemented by the Supplemental Master Indenture for Obligation No. 1 and a Supplemental Master Indenture for 1 Obligation No. 2.

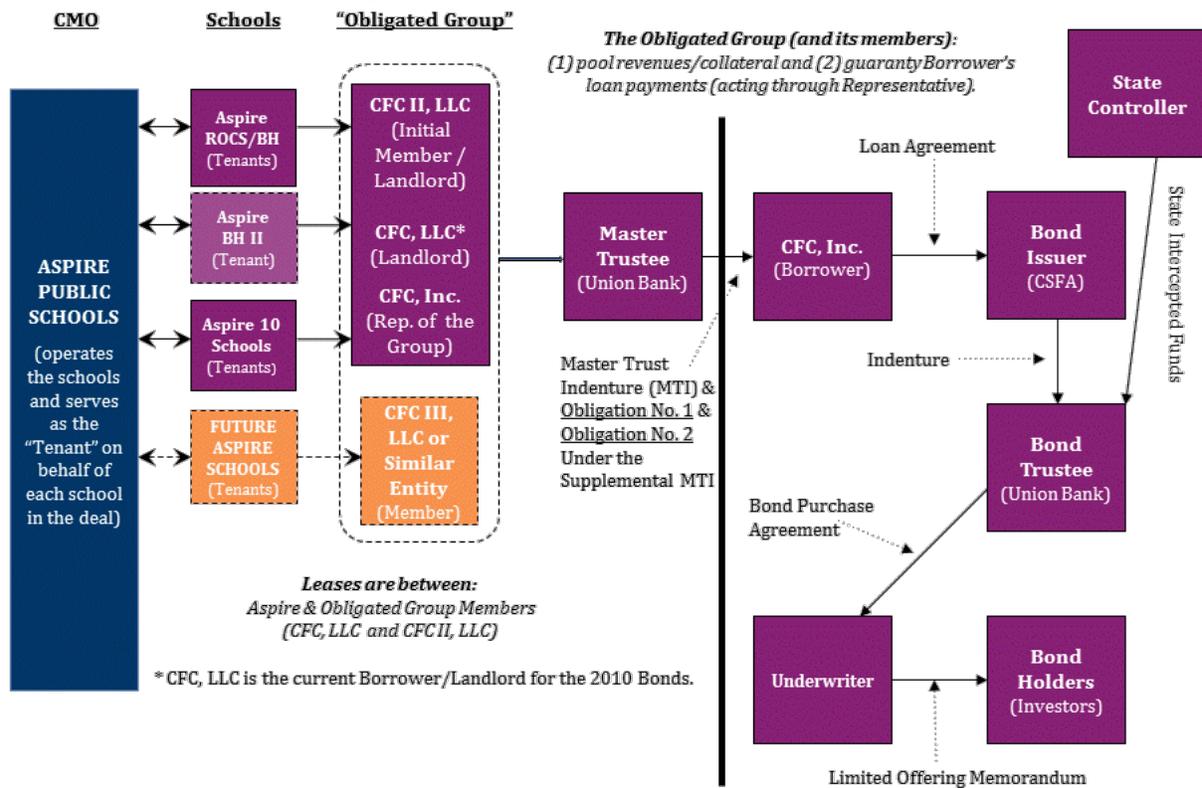
As additional security for the Bonds, in connection with the issuance of the Bonds, Aspire will provide instructions to the State Controller’s Office to make apportionments to MUFG Union Bank, N.A., as bond trustee with respect to each of the Schools, in amounts and on dates provided in a written notice sufficient in the aggregate to repay the Bonds and pay necessary and incidental costs relating to the Bonds. Funds subject to these Intercepts by the State Controller are limited to funding apportioned for purposes of the charter school block grant or the local control funding formula.

### **V. Mechanics of the Obligated Group Structure**

Pursuant to the Master Indenture, all Members of the Obligated Group are jointly and severally liable with respect to the payments due in respect of each Obligation issued under the Master Indenture. In December 2015, the Borrower issued \$20,535,000 of CSFA Charter School Revenue Refunding Bonds, Series 2015 (“2015 Bonds”) that refinanced prior debt related to two Aspire Schools (Aspire River Oaks Charter School and Aspire Benjamin Holt College Preparatory Academy or the “2015 Bond Schools”). The 2015 Bonds are secured by payments made on Obligation No. 1 which are primarily made by College for Certain II, LLC, the original Member of the Obligated Group, from lease payments received from Aspire related to the 2015 Bond Schools.

In connection with the issuance of the Bonds, College for Certain, LLC will join College for Certain II, LLC as a Member of the Obligated Group. College for Certain, LLC will make payments on Obligation No. 2 primarily from lease payment received from Aspire related to ten (10) additional Aspire schools; payments under Obligation No. 2 will be pledged toward the repayment of the Bonds. The Members of the Obligated Group (i.e. College for Certain, LLC and College for Certain II, LLC) will be required to make payments on Obligation No. 1 and Obligation No. 2 in an amount sufficient to pay the principal of and premium, if any, and interest on the 2015 Bonds and the Bonds when due.

The Borrower serves as the representative of the Obligated Group. However, the Borrower is not a member of the Obligated Group and is not obligated to make payments of principal of and interest on the Bonds in such capacity. The graphic below depicts the flow of funds between the various entities in the financing structure.



## VI. Preliminary Sources and Uses/Cost of Issuance

Below are the preliminary sources and uses, and detailed information about the costs of issuance for board consideration. *Please note that these figures are subject to change between the time of board packets being distributed and the time of the board meeting – members will be provided updated figures should they change before the board meeting date.*

**Sources and Uses**

<b>Sources</b>	
<b>Bond Proceeds:</b>	
Par Amount	\$87,455,000.00
Original Issue Premium	\$8,211,992.30
Prior Reserve Funds on Hand	\$6,622,143.80
<b>Uses</b>	
<b>\$102,289,136.10</b>	
<b>Project Fund Deposits:</b>	
Escrow Fund	<b>\$95,215,691.38</b>
<b>Other Fund Deposits:</b>	
Debt Service Reserve Fund	<b>\$5,540,775.00</b>
<b>Delivery Date Expenses:</b>	
Cost of Issuance	\$655,627.25
Underwriter's Discount	\$874,550.00
	<b>\$1,530,177.25</b>
<b>Other Uses of Funds:</b>	
Contingency	<b>\$2,492.47</b>
<b>Total</b>	
<b>\$102,289,136.10</b>	

**Cost of Issuance**

<b>Cost of Issuance</b>	<b>Estimated Amount</b>
CSFA Admin Fee	\$13,118.25
CSFA Issuance Fee	\$53,727.50
CSFA Issuer Fee - PFD Fee	\$8,000.00
Issuer's Counsel (AG Fee)	\$8,000.00
Bond Counsel Fee	\$175,000.00
Borrower's Counsel Fee	\$125,000.00
Underwriter's Counsel	\$60,000.00
Bond Trustee Fee	\$15,000.00
Master Trustee Fee	\$10,000.00
S&P Rating Fee	\$0.00
Financial Printer Fee	\$5,000.00
DAC Disclosure Fee	\$5,000.00
Appraisals	\$50,000.00
Title Fees & Charges	\$68,781.50
Verification Agent	\$10,000.00
Contingency	\$52,492.47
<b>Total Costs</b>	<b>\$659,119.72</b>

## **VII. Borrower Financial Data**

Exhibit A contains historical and projected financial information for Aspire Public Schools.

## **VIII. Due Diligence Undertaken to Date**

No information was disclosed to question the financial viability or legal integrity of the Borrower. Standard opinions of counsel (i.e., that the borrowing entity has been duly organized, is in good standing, is a 501(c)(3) organization, has the full authority to enter into all documents which are valid and binding, etc.) will be delivered at closing.

## **IX. Bond Sales Restrictions**

The following sales restrictions will apply to the financing given the expected rating of BBB- or BBB. 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
6. If the rating is BB+ or below or the bonds are unrated, one or more of the following will be required depending on the transaction, as requested by the financing team and approved by the Authority:
  - a. Traveling Investor Letter; or
  - b. Higher minimum denominations of \$250,000; or
  - c. Physical Delivery; or
  - d. Limited initial sale to QIBs, with subsequent transfers limited to QIBs as well; or
  - e. Other investor protection measures
7. Bond payments will be made via the intercept mechanism outlined in Section 17199.4 of the Education Code

## **X. Staff Recommendation**

Staff recommends CSFA approve Resolution Number 16-01 authorizing the Issuance of Charter School Revenue Refunding Bonds in an Amount Not to Exceed \$100,000,000 to Finance and Refinance the Acquisition, Construction, Expansion, Remodeling, Renovation, Improvement, Furnishing, and/or Equipping of Educational Facilities Located in Alameda County, Los Angeles County, Sacramento County, San Joaquin County, and San Mateo County for College for Certain, Inc.

**Exhibit A – Financial and Operational Information**

**ASPIRE PUBLIC SCHOOLS  
STATEMENT OF FINANCIAL POSITION  
Fiscal Years ended June 30, 2012 through June 30, 2015**

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
<b>CURRENT ASSETS:</b>				
Cash and equivalents	\$12,216,969	\$19,677,199	\$33,892,370	\$39,558,131
Cash held in trust	--	500,000	--	--
Restricted cash	7,390,325	2,802,768	3,695,292	3,808,122
Accounts receivable	31,504,585	32,206,919	24,481,112	24,296,753
Foundation grants receivable, current	7,556,107	4,995,776	6,014,287	6,478,348
Cash held at county or district	750,000	1,423,500	-	-
Prepaid expenses and deposits	227,099	625,827	257,051	656,435
Deferred loss, current	13,749	--	--	--
Deferred charges, current	<u>219,293</u>	<u>--</u>	<u>--</u>	<u>--</u>
Total current assets	<u>\$59,878,127</u>	<u>\$62,231,989</u>	<u>\$68,340,112</u>	<u>\$74,797,789</u>
<b>NON-CURRENT ASSETS</b>				
Restricted cash	\$6,623,180	\$7,675,678	\$13,255,777	\$11,613,493
Foundation grants receivable, net	6,407,771	2,611,476	830,512	5,229,654
Property and equipment, net	123,919,724	130,868,910	136,490,670	147,283,869
Deferred loss, net	257,794	--	--	--
Deferred charges, net	3,552,336	3,648,030	3,418,692	3,311,858
Other assets, net	<u>--</u>	<u>1,488,396</u>	<u>1,051,794</u>	<u>809,184</u>
<b>TOTAL ASSETS</b>	<u>\$200,638,932</u>	<u>\$208,524,479</u>	<u>\$223,387,557</u>	<u>\$243,045,865</u>
<b>CURRENT LIABILITIES</b>				
Accounts payable	\$6,234,053	\$8,354,540	\$6,720,434	\$9,637,320
Accrued expenses	11,251,438	7,584,776	7,901,952	7,720,828
Capital lease, current	590,000	610,000	635,000	655,000
Debt, current	10,354,034	4,186,241	2,070,896	2,299,298
Deferred revenue	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>
Total current liabilities	<u>\$28,429,525</u>	<u>\$20,735,557</u>	<u>\$17,328,282</u>	<u>\$20,312,446</u>
<b>LONG-TERM LIABILITIES</b>				
Deferred rent due	\$ --	\$ 628,638	\$ 695,531	\$ 750,083
Capital lease, net	17,235,000	16,625,000	15,990,000	15,335,000
Debt, net	<u>109,427,620</u>	<u>116,108,260</u>	<u>116,745,506</u>	<u>114,045,021</u>
Total liabilities	<u>\$155,092,145</u>	<u>\$154,097,455</u>	<u>\$150,759,319</u>	<u>\$150,442,550</u>
<b>NET ASSETS</b>				
Unrestricted	\$19,696,685	\$25,917,335	\$44,396,753	\$59,742,105
Temporarily restricted	<u>25,850,102</u>	<u>28,509,689</u>	<u>28,231,485</u>	<u>32,861,210</u>
Total net assets	<u>\$45,546,787</u>	<u>\$54,427,024</u>	<u>\$72,628,238</u>	<u>\$92,603,315</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$200,638,932</u>	<u>\$208,524,479</u>	<u>\$223,387,557</u>	<u>\$243,045,865</u>

## 2014-15 Aspire Budget

### REVENUES

State per ADA funding	\$128,719,106
Lottery	2,187,431
Mandate	2,625,826
After School Grants	3,271,793
Facility Grants	5,036,950
Title I/II/III	5,498,683
Other Federal (TIF, i3, CSP)	9,547,065
Special Education	8,792,131
Food Service	5,555,201
Other Local	1,099,301
Donations & Grants – Committed	3,642,474
Donations & Grants - Annual Fund	4,000,000
Memphis Contribution	1,265,000
Home Office Contribution	10,052,856
Regional Office Contribution	4,256,249
Restricted Carryover from Prior Year	<u>5,918,048</u>
<b>TOTAL REVENUES</b>	<b><u>\$201,468,114</u></b>

### EXPENSES

Payroll	\$ 98,265,051
Benefits	30,385,330
Books, Supplies & Equipment	7,409,603
Rent	3,681,814
Food Service	5,415,201
Other Operating Expenses	23,580,827
Depreciation	5,566,736
Interest	6,787,552
Home Office Contribution	11,317,856
Regional Office Contribution	<u>4,256,249</u>
<b>TOTAL EXPENSES</b>	<b><u>\$196,666,219</u></b>

**NET FUNDS PROVIDED (USED)** \$4,801,895

**ASPIRE PUBLIC SCHOOLS**  
**STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS**  
**Fiscal Years ended June 30, 2012 through June 30, 2015**

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
<b>UNRESTRICTED NET ASSETS:</b>				
<b>SUPPORT AND REVENUE:</b>				
Private grants and contributions	\$2,693,150	\$2,481,669	\$3,307,813	\$3,274,440
Donated equipment, materials, and service	267,949	30,397	212,440	72,478
Federal Revenue	13,096,617	15,252,182	19,272,072	22,178,697
California State Revenue				
State aid portion of general purpose funding	48,687,301	37,871,099	53,499,716	64,525,368
Categorical Block Grant	8,388,677	8,941,805	4,728,100	9,147,098
All other State Revenue	8,353,358	10,313,792	7,605,065	8,995,889
<b>Local Revenue:</b>				
Cash in-lieu of property taxes	12,609,137	13,276,798	18,444,723	18,409,782
Interest income	14,943	23,049	40,793	33,455
Gain on sale of Schoolzilla	--	1,247,466	--	--
All other local revenue	2,417,966	2,345,110	1,242,910	1,512,468
Subtotal	<u>\$96,529,098</u>	<u>\$91,783,367</u>	<u>\$108,353,632</u>	<u>\$128,149,675</u>
Net assets released from restrictions	<u>20,482,724</u>	<u>31,359,080</u>	<u>42,824,146</u>	<u>41,599,336</u>
<b>Total support and revenue</b>	<b><u>\$117,011,822</u></b>	<b><u>\$123,142,447</u></b>	<b><u>\$151,177,778</u></b>	<b><u>\$169,749,011</u></b>
<b>PROGRAM EXPENSES:</b>				
Educational programs	\$92,874,269	\$96,140,329	\$111,360,574	\$126,842,622
<b>SUPPORTING SERVICES:</b>				
Site support	\$9,578,818	\$9,725,955	\$10,119,976	\$12,365,389
Development and expansion	3,792,886	6,379,272	6,844,447	9,337,352
Administration and general	<u>4,055,308</u>	<u>4,676,241</u>	<u>4,373,363</u>	<u>5,818,296</u>
<b>TOTAL SUPPORTING SERVICES</b>	<b><u>\$17,427,012</u></b>	<b><u>\$20,781,468</u></b>	<b><u>\$21,337,786</u></b>	<b><u>\$27,561,037</u></b>
<b>TOTAL EXPENSES</b>	<b><u>\$110,301,281</u></b>	<b><u>\$116,921,797</u></b>	<b><u>\$132,698,360</u></b>	<b><u>\$154,403,659</u></b>
Increase in Unrestricted Net Assets	6,710,541	6,220,650	18,479,418	15,345,352
<b>TEMPORARILY RESTRICTED NET ASSETS</b>				
Private grants and contributions	20,559,179	6,746,409	11,077,191	16,400,543
Federal and state revenue	10,005,229	27,272,258	31,468,751	30,292,061
Return of grant funds	--	--	--	(463,543)
Net assets released from restrictions	<u>(20,482,724)</u>	<u>(31,359,080)</u>	<u>(42,824,146)</u>	<u>(41,599,336)</u>
Increase in Temporarily Restricted Net Assets	<u>\$10,081,684</u>	<u>\$2,659,587</u>	<u>\$(278,204)</u>	<u>\$4,629,725</u>
<b>INCREASE IN NET ASSETS</b>	<b>\$16,792,225</b>	<b>\$8,880,237</b>	<b>\$18,201,214</b>	<b>\$19,975,077</b>
<b>NET ASSETS – Beginning of the Year</b>	<b>\$28,754,562</b>	<b>\$45,546,787</b>	<b>\$54,427,024</b>	<b>\$72,628,238</b>
<b>NET ASSETS – End of Year</b>	<b>\$45,546,787</b>	<b>\$54,427,024</b>	<b>\$72,628,238</b>	<b>\$92,603,315</b>

## Projected Financials FY 2017- FY2023 Budget (Related Schools)

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
<b>Enrollment</b>								
<b>Total enrollment</b>	5,550	5,714	5,918	6,141	6,210	6,240	6,265	6,285
<i>Total ADA %</i>	96.9%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%
<b>Total ADA</b>	5,376	5,484	5,680	5,895	5,961	5,990	6,014	6,033
<b>Revenue Assumption</b>								
LCFF Per ADA	\$ 8,694	\$ 9,194	\$ 9,548	\$ 9,751	\$ 10,005	\$ 10,270	\$ 10,540	\$ 10,818
<i>Annual LCFF Growth</i>		5.75%	3.85%	2.12%	2.61%	2.65%	2.62%	2.64%
SB740 Per ADA	\$ 664	\$ 746	\$ 745	\$ 744	\$ 745	\$ 748	\$ 749	\$ 750
<b>Revenue</b>								
LCFF Per-Pupil Funding	46,737,860	50,414,753	54,230,766	57,476,789	59,640,103	61,517,650	63,386,289	65,268,124
SB740	3,571,768	4,088,032	4,230,586	4,385,304	4,442,727	4,479,088	4,505,378	4,525,094
Other State Revenue	7,683,459	5,047,460	5,255,245	5,495,865	5,622,580	5,723,339	5,821,560	5,917,564
Federal Revenue	4,922,008	5,043,566	5,205,766	4,388,896	4,482,850	4,573,635	4,674,287	4,743,960
Local Revenue	553,813	239,927	188,415	186,084	183,347	179,788	174,876	171,703
<b>Total Revenue</b>	<b>\$ 63,468,909</b>	<b>\$ 64,833,739</b>	<b>\$ 69,110,777</b>	<b>\$ 71,932,938</b>	<b>\$ 74,371,608</b>	<b>\$ 76,473,500</b>	<b>\$ 78,562,391</b>	<b>\$ 80,626,446</b>
<b>Expenses</b>								
Personnel	36,351,762	38,877,476	40,781,215	43,166,221	44,694,969	45,990,925	47,085,271	48,223,788
Supplies	4,235,023	3,885,151	4,036,876	4,214,450	4,320,386	4,414,197	4,509,956	4,594,745
Services	5,572,798	5,998,830	6,322,344	6,686,375	6,914,014	7,111,469	7,307,764	7,505,233
Home Office Contribution	3,518,514	3,867,793	4,155,537	4,403,612	4,567,386	4,709,409	4,850,770	4,991,286
Regional Office Contribution	1,482,661	2,133,962	2,864,201	3,033,506	3,144,654	3,241,054	3,337,226	3,433,065
Interfund Transfers Out (In)	155,885	-	-	-	-	-	-	-
Depreciation & Amortization	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Rent	5,536,538	5,540,775	5,539,550	5,537,750	5,536,000	5,540,500	5,536,125	5,537,750
<b>Total Expenses</b>	<b>\$ 57,103,182</b>	<b>\$ 60,553,987</b>	<b>\$ 63,949,723</b>	<b>\$ 67,291,913</b>	<b>\$ 69,427,409</b>	<b>\$ 71,257,553</b>	<b>\$ 72,877,112</b>	<b>\$ 74,535,867</b>
<b>Net Operating Income</b>	<b>\$ 6,365,727</b>	<b>\$ 4,279,751</b>	<b>\$ 5,161,054</b>	<b>\$ 4,641,025</b>	<b>\$ 4,944,198</b>	<b>\$ 5,215,947</b>	<b>\$ 5,685,279</b>	<b>\$ 6,090,578</b>
Add Back: Depr. & Amort.	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Add Back: Rent	5,536,538	5,540,775	5,539,550	5,537,750	5,536,000	5,540,500	5,536,125	5,537,750
<b>Net Income Available for Rent</b>	<b>\$ 12,152,265</b>	<b>\$ 10,070,526</b>	<b>\$ 10,950,604</b>	<b>\$ 10,428,775</b>	<b>\$ 10,730,198</b>	<b>\$ 11,006,447</b>	<b>\$ 11,471,404</b>	<b>\$ 11,878,328</b>