

\$36,000,000*
CALIFORNIA SCHOOL FINANCE AUTHORITY (CSFA)
CHARTER SCHOOL REVENUE BONDS
(ASPIRE PUBLIC SCHOOLS – OBLIGATED GROUP – ISSUE NO. 5)
SERIES 2021A \$35,000,000 (TAX-EXEMPT) AND 2021B \$1,000,000 (TAXABLE)
ITEM #6- RESOLUTION 21-25

*Not-to-Exceed Amount

STAFF SUMMARY

EXECUTIVE SUMMARY

Applicant/Borrower:	College for Certain, Inc.	Par Amount Requested:	Not-to-Exceed *\$36,000,000
Financing Term: 40 years		Interest Rate: 5.00% (Estimated)	
Applicant Description: College for Certain, Inc. is a separate 501(c)(3) nonprofit public benefit corporation formed for the sole purpose of managing facilities for Aspire Public Schools.			
Type of Financing: Charter School Revenue Bonds (Tax-Exempt and Taxable)			
Project Users:	See Appendix A	Counties Served:	See Appendix A
Districts in Which Projects are Located:	See Appendix A	Charter Authorizers:	See Appendix A
Project Description/Project Sites: Facility acquisition and construction. Facilities and Amounts listed in Project Description section.			

Financing Team:		Financing Team:	
Bond Counsel:	Stradling Yocca Carlson & Rauth	Type of Issue:	Charter School Revenue Bonds
Underwriter:	Stifel Nicolaus & Company, Inc.	Tax Status:	Tax-Exempt and Taxable
Underwriter's Counsel:	Quarles & Brady	Maturity:	August 1, 2061
Borrower's Counsel:	Musick Peeler & Garrett	Credit Enhancement:	No
Issuer's Counsel:	Attorney General's Office	Credit Rating:	BBB
Issuer:	California School Finance Authority	CSFA Fees:	See Costs of Issuance Table
Trustee:	US Bank, NA	Other Fees:	See Costs of Issuance Table

Staff Recommendation: Staff recommends the California School Finance Authority Board approve Resolution Number 21-25 authorizing the issuance of Charter School Revenue Bonds in an amount not to exceed \$36,000,000 to finance and/or refinance the acquisition, construction, expansion, remodeling, renovation, improvement, furnishing, and/or equipping of certain educational facilities located in Alameda, Los Angeles, Sacramento, San Joaquin, San Mateo, and Stanislaus Counties for use by Aspire Public Schools.

BACKGROUND AND HISTORY

Aspire Public Schools (APS) is a California 501(c)(3) nonprofit public benefit corporation operating charter schools throughout California. APS opened its first school, Aspire Vincent Shavley Academy, in North Stockton in 1999. The school was opened in a former grocery store and served 220 students. As of the 2021-22 school year, Aspire operates 36 schools in California serving over 15,000 students. Of the 36 schools, 16 are located in the Central Valley, 9 are located in the Bay Area, and another 11 are located in Southern California. College for Certain, Inc. is a nonprofit public benefit corporation established exclusively for the purposes of managing facilities for APS. College for Certain, Inc. is also the sole member of College for Certain, LLC and College for Certain II, LLC. According to information provided by APS, of the APS student population, 94% are in a cultural minority, 87% are low-income, and 22% are English language-learners. Aspire high school students outperform their California peers in both English Language Arts and Math. Black and Latinx Aspire students specifically outperform their peers by an average of ten percent in both metrics. Aspire alumni attend 186 colleges.

The California School Finance Authority (CSFA) has issued seven bonds and notes on behalf of 17 APS campuses, for a total of \$125,975,000. Four of the seven financings were Revenue Anticipation Notes that have already been repaid. Aspire has three outstanding bond issues (the Series 2015, Series 2016, and Series 2020 Bonds) issued by CSFA and one corporate taxable bond (the Series 2021 Corporate Taxable Bonds), all of which are secured by the Obligated Group. The Obligated Group Schools currently include 16 APS campuses.

It is expected that the Series 2021 bond issuance will be issued on parity with the Series 2015, Series 2016, and Series 2020 Bonds, as well as with the Series 2021 Corporate Taxable Bonds. The Series 2021 Bonds will finance projects at three schools: Aspire Benjamin Holt College Preparatory Academy (BHCPA), Aspire Alexander Twilight Secondary Academy (ATSA), and Aspire Stockton TK-5 Elementary (ASE). Both BHCPA and ATSA are existing Obligated Group Schools, while ASE will be added to the existing obligated structure. Upon issuance of the Series 2021 Bonds, the Obligated Group Schools will total 17 schools. Additionally, the resolution provides for up to \$2M of bond proceeds to be spent at each of the other Obligated Group School sites, in the event there are unspent bond proceeds associated with the three projects for BHCPA, ATSA, and ASE.

One of the Obligated Group Schools, East Palo Alto Phoenix Academy (EPAPA), closed its campus in the summer of 2021. EPAPA was part of the East Palo Alto Charter School (EPACS) charter. APS defeased a portion of the 2016 bonds in connection with the sale of the EPAPA campus, and relocated the 6-8 grade students to a new modular village at the EPACS site as part of a consolidation of the campuses.

Overview of the Obligated Group Schools:

School Full Name	Initial Bonds	Subsequent Bonds
1. Aspire River Oaks Charter (ROCS)	2015 Bonds	
2. Aspire Benjamin Holt College Preparatory Academy (BHCPA)	2015 Bonds	2021 Bonds
3. Aspire Benjamin Holt Middle (BHMS)	2015 Bonds	
4. Aspire Langston Hughes Academy (LHA)	2016 Bonds	2020 Bonds
5. Aspire Port City Academy (PCA)	2016 Bonds	2020 Bonds
6. Aspire Alexander Twilight College Preparatory Academy (ATCPA)	2016 Bonds	2020 Bonds
7. Aspire Alexander Twilight Secondary Academy (ATSA)	2016 Bonds	2020 Bonds; 2021 Bonds
8. Aspire Lionel Wilson College Preparatory Academy (LWCPA)	2016 Bonds	
9. Aspire Golden State Preparatory Academy (GSP)	2016 Bonds	
10. Aspire Junior Collegiate Academy (JCA)	2016 Bonds	
11. Aspire Titan Academy (ATA)	2016 Bonds	
12. Aspire Pacific Academy (APA)	2016 Bonds	
13. Aspire University Charter School (UCS)	2020 Bonds	
14. Aspire Vanguard College Preparatory Academy (VCPA)	2020 Bonds	
15. Aspire East Palo Alto Charter School (EPACS)	2020 Bonds	
16. Aspire Capitol Heights Academy (CHA)	2021 Corp. Taxable Bonds (non-CSFA)	
17. Aspire Stockton TK-5 Elementary Academy (ASE)	2021 Bonds	

Charter terms, authorizers and demographics for Aspire campuses that will be financed as part of the 2021 bonds are the following:

School Full Name	Abbreviation	Grades	Authorizer ¹	Charter Term
Aspire Benjamin Holt College Preparatory Academy	BHCPA	9-12	Lodi USD	2019-2026
Aspire Alexander Twilight Secondary Academy	ATSA	6-12	San Juan USD	2021-2026
Aspire Stockton TK-5 Elementary Academy	ASE	TK-5	Stockton USD	2019-2026

2020-21 Obligated Group Demographics	% Free-Reduced Price Meals	% of Minority Students (Non-White)	% of English-Language Learners
Aspire Obligated Group	77.2%	94.7%	19.3%

¹ USD stands for Unified School District

Enrollment projections for the obligated group over the next six years include:

Obligated Group Enrollment Projections					
School Full Name	2021-22	2022-23	2023-24	2024-25	2025-26
1. Aspire River Oaks Charter	449	452	452	452	452
2. Aspire Benjamin Holt College Preparatory Academy	623	610	610	610	610
3. Aspire Benjamin Holt Middle	560	570	570	570	570
4. Aspire Langston Hughes Academy	805	817	817	817	817
5. Aspire Port City Academy	430	442	442	442	442
6. Aspire Alexander Twilight College Preparatory Academy	434	436	436	436	436
7. Aspire Alexander Twilight Secondary Academy	535	597	610	625	625
8. Aspire Lionel Wilson College Preparatory Academy	488	499	525	525	525
9. Aspire Golden State Preparatory Academy	551	570	590	600	608
10. Aspire Junior Collegiate Academy	326	335	335	335	335
11. Aspire Titan Academy	321	327	327	327	327
12. Aspire Pacific Academy	566	560	560	560	560
13. Aspire University Charter School	412	420	420	420	420
14. Aspire Vanguard College Preparatory Academy	600	634	670	670	670
15. Aspire East Palo Alto Charter School	591	618	625	625	625
16. Aspire Capitol Heights Academy	205	334	398	446	484
17. Aspire Stockton TK-5 Elementary Academy (New)	90	261	340	419	503
Total	7,986	8,482	8,727	8,879	9,009

In terms of ASE’s enrollment projections, the school opened for enrollment in 20-21 serving grade TK/K. In 21-22 the school is adding grade 1, and the school will continue to add a grade each year until it reaches the full grade span of TK-5 in 2025-26. Additionally, the school is currently operating in temporary facilities and is expecting to be able to fill larger class sizes once it moves into the permanent campus that is being financed with this transaction.

Specific to Aspire Pacific Academy (APA) the decreases are owed to a planned scale-back of enrollment at the site rather than it being an issue of lack of demand.

APS leadership is included as Appendix B. The financial position of the Obligated Group and debt service coverage are included as Appendix C.

PROJECT DESCRIPTION

The proceeds of the bonds will be used to 1) finance the construction, acquisition and improvement of the three APS campuses listed below; 2) fund a debt service reserve; 3) fund a capitalized interest fund; and, 4) pay costs of issuance.

Facilities Information				
Site	Landlord	Location	Purpose	Amount
Aspire Stockton TK-5 Elementary Academy	College for Certain/College for Certain II, LLC	1555 & 1605 East March Lane, Stockton	Acquisition/Improvements	\$16,900,000
Aspire Benjamin Holt College Preparatory Academy	College for Certain/College for Certain II, LLC	3201-3293 E Morada Lane, Stockton	Improvements/Expansion	\$9,200,000
Aspire Alexander Twilight Secondary Academy	College for Certain/College for Certain II, LLC	2360 El Camino Ave., Sacramento	Improvements/Expansion	\$3,335,000
Total Estimated Project Costs				\$29,435,000

CFC plans to expend bond proceeds on acquisition, construction and renovation at three APS campuses, specifically:

(1) Aspire Stockton TK-5 Elementary Academy Proceeds will be used for the acquisition and construction of a facility located at 1555 and 1605 East March Lane, in Stockton, STK TK-5. The project includes interior improvements to the existing two-story office building to construct new classrooms, administrative spaces, restrooms, and support spaces. Two new open-air exterior stairs will be added to the building. Site improvements will include a new playground and new playground equipment.

(2) Aspire Benjamin Holt College Preparatory Academy Proceeds will be used to fund construction and improvements to facilities located at 3201-3293 E Morada Lane, in Stockton, for the operations of BHCPA. BHCPA is planning to construct a new addition of approximately 10,500 square feet to accommodate instructional needs at its existing site in Stockton. The addition will include instructional classrooms, seminar-style classrooms, offices/intervention rooms, a college partnerships space and additional restroom capacity. The project is in planning stages, and architect and contractor selection are underway.

(3) Aspire Alexander Twilight Secondary Academy Proceeds will be used to fund certain capital improvements, specifically interior renovations, at ATSA's existing facilities located at 2360 El Camino Ave., in Sacramento. While the school has adequate square footage for the time being, the configuration and build-out of some of the existing spaces are not well-suited for instructional purposes. The project includes re-configuration of Building F into classroom spaces and renovating portions of Building L and Building H to maximize utilization of existing square footage. The project is in planning stages, and architect and contractor selection are underway.

Potential Other Funding: Additionally, as referenced above, the resolution provides for up to \$2M of bond proceeds to be spent at each of the other Obligated Group School sites in the event there are unspent bond proceeds associated with the three projects for BHCPA, ATSA, and ASE

FINANCING

The bonds will be issued in two series: (1) Series 2021A (tax-exempt) will be approximately \$35,000,000 and (2) Series 2021B (taxable) will be approximately \$1,000,000 (Bonds). The tax-exempt series will be issued to finance items eligible for use of tax-exempt bond proceeds. The taxable series will be used to finance items not eligible for use of tax-exempt bond proceeds. The tax-exempt series is expected to consist of several term bonds with the final term bond maturing August 1, 2061. The taxable series is expected to be issued as one term bond, maturing on August 1, 2025.

The facilities financed with proceeds of the Bonds will be leased to a nonprofit public benefit corporation, pursuant to certain leases by and between the lessee and the landlord. The facilities will be used by the lessee to operate the three campuses in this financing.

Security and Source of Payment

The Bonds will be payable out of payments under the Indenture, consisting primarily of Loan Repayments under the Loan Agreement. The obligations of the Borrower under the Loan Agreement are secured by a pledge of each Obligated Group Member's unrestricted revenues, including rent payments received under the lease or leases entered into between APS and each of College for Certain, LLC and College for Certain II, LLC (and any additional leases entered into in the future between APS and an Obligated Group Member).

As additional security and in connection with the issuance of the Bonds, the Lessee will provide instructions to the State Controller's Office (SCO) to make an apportionment to the Trustee with respect to APS 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. Funds received by the Trustee pursuant to such Intercept will be held in trust and will be disbursed, allocated and applied solely for the uses and purposes set forth in the Indenture, including if necessary, the payment of debt service on the Bonds. Under the laws of the State of California, none of the lessee, 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 SCO 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 the time the Board meets, 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 2021A (Tax-Exempt)	Series 2021B (Taxable)	Total
Bond Proceeds:			
Par Amount	\$30,665,000.00	\$410,000.00	\$31,075,000.00
Premium	\$2,691,467.05	-	\$2,691,467.05
Total:	\$33,356,467.05	\$410,000.00	\$33,766,467.05
Uses:	Series 2021A (Tax-Exempt)	Series 2021B (Taxable)	Total
Project Fund Deposits:			
Aspire Stockton	\$16,900,000.00	-	\$16,900,000.00
Benjamin Holt Academy	9,200,000.00	-	9,200,000.00
Alexander Twilight	3,335,000.00	-	3,335,000.00
	\$29,435,000.00	-	\$29,435,000.00
Other Fund Deposits:			
Capitalized Interest Fund	\$1,489,727.84	\$11,950.87	\$1,501,678.71
Debt Service Reserve	1,822,236.17	24,363.83	1,846,600.00
	\$3,311,964.01	\$36,314.70	\$3,348,278.71
Delivery Date Expenses:			
Cost of Issuance	\$318,473.82	\$193,724.93	\$512,198.75
Underwriter's Discount	289,826.18	176,298.82	466,125.00
	\$608,300.00	\$370,023.75	\$978,323.75
Other Uses of Funds:			
Additional Proceeds	\$1,203.04	\$3,661.55	\$4,537.68
Total:	\$33,356,467.05	\$410,000.00	\$33,766,467.05

Total Costs of Issuance*

Expense	Amount
Underwriter's Discount	\$466,125
Bond Counsel & Disclosure Counsel	\$150,000
Borrower's Counsel	\$100,000
Underwriter's	\$50,000
CSFA Issuance Fee	\$25,538
CSFA 1st Admin Fee	\$4,661
CSFA Issuer Fee - PFD Fee	\$6,000
Issuer's Counsel (AG)	\$8,000
Rating Agency - S&P	\$50,000
Bond Trustee & Trustee's Counsel	\$8,000
Title Insurance	\$65,000
Appraisal	\$15,000
Printer & Roadshow	\$5,000
Contingency	\$25,000
Total	\$978,324

**Estimates based on a proposed bond size of \$36,000,000*

Bond Rating

S&P is scheduled to provide an updated rating in October of this year. APS anticipates the rating will be reaffirmed as a BBB.

SALES RESTRICTIONS

The following sales restrictions will apply to the financing given the BBB rating. 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

OTHER PROJECT DATA

Tax Equity and Fiscal Responsibility Act (TEFRA): The TEFRA Notice was published on the CSFA Webpage on September 22, 2021. The TEFRA hearing takes place on September 30, 2021. Staff does not anticipate any comments but will provide an update to the Board if any are received.

Due Diligence Undertaken to Date: The financial, operating and other information concerning the Borrower, the Project and related matters presented in this Staff Summary was provided by the Borrower and Lender. The analysis contained herein was prepared by Authority Staff for the limited purpose of determining financial feasibility pursuant to Section 17183.5 of the CSFA Act 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 any project is required to produce revenue in order to be financed under this chapter.

Borrower Financial Data: The Borrower is a California nonprofit public benefit corporation formed as a support organization for charter schools formed and controlled by Aspire Public Schools. The Borrower has received a determination letter from the Internal Revenue Service recognizing it as an entity described in Section 501(c)(3) of the Code.

Each limited liability company is a single purpose entity with no assets other than the applicable Facility and its rights under the Lease, which will be assigned to the Trustee. Each limited liability company was formed for the purpose of owning its respective Facility and is not expected to have any other assets or revenue available to it to make payments due under the Loan Agreement.

STAFF RECOMMENDATION

Staff recommends the California School Finance Authority's (CSFA) Board approve Resolution Number 21-25 authorizing the issuance of Charter School Revenue Bonds in an amount not to exceed \$36,000,000 to finance and/or refinance the acquisition, construction, expansion, remodeling, renovation, improvement, furnishing, and/or equipping of certain educational facilities located in Sacramento, San Joaquin, Stanislaus, Alameda, San Mateo and Los Angeles Counties for use by Aspire Public Schools.

1. **Applicant / Borrower:** College for Certain, Inc.
2. **Project:** Acquisition, Renovation and Construction
3. **Amount of Financing:** Not to exceed \$36,000,000
4. **Maturity:** Not later than August 1, 2061
5. **Repayment/Security:** Lease Payments and Deed of Trust on Real Property
6. **Interest Rate:** Estimated to be between 4.00% - 5.00%
7. **Fees:** \$978,323.75 is the total Costs of Issuance
8. **Not an Unconditional Commitment:** The CSFA resolution shall not be construed as unconditional commitment to finance the Project, but rather CSFA's approval pursuant to the resolution conditioned upon entry by CSFA and the Borrower into a loan agreement, in form and substance satisfactory to CSFA and its counsel.
9. **Limited Time:** The Board's approval expires 12 months from the date of its adoption. Thus, CSFA and the Borrower must enter into the loan agreement no later than 12 months from such date. Once the approval has expired, the item must return to the Board for new approval.
10. **Loan Agreement Covenants:** N/A

**APPENDIX A:
Projects, Districts, Charter Authorizers**

<u>Project Users</u>	<u>School Districts in which Projects are Located</u>	<u>Charter Authorizer</u>
Aspire Stockton TK-5 Elementary Academy	Stockton Unified School District	Stockton Unified School District
Aspire Benjamin Holt Preparatory Academy	Lodi Unified School District	Lodi Unified School District
Aspire Benjamin Holt Middle School	Lodi Unified School District	Lodi Unified School District
Aspire Alexander Twilight Secondary Academy	San Juan Unified School District	San Juan Unified School District
Aspire Alexander Twilight College Preparatory Academy	San Juan Unified School District	San Juan Unified School District
Aspire River Oaks Charter School	Lodi Unified School District	Lodi Unified School District
Aspire Langston Hughes Academy	Stockton Unified School District	Stockton Unified School District
Aspire Port City Academy	Stockton Unified School District	Stockton Unified School District
Aspire Golden State College Preparatory Academy	Oakland Unified School District	Oakland Unified School District
Aspire Lionel Wilson College Preparatory Academy	Oakland Unified School District	Oakland Unified School District
Aspire Junior Collegiate Academy	Los Angeles Unified School District	Los Angeles Unified School District
Aspire Titan Academy	Los Angeles Unified School District	Los Angeles Unified School District
Aspire Pacific Academy	Los Angeles Unified School District	Los Angeles Unified School District
Aspire Vanguard College Preparatory Academy	Modesto City Schools	Modesto City Schools
Aspire University Charter Academy	Modesto City Schools	Modesto City Schools
Aspire East Palo Alto Charter School	Ravenswood City School District	Ravenswood City School District
Aspire Capitol Heights Academy	Sacramento City Unified School District	Sacramento City Unified School District

**APPENDIX B:
School Governance**

Board of Directors

Member	Profession
Beth Hunkapiller, <i>Chair</i>	Former Educator/Administrator
Anthony Barkett	Real Estate Investor & Farmer
Carol Ornelas	CEO, Visionary Home Builders of California, Inc.
Kay Hong	CEO, Proenza Schouler
Leslie Hume	Community Volunteer
Ay'Anna Moody	Director of Generation Thrive for the Golden State Warriors
Lorea Martinez	Founder, Hearts in Mind Consulting
Nisa Frank	Head of School, Prospect Sierra
Christina Laster	Director of Policy and Legislation, National Parents Union

Executive Staff

Member	Position
Mala Batra	Chief Executive Officer
Michael Wimbish	Chief Financial Officer
Mary Cha-Caswell	Chief Operating Officer
Jennifer Garcia	Chief Academic Officer
Anupam Mishra	Chief People Officer
Bess Kennedy	Executive Director, Aspire Public Schools Foundation
Dan Soleimani	Chief of Staff

APPENDIX C: Financial Projections and Enrollment

Fiscal Year	Unaudited 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26
Enrollment						
Grades Served	TK-12	TK-12	TK-12	TK-12	TK-12	TK-12
Total Enrollment	8,056	7,985	8,482	8,727	8,879	9,009
Total ADA %	95.7%	89.9%	95.5%	95.4%	95.4%	95.4%
Total ADA	7,707	7,178	8,099	8,330	8,473	8,595
Staff Assumption						
Number of Certificated FTEs	511	571	545	550	550	555
Number of Classified FTEs	236	329	313	315	284	290
Total Number of Employees (FTEs)	746	900	857	865	834	845
Revenue Assumptions						
LCFF Per ADA	\$ 10,584	\$ 11,571	\$ 11,845	\$ 12,220	\$ 12,520	\$ 12,829
Annual LCFF Per ADA Growth		9.3%	2.4%	3.2%	2.5%	2.5%
Revenue						
LCFF Per-Pupil Funding	\$ 81,570,595	\$ 83,054,608	\$ 95,928,965	\$ 101,790,263	\$ 106,082,600	\$ 110,271,153
State Revenue - SB740	6,007,003	6,301,836	6,919,370	7,424,199	7,428,924	7,420,149
Other State Revenue	14,746,255	14,933,483	9,007,678	9,054,068	9,212,146	9,396,389
Federal Revenue	14,758,161	20,210,829	12,986,620	13,160,751	7,754,777	7,909,872
Local Revenue	3,809,158	1,667,793	1,680,671	1,390,502	1,336,595	1,316,827
Interfund Transfers In	-	-	350,000	350,000	-	-
Total Revenue	\$ 120,891,172	\$ 126,168,550	\$ 126,873,304	\$ 133,169,783	\$ 131,815,042	\$ 136,314,390
Expenses						
Certificated Salaries & Benefits	\$ 45,964,025	\$ 60,386,477	\$ 58,277,493	\$ 60,448,346	\$ 61,924,555	\$ 63,758,792
Classified Salaries & Benefits	15,951,831	19,925,984	19,286,570	19,914,797	18,524,759	19,445,714
Books, Supplies, & Equipment	7,327,222	6,673,151	4,752,078	4,794,862	4,931,945	5,088,000
Other Operating Expenses	9,972,473	13,136,948	13,316,194	13,344,553	13,661,783	14,019,350
Subordinated Home Office Management Fees	11,260,255	11,152,666	12,850,554	13,598,453	13,745,422	14,020,330
Interfund Transfers Out	5,579,323	1,634,987	1,675,862	1,717,758	1,752,114	1,787,156
Existing Facility Rent	1,277,793	817,000	222,000	222,000	222,000	222,000
Series 2015 Base Rent	1,348,646	1,348,980	1,348,313	1,346,646	1,348,563	1,349,667
Series 2016 Base Rent	5,184,191	4,845,516	4,847,935	4,851,288	4,851,155	4,855,518
Series 2020 Base Rent	707,240	2,177,834	2,209,893	2,211,901	2,218,472	2,197,372
Series 2021 Corporate Taxable Base Rent	-	99,132	540,720	655,720	655,200	654,440
Series 2021 Base Rent	-	-	885,337	1,840,550	1,846,600	1,843,500
1x Expense	3,496,612	-	-	-	-	-
Depreciation & Amortization	1,555,212	1,727,711	2,330,211	2,860,211	2,860,211	2,860,211
Total Expenses	\$ 109,624,822	\$ 123,926,386	\$ 122,543,160	\$ 127,807,086	\$ 128,542,778	\$ 132,102,050
Net Operating Income	\$ 11,266,350	\$ 2,242,164	\$ 4,330,144	\$ 5,362,697	\$ 3,272,264	\$ 4,212,340
Add Back: Series 2015 Base Rent	1,348,646	1,348,980	1,348,313	1,346,646	1,348,563	1,349,667
Add Back: Series 2016 Base Rent	5,184,191	4,845,516	4,847,935	4,851,288	4,851,155	4,855,518
Add Back: Series 2020 Base Rent	707,240	2,177,834	2,209,893	2,211,901	2,218,472	2,197,372
Add Back: Series 2021 Corporate Taxable Base Rent	-	99,132	540,720	655,720	655,200	654,440
Add Back: Series 2021 Base Rent	-	-	885,337	1,840,550	1,846,600	1,843,500
Add Back: 1x Expense	3,496,612	-	-	-	-	-
Add Back: Expanded Learning Oppty (ELO) grant	-	5,871,996	-	-	-	-
Add Back: Depreciation & Amortization	1,555,212	1,727,711	2,330,211	2,860,211	2,860,211	2,860,211
Net Income Available for Rent After Management Fees	\$ 23,558,251	\$ 18,313,333	\$ 16,492,553	\$ 19,129,013	\$ 17,052,465	\$ 17,973,048
Consolidated Base Rent Coverage After Management Fees	3.25x	2.16x	1.68x	1.75x	1.56x	1.65x
Add Back: Home Office Management Fees	11,260,255	11,152,666	12,850,554	13,598,453	13,745,422	14,020,330
Net Income Available for Rent	\$ 34,818,506	\$ 29,465,999	\$ 29,343,107	\$ 32,727,466	\$ 30,797,886	\$ 31,993,378
Consolidated Base Rent Coverage	4.81x	3.48x	2.98x	3.00x	2.82x	2.94x
Cash Flow						
	2020-21	2021-22	2022-23	2023-24	2024-25	2024-25
Beginning Cash Balance		\$ 14,566,569	\$ 27,002,801	\$ 33,113,156	\$ 41,246,065	\$ 47,298,540
Plus: Net Operating Income		2,242,164	4,330,144	5,362,697	3,272,264	4,212,340
Plus: Depreciation		1,727,711	2,330,211	2,860,211	2,860,211	2,860,211
Minus: CapEx		(1,100,000)	(100,000)	(90,000)	(80,000)	(70,000)
LCFF Deferrals (for Net State Aid & State Sped)		16,850,356	-	-	-	-
Other (Bond Requisition - timing)		6,266,000	-	-	-	-
Line of Credit		(13,550,000)	(450,000)	-	-	-
Ending Cash Balance	\$ 14,566,569	\$ 27,002,801	\$ 33,113,156	\$ 41,246,065	\$ 47,298,540	\$ 54,301,091
Total Expenses	\$ 109,624,822	\$ 123,926,386	\$ 122,543,160	\$ 127,807,086	\$ 128,542,778	\$ 132,102,050
Less: (Home Office Contribution)	(11,260,255)	(11,152,666)	(12,850,554)	(13,598,453)	(13,745,422)	(14,020,330)
Less: (Depreciation & Amortization)	(1,555,212)	(1,727,711)	(2,330,211)	(2,860,211)	(2,860,211)	(2,860,211)
Less: (Base Rent)	(7,240,076)	(8,471,462)	(9,832,198)	(10,906,105)	(10,919,990)	(10,900,497)
Lessee Operating Expenses	\$ 89,569,278	\$ 102,574,547	\$ 97,530,196	\$ 100,442,317	\$ 101,017,156	\$ 104,321,012
Consolidated Days Cash on Hand	59 days	96 days	124 days	150 days	171 days	190 days