15 years

TRANSFORMING LIVES THROUGH PUBLIC EDUCATION

ANNUAL REPORT 2019
Fifteen years ago, the founders of Alliance had a big dream: Make college a reality for all kids. It was a bold idea.

In 2004, the average high school in Los Angeles had a graduation rate of 49%. There were whole neighborhoods across our city that had been systematically underserved by the public education system.

Alliance’s founders saw something better on the horizon—a vision lit up by the brilliant academic promise that burns inside each and every child.

These longtime educators and civic leaders came together and dreamed of running a network of high-performing public schools that worked for ALL kids, not just some. Schools that raised expectations and went above and beyond to provide students of color from low-income communities with a rigorous college preparatory education.

We set the bar high in 2004, and our scholars and staff rose to meet it—day in and day out, year after year.

Today, Alliance has a 95% high school graduation rate. Over 15 years, that’s tens of thousands of young men and women with high school diplomas, college acceptance letters, and control of their future.

We continue to dream big. With a focus on personalized instruction and individualized college-matching, we aim for 75% of our graduates to earn a four-year college degree. That’s what our scholars need now, and that’s what we have in our sights—with unwavering commitment and undaunted spirit, despite a difficult political terrain.

Your support and involvement are what make our spirit so strong, our resolve so fierce. Thank you for that. Together, we are transforming public education and making a difference in our city.

Dan Katzir
Chief Executive Officer
Alliance exists because visionary Los Angeles educators and civic leaders believed in the promise and potential of all children in our city. Our founding team created Alliance to give families who have been systematically underserved by the public education system for generations access to high-performing public schools, free and open to all. With a mission of educational equity, we bring a college preparatory, scholar-focused public education to these communities and their families.

Howard Lappin  
Nationally Recognized Educator and Leader  
Alliance Founding Principal

Judy Ivie Burton  
Founding Alliance CEO

"We believe every child has the ability. We give them the opportunity."

/Public education is my life’s work. I believe in the potential of every child. I believe that education and social justice are two sides of the same coin. I know that Alliance has had a profound and positive impact on scholars, their families, and the Los Angeles communities we proudly serve."

Howard Lappin  
Nationally Recognized Educator and Leader  
Alliance Founding Principal

""
In the fall of 2004, Alliance was just a few months old—glowing with promise but yet unproven in terms of results. Looking back 15 years later, Founding Board Member Ted Mitchell can point to a moment during those early days when he knew the glow would catch fire for Alliance scholars.

“It wasn’t far into the school year,” he recalled. “I remember walking into one of our classrooms and watching the instruction taking place—the engagement of the scholars, the vitality of the educator, the rigor of the content. And then stepping out and thinking, Yeah, this is going to work.”

Mitchell, who served as a top official in the U.S. Department of Education under President Barack Obama and is now president of the American Council on Education, was on the Alliance ground floor, part of, as he describes it, “a group of education leaders, like Judy Burton and Howard Lappin, teacher union leaders, business leaders, and educators who were quite concerned about the overall quality of education in LA. It was a community effort to improve public schools, and it was something undertaken with great hope, great vision, and great commitment. We wanted to bring together everything we knew about what makes schools work for urban youth and put them all in one place.”

That one place now has 25 campuses, 14,000 alumni, and 13,000 current scholars. Alliance’s vital and rigorous instruction has continued to engage scholars, making us one of the nation’s highest-performing public charter school networks.

Now in 2019—Alliance’s 15th anniversary—Mitchell had these words to share with the Alliance educators and supporters who are where he was back in the early days of 2004, just joining the mission at the ground floor: “Congratulations. You are in the kind of place that all of us educators dream of. One that’s full of a passion for educating students, a willingness to serve them, and the flexibility to think broadly and creatively about how best to do that.”

% OF HIGH SCHOOLERS WHO MET OR EXCEEDED STANDARDS, SPRING 2019 STATE EXAMS

Ted Mitchell
President of the American Council on Education
Former Obama Administration Under Secretary of Education
Alliance Founding Board Member
Believing All Scholars Can Learn

The Alliance community is bound together by its belief in every one of our scholars—at Alliance, “All Means All.” We provide a scholar-centered education rooted in high expectations; intensive, personalized instruction; and a strong system designed to support every scholar to succeed in middle school, high school and college. This is especially important for our English learners, scholars with special needs, and the majority of our scholars who enter our schools reading four grade levels behind.

All Alliance high schools are among the top in the nation, according to the 2019 U.S. News & World Report Best High Schools Ranking. And, Innovate Public Schools and USC named 14 Alliance schools as “Top LA Schools” for closing the opportunity gap for Black and Latinx students.

% Growth for Students with Disabilities Who Met or Exceeded Standards, State Exams, 2017-18 to 2018-19

My scholars have academic and social-emotional needs that intersect in very significant ways. I decided that a dog could break down walls in ways that I couldn’t do alone, but it wasn’t until I joined Alliance that this idea became something in the realm of possibility.”

Molly Carmody
Teacher at Alliance Milt and Debbie Valera Middle Academy
Handler for Boomer, Canine Companion for Independence Service Dog
The high expectations we set for ourselves and our scholars extend beyond the classroom and beyond the graduation stage. We are dedicated to supporting and strengthening the whole child. That means providing a well-rounded education, complete with enrichment opportunities and social-emotional programs that develop confident, college-ready Alliance graduates. Our goal is for Alliance alumni to be academically prepared, resilient when faced with adversity, able to advocate for themselves and their community, and communicate effectively while also prioritizing their mental and physical health.

We know the life-changing possibilities of a college degree. Our counselors work individually with our scholars and their families to help match them with a college that fits best with their academic profile and career goals. Alliance has sought solutions to identify the best colleges and universities for supporting our scholars—known as the Power 150™ Index—and has put programs in place to encourage, inform, and match our scholars to the most selective colleges for which they’re eligible.

Once they are on a college campus, many of our scholars are teamed with an older Alliance graduate through our Alliance Mentorship Program (AMP) to help scholars navigate the challenging transition into college. Since launching AMP in 2012, college matriculation rates for Alliance scholars in the program have improved as much as 22% compared with nonparticipants. Additionally, AMP participants saw improvements in first-year persistence rates as high as 25% compared with nonparticipants.

Alliance’s comprehensive strategy is designed to help us reach an ambitious aspiration: 75% of Alliance alumni will graduate from a four-year college.

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**SCHOLAR TO COUNSELOR RATIO:**

- Alliance: 1:170
- Recommended: 1:250
- LAUSD: 1:500
- State: 1:760

*Source: LAUSD, National Association for College Admission Counseling*

**ALLIANCE COLLEGE ACCEPTANCE RATE:**

- 4-Year College: 73%
- 2-Year College: 95%
Alliance puts scholars at the center of our focus and empowers our educators to meet their learning and support needs. We build a collaborative school community at every campus, where decisions are made closest to the scholars and by the people who know them best.

We invest in the growth potential of our educators. That means developing leaders among classroom teachers, as instructional leads working with teams of teachers, and as aspiring school leaders.

Our school leaders have the flexibility to innovate and make decisions that best serve their local school community while benefiting from the insights and experiences of their peers across the Alliance network.

"At Alliance, growth is valued and expected. We set high expectations for our scholars and provide the environment in which they can achieve their full potential—the same is true for educators. I started my Alliance career ten years ago as a physical education teacher. Today, I proudly lead the Alliance Judy Ivie Burton Technology Academy High School community where, along with my staff, we have the flexibility to make decisions that best serve our scholars as they forge their path to college success."

Rogelio Sánchez, Jr
Principal of the Year, 2019
Alliance Judy Ivie Burton Technology Academy High School
As public charter schools, each Alliance campus is subject to approval every five years by our authorizer, the Los Angeles Unified School District (LAUSD) Board.

No voice is more important in that renewal process than our parents’. During renewals, parents and scholars meet with board members, write and deliver over 3,000 letters of support, and rally by the hundreds the day of the LAUSD Board vote. The option to attend a high-performing public charter school is not guaranteed in our charged political climate. Parents have a strong voice in ensuring they have continued access to community schools that prepare their children for a life of opportunity, starting with acceptance to college.

We encourage parents to share their public charter school experience by meeting with elected officials, and to rally in opposition of laws aimed at weakening and limiting school choices that Los Angeles families need and deserve. We also provide resources and advocacy opportunities to oppose new laws that impact our immigrant families.

Wendy Carrillo
Assemblymember
51st State Assembly District
At Alliance, parents are our partners. In collaboration with school leaders and educators, our on-campus Parent Engagement Specialists forge close relationships with parents to establish a close-knit and collaborative school community. Parents have the opportunity to participate in their child’s education, volunteer on campus, and take part in workshops to become college-savvy in support of their child’s successful journey to college completion.

“I am an Alliance Parent Ambassador because I know that the option to send my child to a high-performing public school is not guaranteed. Alliance has provided my son with a college preparatory education and has given me the opportunity to raise my voice in support of education policies that serve all LA kids.”

Vanessa Manzano
Alliance Parent Ambassador
GET INVOLVED

Serving on the Young Professionals Board provides me with the opportunity to get to know the incredible Alliance scholars and to work with people who are passionate about closing the opportunity gap for LA kids. Many Alliance scholars are the first in their families to get a higher education and I feel privileged that I am part of their journey to college completion.”

Gloria Hann
Young Professionals Board Member
THANK YOU FOR SUPPORTING OUR SCHOLARS

DONATE

CHECK DONATIONS

MATCHING PROGRAMS

ONLINE GIVING

TRIBUTE GIFTS

PLANNED GIFTS

MORE INFORMATION

can be made payable to “Alliance College-Ready Public Schools Foundation” and mailed to:
601 S. Figueroa Street, 4th Floor, Los Angeles, CA 90017

offered by many employers will make donations to organizations where employees volunteer or match, double or triple the amount of their employee charitable contributions.

is simple at LAAllianceFoundation.org

allow supporters to make a contribution on behalf of a loved one’s special accomplishments or in memory of someone.

or deferred charitable contributions can benefit long-term financial planning goals while supporting Alliance schools.

on donation options can be found at LAAllianceFoundation.org

There is no greater gift than a high-quality public education. I am involved with Alliance because I believe that zip code does not equal destiny—every neighborhood deserves good, strong public schools.”

Michele Siqueiros
Alliance Board Member

18

15 years

19
# COMBINED STATEMENT OF FINANCIAL POSITION

**June 30, 2019 (Unaudited)**
*(with comparative totals as of June 30, 2018)*

<table>
<thead>
<tr>
<th>Assets</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 89,990,971</td>
<td>$ 73,614,105</td>
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<tr>
<td>Grants, contributions and pledges receivable, current portion</td>
<td>2,073,333</td>
<td>1,860,400</td>
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<tr>
<td>Related party receivable, current portion</td>
<td>85,000</td>
<td>106,440</td>
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<tr>
<td>Public funding receivables, current portion</td>
<td>18,323,294</td>
<td>16,469,717</td>
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<tr>
<td>Note receivable, current portion</td>
<td>-</td>
<td>15,012,675</td>
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<tr>
<td>Asset limited as to use, current portion</td>
<td>12,913,282</td>
<td>22,079,112</td>
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<tr>
<td>Prepaid expenses and other current assets</td>
<td>1,996,660</td>
<td>3,494,939</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>125,382,540</strong></td>
<td><strong>132,847,388</strong></td>
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<tr>
<td>Noncurrent Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants, contributions and pledges receivable, net of current portion</td>
<td>314,443</td>
<td>1,176,250</td>
</tr>
<tr>
<td>Note receivable, net of current portion</td>
<td>6,378,594</td>
<td>7,816,073</td>
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<tr>
<td>Deferred rent receivable</td>
<td>893,174</td>
<td>866,450</td>
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<tr>
<td>Assets limited as to use, net of current portion</td>
<td>15,632,582</td>
<td>37,729,085</td>
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<tr>
<td>Other long-term assets</td>
<td>629,930</td>
<td>268,163</td>
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<tr>
<td>Property and equipment, net</td>
<td>240,190,458</td>
<td>252,016,860</td>
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<tr>
<td><strong>Total Noncurrent Assets</strong></td>
<td><strong>273,039,182</strong></td>
<td><strong>299,872,881</strong></td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$398,421,722</strong></td>
<td><strong>$432,720,269</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$ 14,740,781</td>
<td>$ 13,730,326</td>
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<tr>
<td>Deferred revenue</td>
<td>35,841</td>
<td>-</td>
</tr>
<tr>
<td>Long-term debt, current portion</td>
<td>3,275,041</td>
<td>36,162,352</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>18,051,662</strong></td>
<td><strong>49,892,678</strong></td>
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<tr>
<td>Long-term Liabilities</td>
<td></td>
<td></td>
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<tr>
<td>Long-term debt, noncurrent portion, net</td>
<td>227,243,070</td>
<td>244,893,279</td>
</tr>
<tr>
<td>Liability for asset retirement obligation</td>
<td>359,484</td>
<td>342,463</td>
</tr>
<tr>
<td>Deferred rent liability</td>
<td>120,330</td>
<td>1,166,970</td>
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<tr>
<td><strong>Total Long-term Liabilities</strong></td>
<td><strong>245,774,547</strong></td>
<td><strong>295,287,172</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>262,495,132</strong></td>
<td><strong>345,179,850</strong></td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>152,647,175</strong></td>
<td><strong>137,433,097</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$398,421,722</strong></td>
<td><strong>$432,720,269</strong></td>
</tr>
</tbody>
</table>

# COMBINED STATEMENT OF ACTIVITIES

**For the twelve months ended June 30, 2019 (Unaudited)**
*(with comparative totals for the twelve months ended June 30, 2018)*

<table>
<thead>
<tr>
<th>Revenue &amp; Support</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private grants and contributions</td>
<td>$ 6,123,956</td>
<td>$ 9,894,908</td>
</tr>
<tr>
<td>Federal revenue</td>
<td>18,740,729</td>
<td>18,290,871</td>
</tr>
<tr>
<td>State revenue</td>
<td>140,686,672</td>
<td>127,659,350</td>
</tr>
<tr>
<td>Local revenue</td>
<td>31,780,241</td>
<td>30,492,262</td>
</tr>
<tr>
<td>Other school revenue</td>
<td>984,748</td>
<td>913,864</td>
</tr>
<tr>
<td>Rent income</td>
<td>464,701</td>
<td>466,056</td>
</tr>
<tr>
<td>Interest and other income</td>
<td>2,517,955</td>
<td>2,690,631</td>
</tr>
<tr>
<td><strong>Total Revenue &amp; Support</strong></td>
<td><strong>201,299,001</strong></td>
<td><strong>190,408,002</strong></td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>89,824,284</td>
<td>88,532,893</td>
</tr>
<tr>
<td>Benefits</td>
<td>27,293,665</td>
<td>25,312,670</td>
</tr>
<tr>
<td>Books and supplies</td>
<td>1,413,818</td>
<td>1,472,055</td>
</tr>
<tr>
<td>Sub-agreement services</td>
<td>10,918,101</td>
<td>9,717,074</td>
</tr>
<tr>
<td>Professional/consulting services</td>
<td>12,532,043</td>
<td>11,886,769</td>
</tr>
<tr>
<td>Facilities, repairs and other leases</td>
<td>6,022,183</td>
<td>5,912,733</td>
</tr>
<tr>
<td>Operations and housekeeping</td>
<td>12,443,225</td>
<td>10,562,796</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>8,542,978</td>
<td>9,286,044</td>
</tr>
<tr>
<td>Interest</td>
<td>12,855,889</td>
<td>13,196,056</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>194,586,187</strong></td>
<td><strong>189,134,990</strong></td>
</tr>
<tr>
<td><strong>Change In Net Assets From Operating Activities</strong></td>
<td><strong>6,712,815</strong></td>
<td><strong>1,273,012</strong></td>
</tr>
<tr>
<td>Non-recurring Items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain on debt restructuring</td>
<td>9,548,964</td>
<td>-</td>
</tr>
<tr>
<td>Gain on sale of property</td>
<td>50,000</td>
<td>-</td>
</tr>
<tr>
<td>Loss on abandonment of real estate development</td>
<td>(1,166,970)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Non-recurring Items</strong></td>
<td><strong>8,501,263</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Change In Net Assets</strong></td>
<td><strong>15,214,078</strong></td>
<td><strong>1,273,012</strong></td>
</tr>
<tr>
<td>Net Assets, Beginning Of Period</td>
<td><strong>137,433,097</strong></td>
<td><strong>136,160,085</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS END OF PERIOD</strong></td>
<td><strong>$ 152,647,175</strong></td>
<td><strong>$ 137,433,097</strong></td>
</tr>
</tbody>
</table>

---

**86% Public State & Local $172.34**

**9% Federal $18.74**

**3% Private $6.12**

**2% Other $3.97**

---

Please note that these figures represent operating results, and do not include non-recurring items (gains on debt restructuring, etc.)
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The Junior Statesman Foundation

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$1 MILLION+
Debbie and Milt Valera

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Ballmer Group
Arthur Rock

$250,000+
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Charles and Lynn Schusterman Foundation
Conrad N. Hilton Foundation
Elie and Edythe Broad Foundation
Great Public Schools Now

$100,000+
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Carol and Bill Ouchi
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Rachel Raganoff Stern and Eric Stern

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$10,000+
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Willow Bay and Bob Iger
Better 4 You Meals
California Community Foundation
Phyliss Cannom
Capital Group Charitable Foundation
Chevron Humankind Matching Gift Program
Conflict Foundation
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Mina and Brian Lee
Irv Levine
Marianne and Lance Miller
Lorraine Mohan and Jim Murray
Nicole and Allan Mutchnik
Anne and Greg Neuwirth
Peggy and Charles Norris
The Riordan Foundation
Linda and David Shaeheen
The Shapiro Family Charitable Giving Foundation
Marc Spilo
Visionary Women

$5,000+
Alvarez & Marsal
Bromfield Hauptmann Foundation
Bill Burford
Will Craig
The Centro Support Foundation
FreshStartMeals
Tamanika Ivey Smith and Rickey Ivey
Honne and Scott Juda
Lionsgate
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Peter Nolan
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