

The Great Public Schools Now Initiative
("Great Public Schools Now")
June 2015

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Executive Summary

Across the United States, too many students lack access to the educational opportunities they need to succeed in the 21st century. No city exemplifies this challenge more than Los Angeles. State assessment data, graduation rates, and college readiness indicators all point toward an education system that does not equip students with the skills and knowledge they need to thrive. Yet while the academic, financial, governance, and leadership challenges confronting the Los Angeles Unified School District (LAUSD) are severe, there is hope – and it is growing.

The public charter school sector in Los Angeles is outperforming the traditional system and better preparing its 151,000 students¹ for success after high school. On average, Los Angeles charter schools deliver 79 more days of learning in math and 50 more days of learning in reading than their district counterparts.²

The opportunity is ripe for a significant expansion of high-quality charter schools in Los Angeles. Thanks to the strength of its charter leaders and teachers, as well as its widespread civic and philanthropic support, Los Angeles is uniquely positioned to create the largest, highest-performing charter sector in the nation. Such an exemplar would serve as a model for all large cities to follow.

This memorandum discusses an historic opportunity to expand the charter sector in Los Angeles. Such an effort will gather resources, help high-quality charters access facilities, develop a reliable pipeline of leadership and teaching talent, and replicate their success. If executed with fidelity, this plan will ensure that no Los Angeles student remains trapped in a low-performing school.

This effort will be structured over an eight-year period from 2016 to 2023 with the following objectives: (1) to create 260 new high-quality charter schools, (2) to generate 130,000 high-quality charter seats, and (3) to reach 50 percent charter market share.

In order to achieve these goals, this initiative will need to accelerate charter schools' existing growth plans by providing financial capital and addressing three major growth barriers: facilities, talent, and the political climate. Los Angeles charter schools are currently on a trajectory to create around 62,000 seats. With an added investment of \$490 million, however, charter schools should be able to create an additional 68,000, reaching the goal of 130,000 seats by 2023.

The following pages describe this \$490 million initiative in greater detail.

¹ This includes both dependent and independent charter school students.

² "Charter School Performance in Los Angeles." Center for Research on Educational Outcomes. 2014.

The Potential of Los Angeles

Los Angeles has a long history as the most vibrant, international American city with worldwide cultural and economic influence. From its strategic perch as a crossroads between the United States and Asia, Los Angeles and its citizens have been at the leading edge of innovation and creativity for more than a century.

Los Angeles is a global city, with strengths not only in entertainment and media, but also in business, international trade, culture, fashion, science, sports, technology, medicine, and research. In addition, Los Angeles has many of the finest universities in the world. The city is home to the University of California, Los Angeles; the University of Southern California; the California Institute of Technology; six campuses of the California State University system; and 21 campuses of the California Community College system. Los Angeles is near the top in the number of bachelor and graduate degrees per square mile.

The city has been ranked sixth in the Global Cities Index and ninth in the Global Economic Power Index. Los Angeles's 2012 gross metropolitan product (GMP) was \$755 billion, making it the third-largest in the world. Los Angeles is also the leading manufacturing center in the western United States. The contiguous ports of Los Angeles and Long Beach together are the largest and most significant ports in the Western Hemisphere – larger than all other ports in the United States, combined – making it vital to trade within the Pacific Rim.

Despite this dynamic economy, Los Angeles has struggled mightily to educate its K-12 students, mirroring the challenges faced by many American cities. Schools within the geographic boundaries of LAUSD educate more than 643,000 K-12 public school students, most of whom are low-income. Approximately 76 percent of students are eligible for free or reduced-priced lunch and more than 90 percent are students of color. The achievement of students attending LAUSD schools is poor. According to recent College Board data, only 27 percent of Los Angeles seniors met the college readiness benchmark on the SAT, indicating that they would graduate from high school ready for college. Moreover, according to the California Department of Education, 136 schools in LAUSD are in the lowest decile in terms of performance for all schools in the state.

Yet there are signs of hope and promise for students in Los Angeles.

Los Angeles has the largest population of public charter school students of any city in the United States, and the charter sector consistently performs well above its expected benchmarks. Students in independent charter schools in LAUSD significantly outperform similar students in traditional schools in the district.³ Los Angeles charter

³ Fensterwald, John. "Los Angeles Charter Schools Record among the Biggest Learning Gains in Nation." *Edsource.org*. 18 Mar. 2014.

schools also outpace charter schools nationally, according to CREDO, which published an extensive national comparison in 2013. "The results in Los Angeles are among the strongest observed in any of the previous CREDO studies," the report said.

But while those served by public charter schools in Los Angeles benefit greatly from their educational opportunities, too many students remain on waitlists and are unable to access a quality education. Los Angeles has a chance to demonstrate how a large, diverse city can change life possibilities and outcomes for students, families, schools and communities.

The Great Public Schools Now Initiative (Great Public Schools Now) is a bold, multi-year strategy to meet growing demand for high-quality charters in Los Angeles and ensure that every student can access an excellent public school.

In order to accomplish this mission, Great Public Schools Now will work to (1) create and replicate a large number of high-performing public charter schools in Los Angeles, (2) develop the pathways and supports needed to increase the city's supply of excellent teachers and outstanding school leaders, and (3) build popular and political support for the transformation of K-12 education.

A number of outstanding national and local organizations and entrepreneurs are already working in Los Angeles to accomplish these goals. Our city's highest-performing charter school operators are prepared to serve many more students and families. A dedicated pool of philanthropic capital will enable charter schools, their partner organizations, and advocates to work together to transform education in Los Angeles.

This is also an opportunity to create a national proof point for other states and cities seeking to dramatically improve K-12 education. If this effort is successful, governors, mayors, and other leaders across the country can point to Los Angeles as a city where a coordinated set of important investments significantly improved opportunities for students, families, and the city.

Background: Systemic Failure to Educate

Across the country, urban school districts are not serving students. This failure is particularly acute for low-income and minority students who are in the greatest need of a quality education. For far too many students, zip code continues to dictate educational destiny. These students have the same potential for success in life as their higher-income peers, but the doors to higher achievement and life opportunity are often shut by chronically low-performing schools and traditional school systems that are unwilling or unable to break the status quo.

Major urban public school districts have changed little in the last 15 years. Most still have central offices with large bureaucracies. Millions of children remain stuck in chronically underperforming schools subject to sporadic and often futile turnaround efforts. Urban school districts continue to be disproportionately affected by high rates of leadership turnover, harmful teacher tenure policies, and budget cuts.

The tens of millions of dollars invested in reform efforts each year represent a pittance in a sector with annual expenditures of more than \$600 billion. The result of those efforts has been incremental improvement at best. Year after year, results show little progress toward raising student achievement for the more than 15 million students in urban districts that struggle to get 15 or 20 percent of their students reading proficiently. Despite more than a decade of federal law designed to close the achievement gap between white students and their African-American and Latino counterparts, there has been little progress toward narrowing that divide.

Charter Schools: A Solution to the Problem

Polling data consistently show that parents of school-aged children, as well as the public at large, are dissatisfied with the performance of LAUSD. LAUSD's inability to improve academic performance, resolve its financial deficit, and provide stable leadership has propelled parents to seek better-quality educational opportunities for their children. It is parental demand that has allowed Los Angeles to become the home of the largest charter school population in the nation. And it is parental demand that will allow for even greater expansion of charter schools in the coming decade.

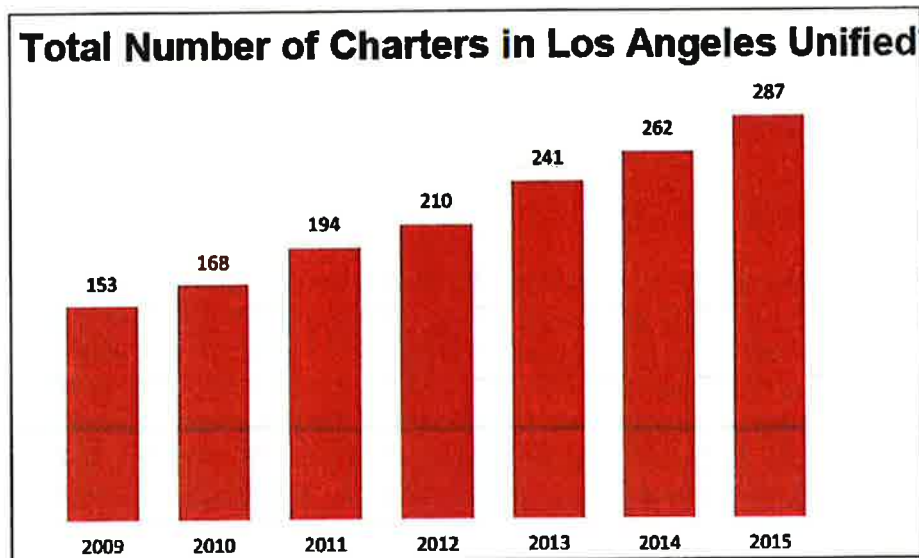
A. Background

Los Angeles currently has the highest population of charter school students of any city in the United States, with more than 151,000 students⁴ across 287 schools estimated for the 2014-15 school year. The size of Los Angeles's charter sector alone would place it in the top 20 of the 100 largest school districts in the nation, and it is nearly double the size of the charter sector in New York City. Yet even with this massive growth, charter quality in Los Angeles is actually increasing. Los Angeles charters are serving as hotbeds for innovation and achievement, with examples of the charter promise being proven by performance metrics and college readiness rates. With the continual regression of LAUSD, it has become increasingly clear that better school options for communities in Los Angeles will only come about through the expansion of the charter sector. (See Appendices A and C for a list and description of charter school organizations in Los Angeles.)

B. Charter Growth and Market Share

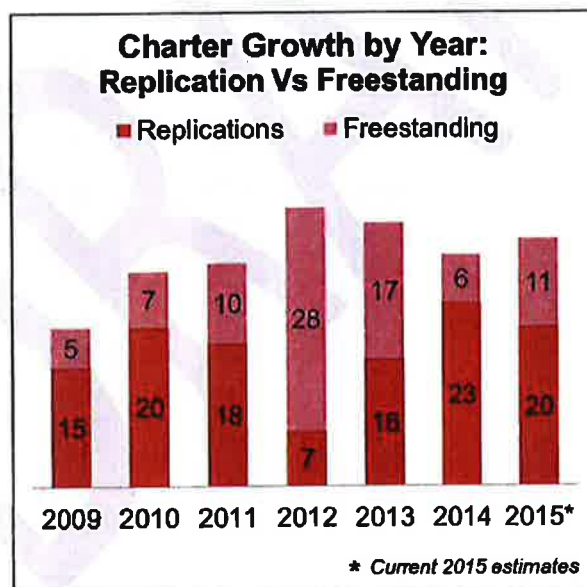
Despite a challenging political context and low per-pupil funding, Los Angeles charters have maintained impressive growth over the past several years. In 2007-08 there were slightly more than 47,000 charter students in Los Angeles, with a total market share of seven percent. In the 2014-15 school year, that number is expected to surpass 151,000, with market share closer to one-fourth of all public school students in the city (24 percent). This represents an increase of over 200 percent and is reflective of the success of charters to push past environmental and political factors and achieve sustainable growth over time.

⁴ This includes both dependent and independent charter school students.



C. Growing Diversity Among Charter Operators

As the number of charters in Los Angeles draws closer to 300 schools, the mix of charter operators ~~in the city~~ also continues to expand.

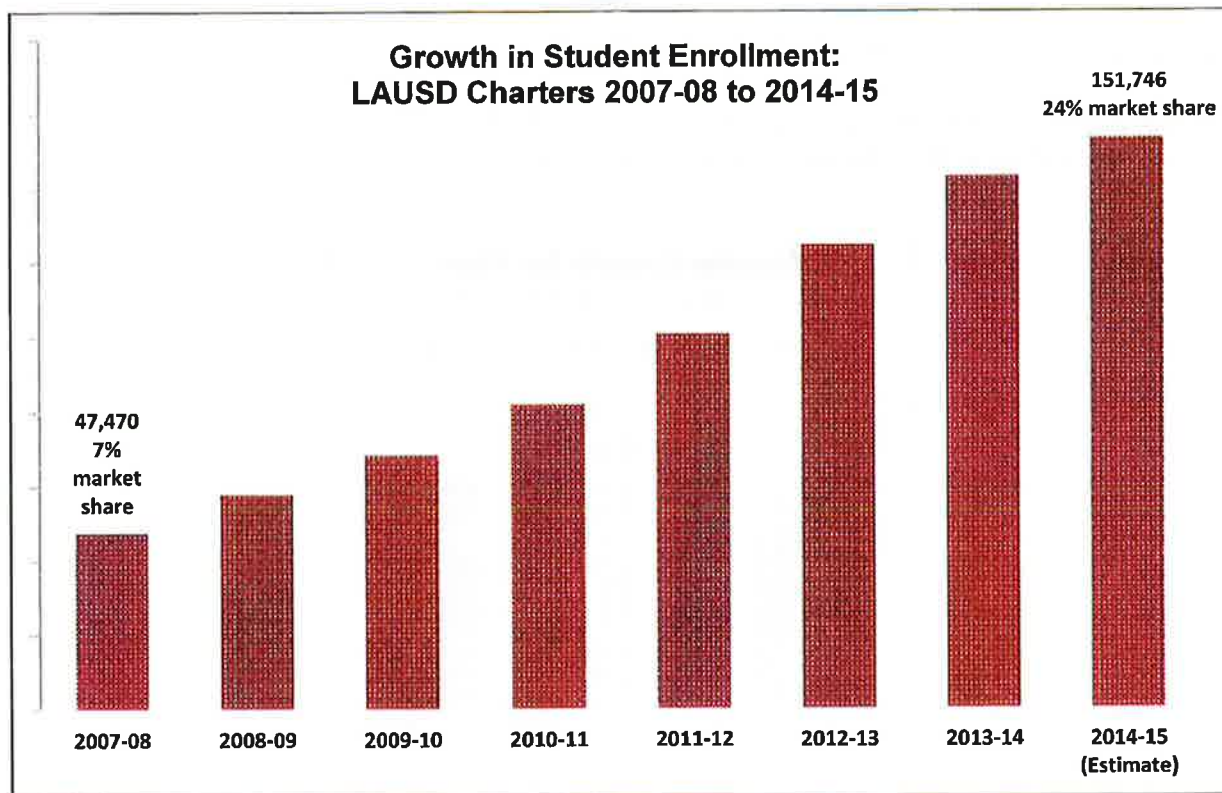


As the preceding chart illustrates, freestanding charters (i.e., single-site operators) are projected to reach 140 schools in 2014-15. At close to 50 percent of the charter school market, they represent an important population of charter growth and help to expand the charter footprint in neighborhoods throughout the city. The proportion of new charters started by single-site operators has been steady over time, and that trend is expected to continue. Their sizeable population reflects the strength of the Los Angeles market to continually attract “edupreneurs” that see the city as a place with a high need for quality

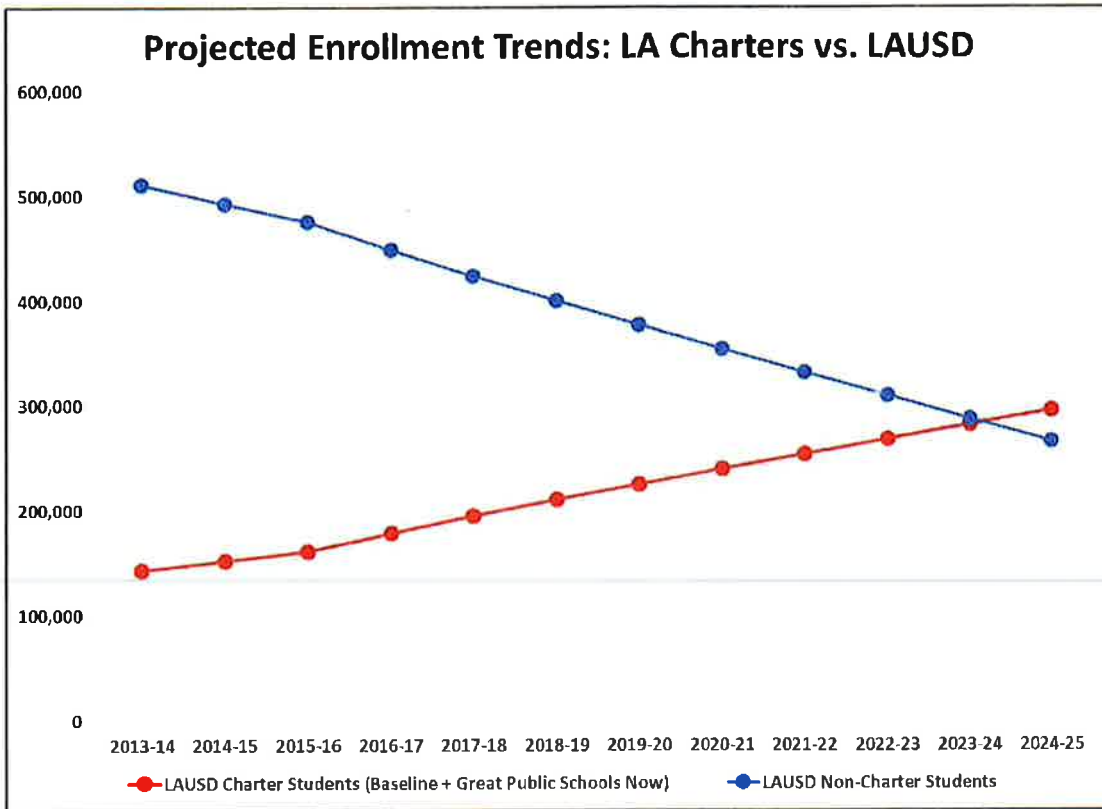
schools and the right conditions to launch them. This steady pipeline of fresh talent and growing school options is an important factor that will help sustain the health and longevity of the Los Angeles charter sector for years to come.

D. Enrollment Trends

As significant as the growth of charters has been over the past decade, the enrollment loss experienced by LAUSD has been just as telling. For the past six years, enrollment in charter schools has been growing an average of 11 percent per year. Conversely, the district has seen its enrollment shrink by 1.4 percent per year, on average, over that same period. LAUSD estimates that 44 percent of their student attrition has been to charter competitors.⁵ It is clear that families throughout Los Angeles are not satisfied with the quality of their neighborhood public schools, and they are sending a strong message that they are willing and ready to choose better options.



⁵ Romo, Vanessa. "Dip in Enrollment could Cost LAUSD Hundreds of Millions." *LA School Report*. 18 Mar 2014.



E. High Quality Across the Charter Sector

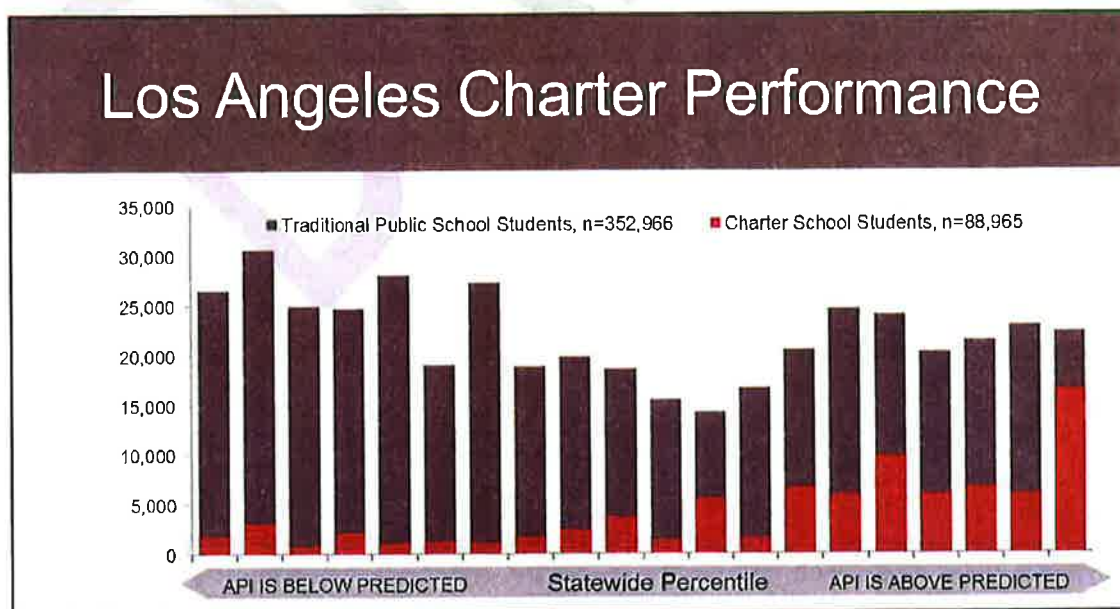
The growth of Los Angeles charter schools can be attributed in large part to the quality of the education they provide. The Los Angeles sector has consistently produced impressive academic results, and these gains have been maintained despite tremendous growth in schools. The result has been a charter sector where the vast majority of schools perform well above performance benchmarks. In 2013, more than half (52 percent) of charters in Los Angeles had an API over 800 (compared to 29 percent for LAUSD) and produced an average API score of 811 (compared to 745 for LAUSD).⁶

⁶ The Academic Performance Index (API) is a measure of academic performance and progress of individual schools in California. It is one of the main components of the state's school accountability system and is based primarily on state student assessments. API scores range from a low of 200 to a high of 1000. An API score of 800 is the State of California's goal for all schools, a minimal quality school benchmark.

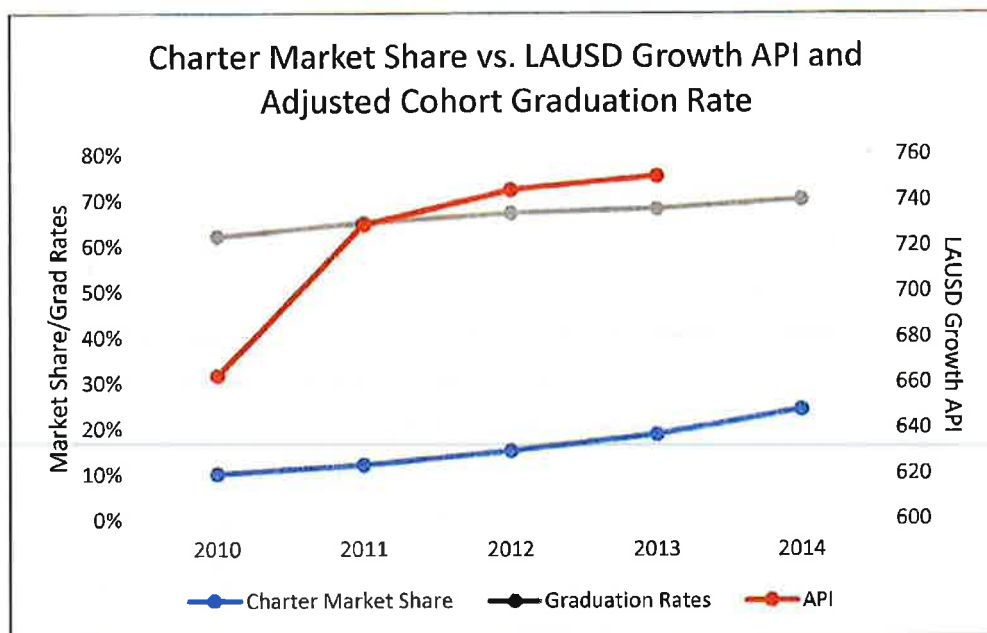
	LA Charters		LAUSD	
API Growth 2013	# of Schools	% of Schools	# of Schools	% of Schools
800+	115	52%	218	29%
700-800	77	35%	326	44%
600-700	24	11%	124	17%
Below 600	1	0.5%	59	8%
No Score	5	N/A	15	N/A
Average API		811		745

F. Performance Compared to LAUSD

According to the California Charter Schools Association's (CCSA) "Similar Students Measure," traditional LAUSD schools are twice as likely to be in the bottom five percent and 10 percent of California public schools compared to LAUSD charter schools. Moreover, charters are eight times more likely to be in the top five percent. Nearly one-fifth of all LAUSD charter students (18.77 percent) attend schools in the top five percent, while less than two percent of LAUSD traditional public school students attend schools of that performance level. Nearly 15 percent of LAUSD traditional public school students attend schools that are in the lowest decile of all public schools statewide. Only six percent of charter school students in Los Angeles attend schools that are similarly underperforming. And unlike LAUSD, many of these low-performing charters are likely to be targeted for closure.



In fact, charter schools appear to have had a positive effect on LAUSD's performance metrics. As the following graph shows, there is a positive association between the number of charter schools in LAUSD and graduation and API scores.

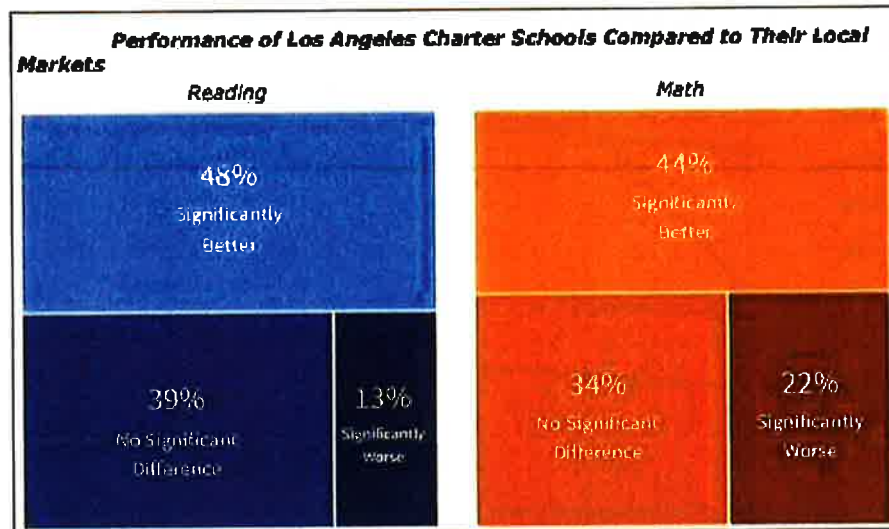


This trend is reflected in other cities across the country. In March 2014, the Center for Research on Education Outcomes (CREDO) at Stanford University published the results of a study evaluating the impact of Washington, DC's growing charter sector on the performance of district schools. CREDO concluded that "competition from charter schools with higher than average quality is associated with increased growth in both math and reading at traditional [Washington, DC] public schools."⁷ Traditional public schools facing particularly strong charter competition (i.e., schools in close proximity to high-performing charter schools) experienced improvements in student achievement equivalent to 2.5 additional months in math and 2 additional months in reading relative to a control group.

⁷ Cremata, E.J. and Raymond, M.E. "The Competitive Effects of Charter Schools: Evidence from the District of Columbia," CREDO Working Paper, March 1, 2014.

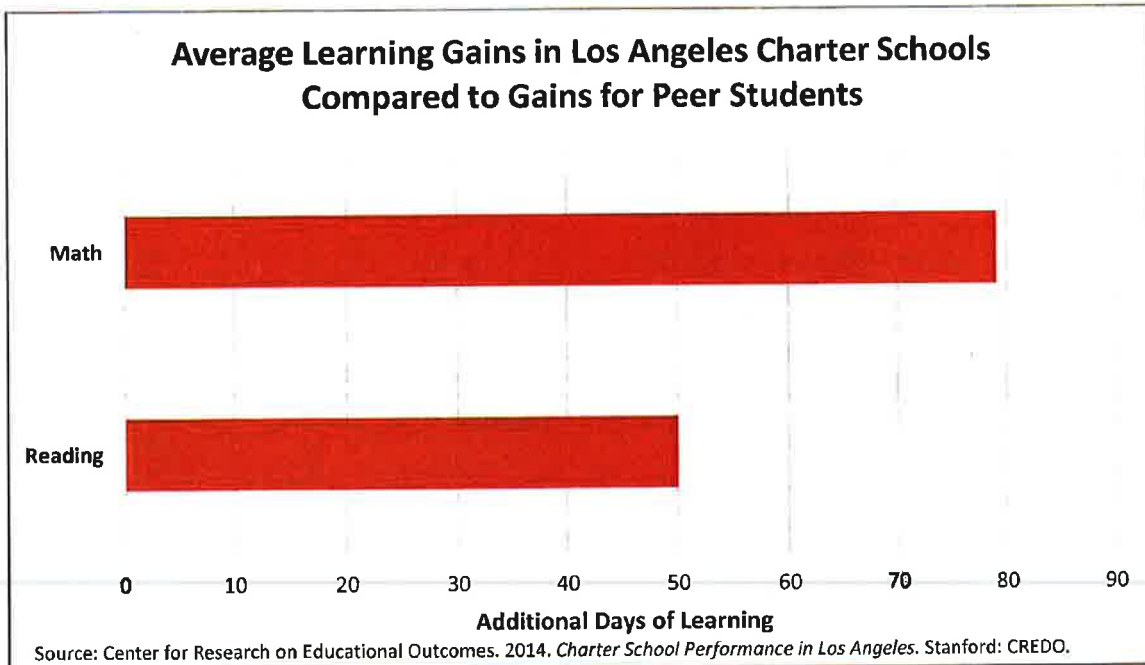
G. Los Angeles Charter Schools: Outstanding Results

CREDO has recognized Los Angeles as one of the strongest public charter school sectors in the nation. In comparison to traditional public schools (in the city) Los Angeles charters perform significantly better in both reading and math (see graphic below).

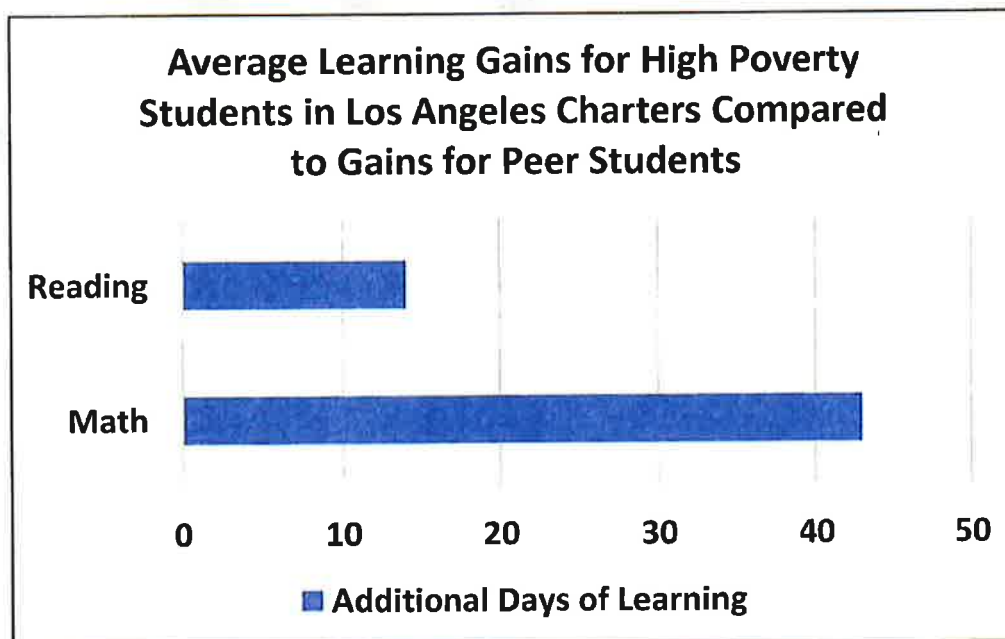


This performance has resulted in charter school students receiving more learning time compared to their traditional public school peers. On average, Los Angeles charters deliver 79 more days⁸ of learning in math and 50 more days of learning in reading than do traditional LAUSD public schools. Public charter schools in Los Angeles are generating the learning equivalent of an extra four months in math and two-and-a-half months in reading (see chart below).

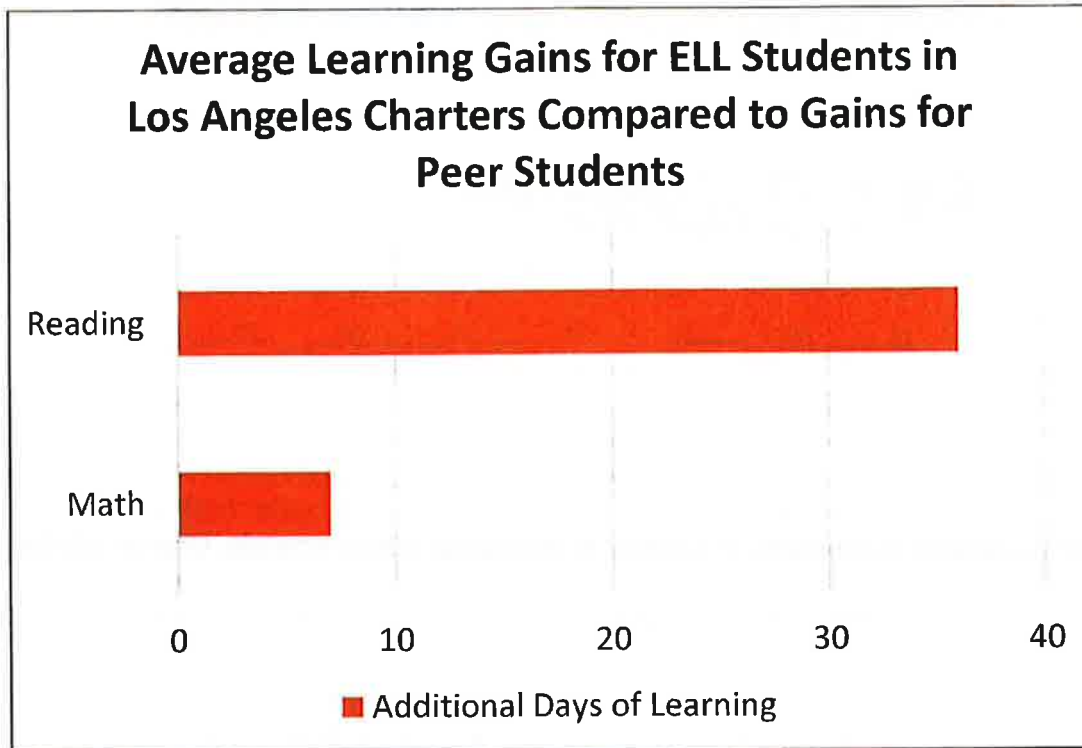
⁸ CREDO defines each .01 change in standard deviation as 7.2 days of learning.



As for priority student populations, the data is also strong. Students in poverty who are enrolled in Los Angeles charter schools perform significantly better both in reading and in math compared to students in poverty in traditional public schools. Charter students in poverty have growth equivalent to 14 more days of learning in reading and 43 more days of learning in math than their traditional public school peers (see graph below).

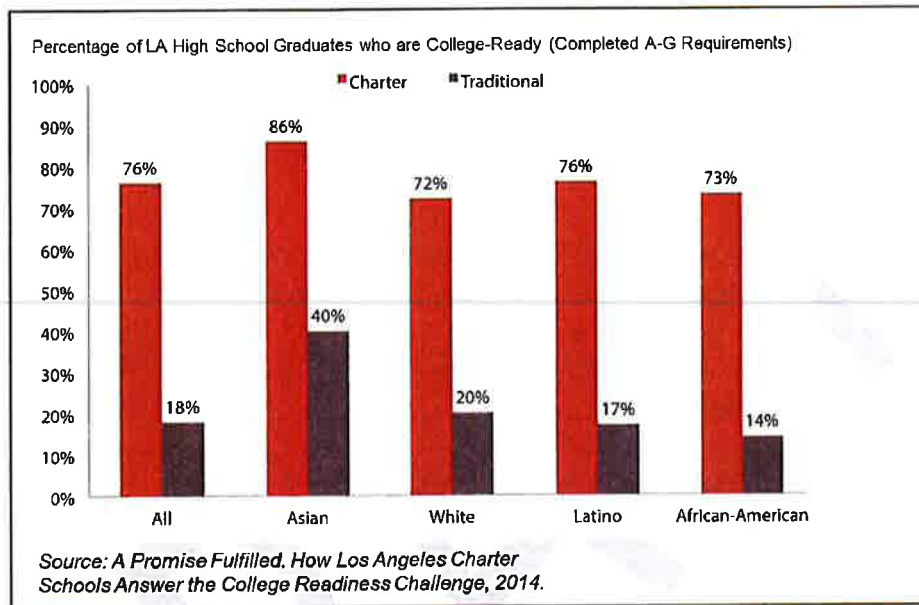


English Language Learner (ELL) students are also showing impressive gains. ELL students in Los Angeles charter schools have significantly better results in reading than ELL students in traditional public schools. The benefit for ELL charter students amounts to 36 days of learning in reading. These same students who are English Language Learners have also shown learning gains in math at charters compared to traditional public schools.



H. Addressing the Achievement Gap

In 2014, CCSA released a report documenting strong college readiness outcomes for students in public charter schools, particularly for historically disadvantaged student groups. The report noted that 76 percent of students in charter schools completed the University of California's A-G requirements, as compared with 18 percent in traditional public schools.⁹



This report also demonstrated that Los Angeles charter schools surpass traditional LAUSD schools in graduating college-ready students of all backgrounds. Key findings include:

- The percentage of high school graduates who complete all college preparatory coursework is four times as high at charter schools as it is at traditional LAUSD schools.
- Charter schools graduate high school students at higher rates than traditional LAUSD schools – 79 percent versus 66 percent for LAUSD schools.
- Charter schools are closing the achievement gap for high school students who have historically been left behind by the system. This includes low-income students, Latino and African-American students, and students who are English Language Learners.

⁹ California Charter Schools Association. 2014. *Fact Sheet: Los Angeles Charter Schools and College-Readiness*.

- Charter high schools that serve Los Angeles's most socioeconomically disadvantaged students continue to deliver a higher percentage of college-ready graduates than their traditional school counterparts.

I. The Broad Foundation's Investments in Los Angeles Charters

Los Angeles public charter schools have proven to be some of The Broad Foundation's most successful investments. Since 2004, the Foundation has invested more than \$75 million in public charter operators and charter-support organizations in Los Angeles. The result was the creation of 67 new schools serving more than 29,000 students. Much of this funding helped to catapult the growth of some of the most respected operators in the city, including KIPP Schools, Green Dot Public Schools, and the Alliance for College-Ready Public Schools.

These organizations have turned our investments into significant academic gains for students (see English/Language Arts and Math tables below). The Broad Foundation also extensively supports CCSA, which has brought about some of the city's most important policy wins, including charter authorization, school accountability, student funding and facilities access.

English/Language Arts (ELA) Proficiency Rates						
	2008-09	2009-10	2010-11	2011-12	2012-13	% Change from 2008-09 to 2012-13
Alliance MS	37	37	38	46	42	14%
Alliance HS	44	43	44	45	52	18%
Green Dot	40	29	34	35	37	-8%
KIPP LA	54	62	68	75	74	37%

Math Proficiency Rates						
	2008-09	2009-10	2010-11	2011-12	2012-13	% Change from 2008-09 to 2012-13
Alliance MS	35	41	34	35	36	3%
Alliance HS	21	23	32	30	33	57%
Green Dot	15	16	21	25	28	87%
KIPP LA	57	58	74	80	77	35%

Growing Demand for High-Performing Charters

As the number of high-performing charter schools has increased, so has parental demand for alternatives to failing district schools. As the following chart shows, 41,830 students are on waiting lists for charter schools within LAUSD. This is compared to fewer than 10,000 students across the 16 school districts that comprise the Bay Area and around 5,000 students in the San Diego Unified School District.

California Charter School Unduplicated Estimated Waitlist by Geography (2014-2015) Source: California Charter Schools Association (April 2015)			
	Charters w/ Data*	Average Waitlist per Charter	# of Students on Waitlists
Regions			
Greater L.A.	350	152	53,200
Northeast & Central Valley	313	137	42,800
Southern CA	187	194	36,200
North Coast & Bay	279	96	26,700
School Districts			
Los Angeles USD	269	155	41,830
San Jose**	52	108	5,620
San Diego USD	55	99	5,440
Oakland USD	38	70	2,680
Counties			
Los Angeles	325	153	49,840
San Diego	112	147	16,470
Bay Area***	110	90	9,940
Riverside	25	312	7,810
San Bernardino	32	235	7,530
Santa Clara	58	110	6,390
Sacramento	46	136	6,380
San Joaquin	39	127	4,940
Alameda	55	82	4,520
Sonoma	55	82	4,530
Fresno	36	114	4,090
Placer	22	193	4,240
Stanislaus	26	102	2,660

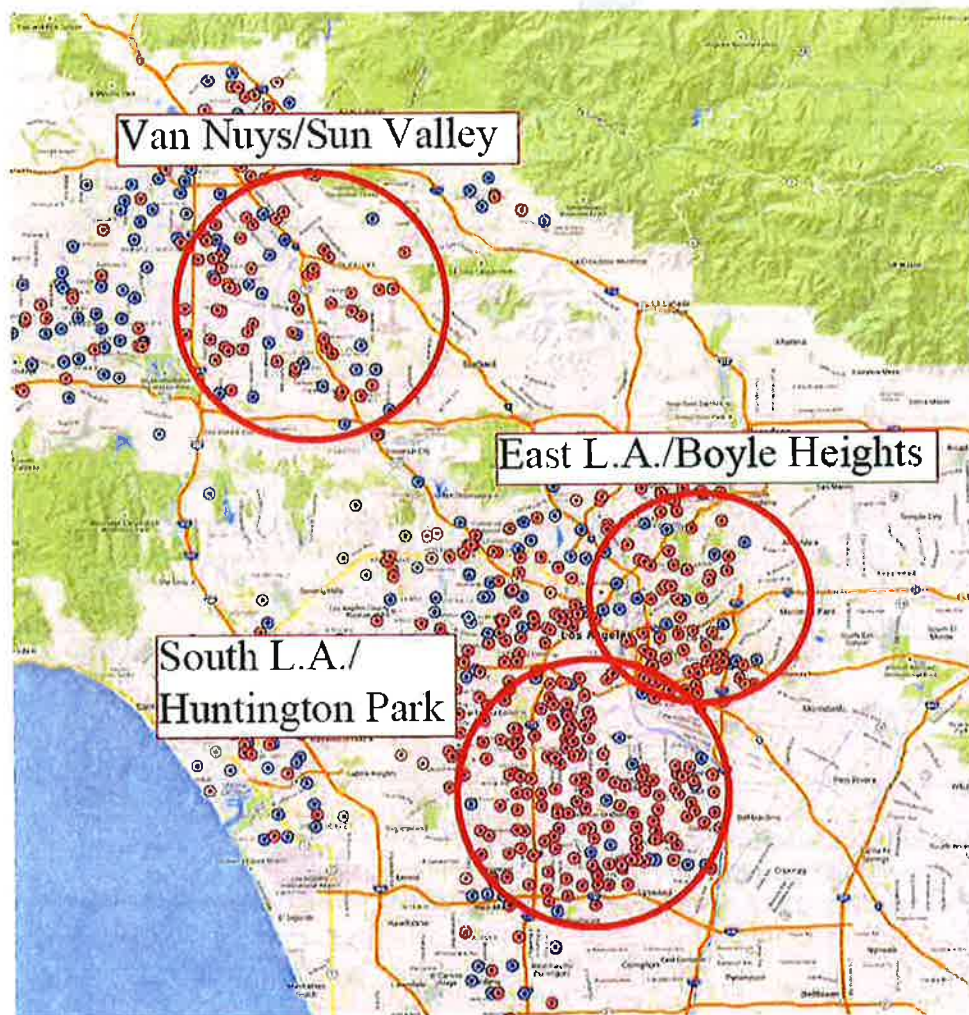
*CCSA obtained self-reported or estimated data for 1,129 schools in 2014-15.

**Includes San Jose Unified, East Side Union High, and six elementary districts

***Includes 16 school districts, including San Francisco Unified, Oakland Unified, Hayward Unified, and San Jose Unified

Despite the recent growth in charter schools, there is still significant need for high-quality public educational options throughout the city as nearly 400,000 students, 80 percent of whom qualify for free or reduced-price lunch, languish in low-performing schools, which the State of California defines as schools with API scores below 800. The problem is particularly acute in certain neighborhoods where parents have zero quality options at some grade levels. For example, in the Van Nuys/Sun Valley and South L.A./Huntington Park areas, there are no high-performing district schools at the middle- or high-school levels. In East L.A./Boyle Heights, there are no high-performing district middle schools.

The following map shows the distribution of high- and low-performing LAUSD schools. High-performing district schools (API ≥ 800) are shown in blue while low-performing district schools (API < 800) are shown in red. You can see large clusters of low-performing schools in the three aforementioned neighborhoods. These areas are especially ripe for charter expansion.



Improving Conditions for Los Angeles Charters

As policy issues emerge at the state and local level, it will be important to ensure that resources are in place to protect and fight for the conditions on the ground that help charters thrive. Three recent developments have improved the landscape in Los Angeles for charter growth.

A. CCSA's Leadership and Recent Prop. 39 Victory

California is fortunate to have an engaged and effective advocacy partner in CCSA, whose work has significantly improved the political and regulatory landscape for charter schools. CCSA's legal team is particularly strong, as evidenced by their recent victory in court over LAUSD in *CCSA v. LAUSD, et al.* Just last month, after five years of aggressive litigation, the California Supreme Court ruled in favor of CCSA, citing LAUSD's failure to allocate facilities to charter schools in accordance with Prop. 39.¹⁰ This ruling will likely improve public charter schools' access to classroom space in Los Angeles, somewhat helping to alleviate the facilities challenge.

B. May 2015 LAUSD School Board Elections

The recent Board elections also moved in a positive direction, although there is still not a pro-charter majority. Ref Rodriguez, the co-founder of Partnerships to Uplift Communities (PUC) charter schools, was able to defeat Bennett Kayser, who was an implacable foe of charters and opposed charter petitions routinely. While another charter supporter, Tamar Galatzan, was defeated for re-election, many are hopeful that the victor in that race, Mark Schmerelson, will take a reasonable position toward charter expansion. CCSA Families, CCSA's organizing wing, turned out more than 4,000 votes in the runoff election. CCSA continues to increase its capacity in Los Angeles and is in the process of recruiting multiple local parent organizers.

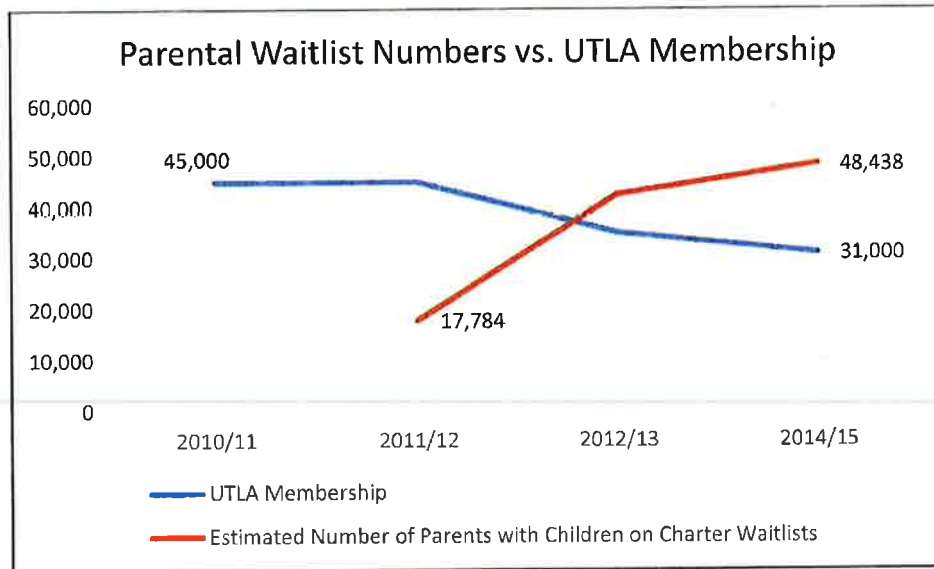
¹⁰ Proposition 39 was a statewide ballot initiative passed by California voters in 2000 that requires school districts to provide facilities to charter schools. School districts have employed a variety of techniques in order to avoid complying with the law and to prevent charter schools from accessing public school facilities.

C. Growing Political Strength

Across the country, the political power of charter school parents continues to grow. More families are demanding more high-quality choices and are supporting their charter schools (as can be seen in this 6,000 person rally in Los Angeles organized by CCSA).



The number of parents with children in charter schools now dwarfs the number of teachers who are members of the California Teachers Association and the California Federation of Teachers. In addition, and as the chart below illustrates, the number of parents with children on charter waitlists now exceeds the number of UTLA members.¹¹



When parents are effectively engaged, organized and mobilized, positive political change for charters in California will not only be possible, but will be expected.

¹¹ For number of parents, we assumed a number of households have less than one parent (factor of 1.3) and we assumed 10 percent of households have siblings.

Vision

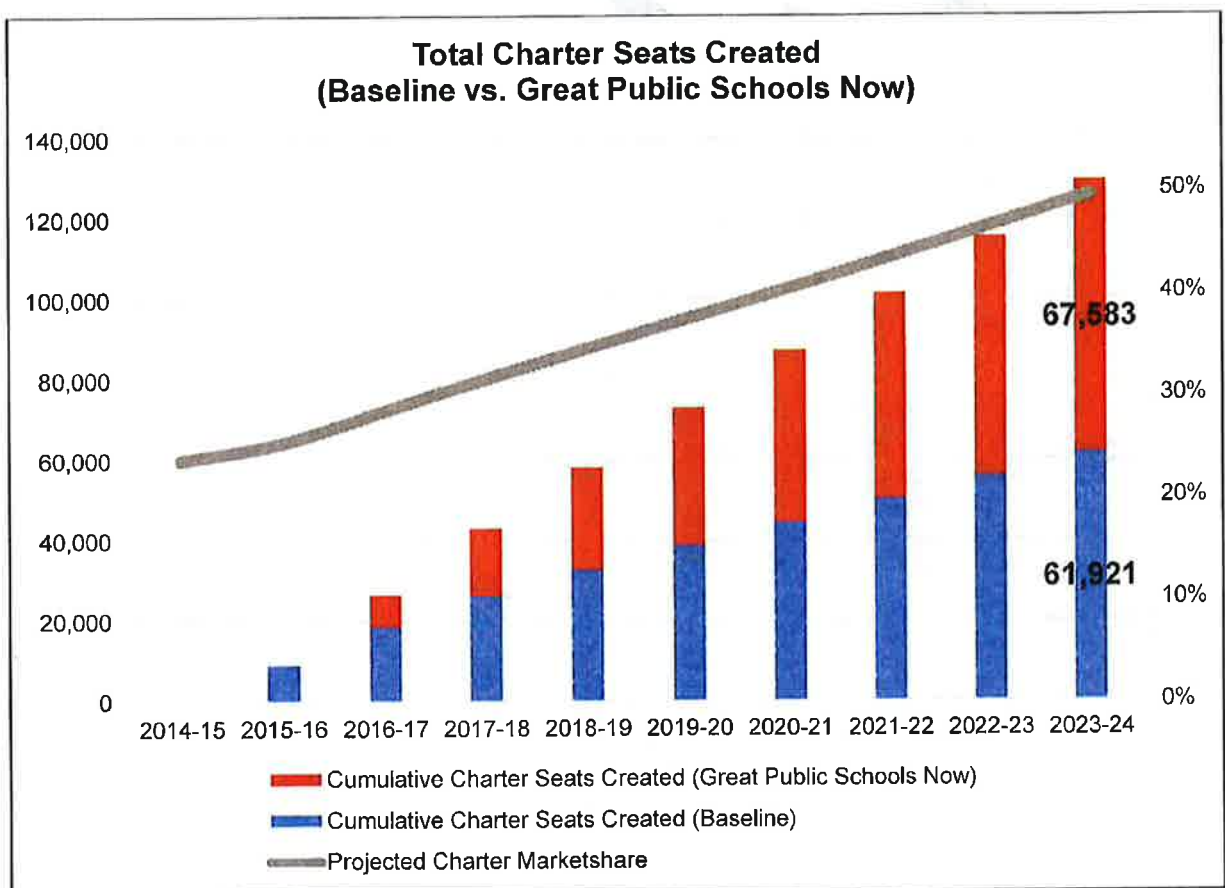
The following is the vision for this work over the next eight years:

- Students will no longer be doomed to the purgatory of a waitlist. Every parent in Los Angeles will have a choice about where to educate their child and will have the information needed to make an informed decision. There will be quality public school options in every neighborhood.
- High-quality public charter schools will serve at least 50 percent of the student population in the LAUSD region.
- Los Angeles will have the strongest set of teacher and leader development programs of any city in the State of California.
- Less than 10 percent of California's failing schools will be in Los Angeles.
- Los Angeles will be a model for how other cities can be transformed through alignment around policy, human capital strategy, advocacy, the supply of high-quality public schools, and targeted philanthropic investments.

The Potential of Future Charter Growth

If current trends continue, 129,504 charter school seats will be needed to meet growing demand from Los Angeles families over the next eight years. Going forward, the charter sector is expected to grow by only about four percent each year. Growth beyond this is constrained by the limits of existing philanthropy. As the following graph shows, this translates to 61,921 seats by the 2023-24 school year (this “baseline” projection is depicted in blue).

In order to fill the gap of 67,583 charter seats, this plan outlines a large philanthropic effort – Great Public Schools Now – to boost future charter growth to an average rate of seven percent each year. This rate of growth would not only satisfy growing demand, but would also push the charter sector to 50 percent market share. Without this additional investment, the Los Angeles market would take an additional 12 years (until 2035) to create an equal number of charter seats.



"Great Public Schools Now" Charter Growth Projections (thru 2023-24)¹²

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total (2015-23)
New Charter Seats Created:												
1. Total # of students in charters (BOY)	143,187	151,746	160,854	178,240	194,839	209,968	224,750	239,053	253,236	267,301	281,250	
2. # of new charter seats added (Baseline)*	11,518	9,108	7,846	6,355	5,772	5,772	5,772	5,772	5,772	5,772	5,772	61,921
3. # of new charter seats added (GPSN)**	0	0	0	8,899	8,899	8,774	8,652	8,531	8,411	8,293	8,177	67,583
4. Total # of students in charters (EOY) [row 1+2+3]	143,187	151,746	160,854	178,240	194,839	209,968	224,750	239,053	253,236	267,301	281,250	
Charter Market Share:												
5. Estimated total K-12 enrollment (LAUSD)	1,643,493	635,647	626,748	617,973	609,322	600,791	592,380	584,087	575,910	567,847	559,784	
6. Projected Charter Marketshare [row 4/row 5]	24%	25%	28%	32%	34%	37%	40%	43%	46%	50%	50%	
Cumulative Charter Seats Created:												
7. Cumulative Charter Seats Created (Baseline)	0	9,108	18,648	26,348	32,702	38,833	44,605	50,377	56,149	61,921	67,693	
8. Cumulative Charter Seats Created (Baseline + GPSN)	0	9,108	26,494	43,093	58,222	73,004	87,507	101,490	115,555	129,504	143,453	
Charter Waitlist:												
9. GPSN Projected Charter Waitlist [10K increase per year]	15,200	36,300	41,400	51,400	61,400	71,400	81,400	91,400	101,400	111,400	121,400	
Annual Growth Rate:												
10. Baseline			6%	6%	6%	4%	3%	3%	3%	2%	2%	4%
11. Baseline + GPSN			6%	6%	11%	9%	8%	7%	6%	6%	6%	7%

*Assumes a conservative 4% average annual growth rate (compared to an 11% historical rate over the past 6 years per CCSA).

**Assumes Great Public Schools Now will increase annual growth to an average of 7% per year.

¹² Baseline projections were calculated based on adjustments made from an "LAUSD Growth Projections Model" provided by CCSA.

Challenges to Growth

While the opportunity to propel Los Angeles charter market share beyond 50 percent is compelling, there are key challenges we anticipate as this work gets underway. The eight key challenges are discussed below.

A. Facilities

Access to adequate facilities is a longstanding concern for Los Angeles charter operators. Available and useable real estate is scarce and expensive. Competition for private facilities is fierce. Thus, charters often struggle to make large down payments and to navigate lengthy conditional use permitting processes. New zoning regulations along with existing environmental regulations have made the facilities challenges in Los Angeles even more difficult. Lastly, there may not be enough high-quality real estate developers in the school space to ensure that new charter seats are built quickly enough to reach the goals of the Great Public Schools Now Initiative. On a positive note, larger CMOs are beginning to access the tax-exempt bond market more frequently, and there is federal and state money (in the form of New Market Tax Credits and construction bonds) available for charters to use. Facilities are not an insurmountable challenge, but it will require a multi-pronged solution that targets the needs of both large and small CMOs.

B. Human Capital

This plan will require a significant number of effective teachers and school leaders. However, and as the following paragraphs explain, existing pipelines are not sufficient to meet this need. In order to realize the goals of this effort, CMOs will require stronger and diversified sources of talent.

1. Teacher Recruitment

Across California, enrollment in teacher preparation programs fell by 53 percent between 2008 and 2013. As a result, charter schools are facing increased competition from LAUSD for a smaller pool of program graduates. Moreover, charter operators are concerned that the new LAUSD contract, which includes a 10 percent, quality-blind salary increase for teachers over two years, will not only make recruitment more challenging but may also increase attrition as existing teachers leave for higher-paying district jobs.

While the sheer number of potential hires is certainly a concern, the level of preparedness of those individuals also warrants attention. Unlike other burgeoning charter markets like New Orleans, Houston, and New York City, Los Angeles is not served by a portfolio of strong alternative-route teacher preparation providers. Without additional funding, TFA-Los Angeles's corps size is projected to fall by 35 percent through 2020. Other high-quality providers like the Relay Graduate School of Education have yet to venture into Los Angeles.

And while some CMOs, such as Aspire Public Schools and Alliance College-Ready Public Schools, have developed their own residency programs, these tend to be small and are not open to teachers outside of their networks.

2. School Leader Recruitment

With the exception of KIPP, which runs a yearlong fellowship to prepare individuals to lead new KIPP schools, most charter schools do not have the capacity and systems in place to develop strong pipelines of future principals and assistant principals. Moreover, most of the principal training programs available to Los Angeles educators focus on administrative duties, rather than helping them to build the skills they need to be effective instructional leaders. Because a capable leader is a nonnegotiable for opening a new school, this is a barrier that we will need to address quickly.

C. Quality

Growth and market share are exciting goals to pursue, but they cannot be achieved at the sacrifice of quality. This effort is not based on growth for growth's sake. Rather, investments must focus solely on creating and scaling high-quality charter operators. It will be imperative that this work incents growth that not only maintains, but also strengthens, charter quality in Los Angeles over time. Part of this will include direct funding to support new charters during their start-up years, but it must also include broader investments in the charter "ecosystem" that yield dividends over the long haul (e.g., advocacy, market mapping tools, universal enrollment processes). In addition, the performance accountability efforts that have been established by CCSA – Academic Accountability Framework, Annual Charter School Report Cards, Charter School Self-Assessment Portal and more – must continue to be promoted and supported.

Part of establishing and preserving high expectations for the renewal and replication of charters includes the closure of underperforming charter schools. Over the past five years, CCSA has made it a top priority to reduce the percentage of underperforming charter schools in the State of California. Over that time period, the percentage of significantly underperforming charter schools has been reduced by approximately one-third.¹³ Using its Academic Accountability Framework, CCSA has been public and aggressive in advocating that authorizers, which are mostly local school boards, close underperforming charter schools.

Lastly, it is also important that families have ongoing access to easy-to-understand school academic and other performance data so that they may make informed decisions about where to enroll their children. This will be particularly important as the charter schools in Los Angeles adopt a common enrollment system.

¹³ Defined as the percentage of charter schools in the bottom decile of CCSA's Annual School Performance Prediction (the one-year component of CCSA's Similar Students Measure accountability report card.)

D. Fundraising Risk

Great Public Schools Now sets an ambitious fundraising goal. It is unlikely that national funders, which have historically provided the lion's share of philanthropic support for Los Angeles charter growth (roughly 70 percent), can singlehandedly meet this need. A larger, more diverse group of funders –national, regional, and city-based – is needed to both achieve the objectives of this eight-year plan and to ensure charters in Los Angeles can maintain healthy, sustained growth into the future. (See Appendix B for a list of potential foundation and individual partners.) The Broad Foundation has already made a substantial commitment to the Great Public Schools Now effort, and the Walton Family Foundation has committed to making Los Angeles a “target city” for their philanthropic efforts. This initial support gets Great Public Schools Now off to a strong financial start and should help to catalyze support from other philanthropic sources.

Investment Plan

Impact on a large scale in Los Angeles will require significant resources. As such, this effort will need to be coordinated between national and local funders with a focus on the strategic levers that enable sustainable charter growth over the long term. We believe that a Los Angeles charter fund can be organized to fill charter demand over the next eight years and reach the threshold of 50 percent market share. The overall vision positions The Broad Foundation as an anchor funder partnering with other foundations and donors to fuel Los Angeles charter growth toward a tipping point.

This effort will be structured over an eight-year period from 2016 to 2023 with the following objectives:

- 260 new high-quality public charter schools created
- 130,000 high-quality charter seats generated
- 50 percent charter market share reached

In surveying the Los Angeles landscape, the following have been identified as the key points of leverage for future charter growth:

A. Scale High-Performing Charter Schools

Philanthropic capital will be invested to substantially grow the number of high-quality public charter schools in Los Angeles. These investments will ensure that sufficient resources are available to support new schools during the important start-up period (the first three to five years) needed to fill grade-level enrollment targets and establish financial stability. Operator quality will be set as the most important benchmark in determining potential investments, but other factors will also be strongly considered, including geographic expansion, student population served, and school model innovation.

In total, our charter scaling strategy will require an investment of \$135 million in the following areas:

- **Established CMOs:** Los Angeles is home to some of the highest-performing CMOs in the state, including KIPP LA, Alliance for College-Ready Public Schools, Partnerships to Uplift Communities (PUC), and Green Dot Public Schools. These organizations are well-established and have communicated an interest in continuing to expand their footprint in Los Angeles over the next five to 10 years.
- **Emerging CMOs:** Many talented individuals have devoted their lives to launching amazing schools for the students most in need in Los Angeles. This emerging crop of small, high-performing charters is now poised for significant growth and replication. Organizations such as Celerity, Ivy Bound, and Equitas have great leadership and should be supported.
- **New start-up incubation:** In partnership with organizations such as Building Excellent Schools, funding will be provided to ensure that a strong pipeline of “edupreneurs” continues to choose Los Angeles as the premiere destination to launch new schools. Support for these school founders will include residency training, charter application technical support, school model development, staff recruitment, and facilities strategies.

	ESTIMATED ANNUAL INVESTMENT NEED: CHARTER GROWTH								
	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
Total Charter Seats Needed	7,846	8,899	8,774	8,652	8,531	8,411	8,293	8,177	67,583
Estimated Cost per Seat	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	N/A
Estimated Annual Cost of Charter Growth	\$15.7M	\$17.8M	\$17.5M	\$17.3M	\$17.1M	\$16.8M	\$16.6M	\$16.4M	\$135.2M

B. Develop Facilities Solutions

As the following chart shows, an additional 67,583 charter seats will need to be created in order to meet the goal of 50 percent market share. Approximately 20 percent, or 13,516 seats, are expected to come from Prop. 39 space, state and district bonds and leases with parochial schools and private real estate holders. The balance of 54,066 seats will need to come from private development. Assuming an average cost per seat of \$5,000, and factoring in a one percent annual cost increase, a need of \$280 million through 2023 is anticipated.

	ESTIMATED ANNUAL INVESTMENT NEED: FACILITIES								
	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
Total Charter Seats Needed	7,846	8,899	8,774	8,652	8,531	8,411	8,293	8,177	67,583
# Seats through Prop. 39, Bonds, etc.	1,569	1,780	1,755	1,730	1,706	1,682	1,659	1,635	13,516
# Seats through Private Development	6,277	7,119	7,019	6,922	6,825	6,729	6,634	6,542	54,067
Estimated Cost/Seat	\$5,000	\$5,050	\$5,101	\$5,152	\$5,203	\$5,255	\$5,308	\$5,361	N/A
Cost of Privately-Developed Seats	\$31.4M	\$36M	\$35.8M	\$35.7M	\$35.5M	\$35.4M	\$35.2M	\$35.1M	\$280.1M*

**Of the \$280 million, it is likely that a portion (~\$140 million) can be addressed by PRIs (e.g., loans, loan guarantees).*

When it comes to private development, CMOs of varying sizes and maturities face different challenges. Therefore, we believe a suite of real estate solutions is necessary.

- Small and mid-size charter networks have expressed a preference for high-touch, cost-effective real estate developers like Pacific Charter School Development (PCSD). This group of CMOs does not have internal real estate expertise and is currently not able to access the tax-exempt bond market or other sources of financing at reasonable rates. PCSD, a nonprofit organization established in 2003, locates, acquires, finances, and builds facilities and then leases them to high-performing charter schools at rates they can afford. PCSD works with their tenants so that they can eventually own their facilities (usually within three to seven years of entering into a lease). PCSD also provides consulting services for facilities issues – including site searches, feasibility studies, lease and Prop. 39 negotiations, project management, and financial

advising. Typical foundation support for PCSD includes project grants and program-related investments¹⁴ and operating grants.

- Some of the more mature charter networks (e.g., KIPP LA and Green Dot) have hired individuals with real estate backgrounds and have the capacity to take on many of PCSD's functions independently. These CMOs have expressed a preference for credit enhancement for tax-exempt bonds and direct investments for facility acquisition and usage. Despite having internal real estate expertise, this group of CMOs may also encounter challenges that require one-off consulting arrangements (such as support in closing New Market Tax Credit transactions or overcoming political hurdles). In this case, CMOs would benefit from a pool of funds they could tap into for targeted consulting services.

C. Recruit and Develop Strong Teachers and Principals

We estimate a need for 2,413 excellent teachers to achieve our goal of over 50 percent charter market share. Teach For America (TFA) has traditionally been our strongest human capital partner in Los Angeles. However, recent recruitment problems in other cities have led to a drop in the size of TFA-Los Angeles's corps (as individuals interested in teaching in Los Angeles are sent to other areas of the country). TFA-Los Angeles is currently predicting a drop in corps size from 258 in the 2014/15 school year to 168 in the 2019/20 school year.

TFA-Los Angeles believes that with additional philanthropy they could both increase the corps size while placing a higher proportion of corps members in charter schools (currently, around 50 percent of Los Angeles corps members are placed in district schools). We estimate that TFA-Los Angeles could provide an additional 50 corps members each year, beginning in 2017, to support the new charter seats created through Great Public Schools Now.

While TFA is important, we predict they can provide just 15 percent of our total need. In order to significantly narrow the teacher recruitment and training gap, we will need other providers like the Relay Graduate School of Education or TNTP (formerly known as The New Teacher Project) to come to Los Angeles. Both Relay and TNTP run successful teacher residency programs in other parts of the country. Relay also offers a master's degree program, which could make it a valuable partner for TFA. The estimated cost per teacher resident from these two organizations is around \$20,000.

In addition, several of the large Los Angeles CMOs (e.g., Alliance and Aspire) run their own residency programs and have indicated to us an interest in expansion, though it is unclear whether they would agree to open their programs to teachers outside of their networks. We believe the cost per CMO-trained resident is also around \$20,000.

¹⁴ A program-related investment involves the potential return of capital within a set period of time. PRIs include financing methods and tools commonly associated with banks or other private investors, such as loans and loan guarantees.

Therefore, the cumulative cost for TFA, new providers like Relay and CMO self-run programs is around \$43 million over the eight-year period. We do not expect this entire cost to be borne by donors, however. Charter schools that benefit from this group of well-trained teachers are expected to contribute a portion of the total amount needed.

	ESTIMATED ANNUAL INVESTMENT NEED: TEACHER PIPELINE								
	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
# Teachers: TFA	20	50	50	50	50	50	50	50	370
# Teachers: New Pipelines	0	0	120	120	120	120	120	120	720
# Teachers: CMO In-House Programs	40	50	55	60	65	70	75	80	495
Total Cost of TFA, New Pipelines, & In-House Programs	\$2M	\$3.6M	\$5.9M	\$6M	\$6.2M	\$6.3M	\$6.5M	\$6.6M	\$43.1M*

**Charter schools will likely bear a portion of the training expense so that the actual cost to funders is less than \$43.1 million.*

Our plan also calls for 135 new school leaders over the eight-year investment period. CMOs, regardless of size or maturity, consistently report challenges in finding and developing strong school leaders. As a competent principal is a prerequisite for a new school opening, this is a barrier to growth that we need to quickly address.

While a small group of CMOs (e.g., KIPP) have systems in place to groom small numbers of future leaders, they will quickly reach capacity as they expand. Over the long term, we should aim to outsource principal training to one or more proven providers, freeing up charter schools' capital for other purposes and capitalizing on economies of scale. The Relay Graduate School of Education, for example, has developed a one-year National Principals Academy Fellowship (in partnership with the highly-regarded, New York City-based Uncommon Schools) that has received significant national acclaim. Now in its second year, the program is training nearly 200 leaders across 18 states. The fellowship costs around \$25,000 per participant.

We believe we can scale a new program such as Relay's quickly to eventually train 16 new leaders every year. The total cost of training 101 aspiring principals (including program start-up costs) is \$2.8 million over the eight-year investment period. Though the following table reflects this total need, we expect schools to pay a portion of the amount in exchange for the high level of training their prospective leaders receive.

	ESTIMATED ANNUAL INVESTMENT NEED: PRINCIPAL PIPELINE								
	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
# School Leaders: New Programs (e.g., Relay)	0	5	16	16	16	16	16	16	101
Total Cost of New Principal Training Program	\$0.1M*	\$0.3M*	\$0.4M	\$0.4M	\$0.4M	\$0.4M	\$0.4M	\$0.4M	\$2.8M**

*Includes ramp-up costs.

**As in the case of teacher recruitment and training, charter schools are likely to bear a portion of this expense.

D. Organizing and Advocacy

Creating a more supportive policy environment for charters will be critically important to achieve the levels of growth and quality envisioned in this initiative. As policy issues emerge at the state and local levels, it will be important to ensure that resources are in place to protect and fight for the conditions on the ground that help charters thrive. This becomes even more pressing in light of the increased resistance that can be expected as the charter sector consumes more market share over time. Those that benefit from the current system, particularly the teachers' unions and the sprawling LAUSD bureaucracy, can be expected to fight this new effort with significant resources and political force.

Fortunately, the efforts to date in creating the nation's largest charter sector have the support of tens of thousands of families who have successfully sought higher quality educational options for their children. There is a very strong potential army of supporters already on the ground waiting to be fully organized and mobilized to support the growth of charter schools in Los Angeles. However, in order for Great Public Schools Now to succeed, this advocacy effort will need to build a broad coalition that includes not only parents, but community, business and civic leaders as well as students themselves.

The organizing and advocacy effort will entail the following three streams of investment:

- A Los Angeles civic engagement strategy to build parental support at the local level with an emphasis on organizing and mobilizing in neighborhoods that currently have a large number of poor-performing schools and have significant numbers of students on waitlists for high-performing schools.
- A policy engagement strategy to build political and other support to ensure that high-performing operators can grow without undo regulatory interference and that they have access to the facilities they need to educate students.
- A "telling the story" strategy to support this effort and to explain why this transformation matters to Los Angeles. This effort will include engaging the media, countering the opposition, and building constructive partnerships using data and strategic messaging.

This strategy will first and foremost take advantage of the considerable assets that already exist on the ground, such as the CCSA's and Parent Revolution's parent organizing efforts, which have gained significant traction. Murmuration, Emma Bloomberg's new data analytics organization, is also beginning to contribute to these organizing efforts. The strategy also includes the United Way of Greater Los Angeles with its strong community engagement and earned media efforts which has allowed the organization to skillfully galvanize a broad coalition of business, faith and civil rights organizations, as well as neighborhood advocates and parents to push for change. Lastly, this effort will require working closely with other local, and potentially state-level, partners and potential investments in one to two new organizations that can help build constituencies to support Great Public Schools Now.

	ESTIMATED ANNUAL INVESTMENT NEED: ORGANIZING AND ADVOCACY								
	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
Civic Engagement and Communications	\$1M	\$1M	\$0.8M	\$0.8M	\$0.5M	\$0.5M	\$0.5M	\$0.5M	\$5.6M
Grassroots Organizing	\$2M	\$2M	\$2M	\$1M	\$1M	\$0.5M	\$0.5M	\$0.5M	\$9.5M
Advocacy Organization Support	\$1M	\$1M	\$1M	\$0.8M	\$0.8M	\$0.8M	\$0.5M	\$0.5M	\$6.4M
TOTAL	\$4M	\$4M	\$3.8M	\$2.5M	\$2.3M	\$1.8M	\$1.5M	\$1.5M	\$21.4M

E. Fund Management

A small management team will be hired to execute the Great Public Schools Now strategy. This will include administering all funding activities, managing investment pipelines, coordinating efforts with funders and leading all external relations efforts. Establishing a small management team will require an investment of \$7.8 million to cover the costs of a Director (\$200,000 starting salary with a 3 percent annual adjustment), a three-person support team (\$150,000 starting salaries with 3 percent annual adjustments), benefits and minimal overhead.

	ESTIMATED ANNUAL INVESTMENT NEED: FUND MANAGEMENT								
	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
Executive Director*	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$1.6M
Support Team (3 FTEs at \$150K starting salary)*	\$0.5M	\$0.5M	\$0.5M	\$0.5M	\$0.5M	\$0.5M	\$0.5M	\$0.6M	\$4.1M
Benefits (22% of salary)	\$0.1M	\$0.1M	\$0.1M	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$1.3M
Overhead (10% of salary and benefits)	\$0.1M	\$0.1M	\$0.1M	\$0.1M	\$0.1M	\$0.1M	\$0.1M	\$0.1M	\$0.8M
TOTAL	\$0.9M	\$0.9M	\$0.9M	\$1.0M	\$1.0M	\$1.0M	\$1.0M	\$1.1M	\$7.8M

*Annual salary adjustments may not be visible due to rounding.

F. Total Projected Investment

Across the five investment categories, we anticipate an eight-year need of \$490 million. The annual need ranges from a low of \$54 million in Year 1 (2016) to a high of \$64 million in Year 3 (2018).

	TOTAL PROJECTED INVESTMENT NEED								
	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL
Scale High-Performing Charter Schools	\$15.7M	\$17.8M	\$17.5M	\$17.3M	\$17.1M	\$16.8M	\$16.6M	\$16.4M	\$135.2M
Develop Facilities Solutions	\$31.4M	\$36M	\$35.8M	\$35.7M	\$35.5M	\$35.4M	\$35.2M	\$35.1M	\$280.1M
Supply Strong Teachers	\$2M	\$3.6M	\$5.9M	\$6M	\$6.2M	\$6.3M	\$6.5M	\$6.6M	\$43.1M
Supply Strong Principals	\$0.1M	\$0.3M	\$0.4M	\$0.4M	\$0.4M	\$0.4M	\$0.4M	\$0.4M	\$2.8M
Organizing and Advocacy	\$4M	\$4M	\$3.8M	\$2.5M	\$2.3M	\$1.8M	\$1.5M	\$1.5M	\$21.4M
Fund Management	\$0.9M	\$0.9M	\$0.9M	\$1M	\$1M	\$1M	\$1M	\$1.1M	\$7.8M
TOTAL	\$54.1M	\$62.6M	\$64.3M	\$62.9M	\$62.5M	\$61.7M	\$61.2M	\$61.1M	\$490.4M

Appendices

A. Established and Emerging CMOs in LAUSD (2014-15)¹⁵

Parent Org	2014-15 Enrollment	# of Schools	Average API (2012-13)
Alliance College-Ready Public Schools	10,452	20	762
Green Dot Public Schools	8,992	14	712
PUC Schools	4,333	13	811
Aspire Public Schools	3,764	10	803
KIPP LA Schools	3,684	9	877
ICEF Public Schools	3,492	10	740
Camino Nuevo Charter Academy (CNCA)	3,137	6	804
Celerity Educational Group	3,087	6	903
Magnolia Educational and Research Foundation	2,725	8	790
Fenton Public Charter Schools	2,479	3	816
Bright Star Schools	2,134	5	828
The Accelerated School Community of Schools	1,501	3	759
Synergy Academies	1,381	3	807
Larchmont Schools	1,362	1	909
New Designs Charter Schools	1,096	2	719
Para Los Niños	1,015	3	800
Citizens of the World Charter Schools	981	3	867
Port of Los Angeles	950	1	834
Value Schools	920	2	803
Today's Fresh Start Public Charter Schools	836	1	833
Los Angeles Leadership Academies	821	2	730
Academia Moderna, Inc.	709	2	768
CHIME Institute	709	1	833
Watts Learning Center	705	2	731
Youth Policy Institute	668	2	749
Equitas Academy Charter School, Inc.	649	2	894
Extera Public Schools	648	2	802
Ingenium Schools	615	2	773
Building Excellent Schools	597	1	870
The City School	506	2	859
Westside Innovative School House, Inc.	498	2	895
Valley Charter Public Schools	441	2	821

¹⁵ There are additional single site charters not listed that may also decide to expand in the future.

Gabriella Charter	436	1	892
Los Angeles Education Corps.	411	1	N/A
Ivy Bound Academy Charter Schools	390	2	902
Global Education Collaborative	375	2	849
USC/Hybrid High	350	1	688
Academica California	345	1	701
TEACH, Inc.	337	2	731
Semillas Sociedad Civil	257	1	618
Math and Science College Preparatory Academies	224	1	N/A
Big Picture	128	1	551
Big Picture Schools California, Inc.	87	1	674
Optimist Youth Homes And Family Services	81	1	N/A
School For Integrated Academics & Technologies (SIATech)	67	1	N/A
Grand Total	69,363	161	793

B. Potential Foundation and Individual Partners

The following are two lists of potential supporters of Great Public Schools Now. The first list predominantly consists of Los Angeles and California-based foundations with some national foundations and one organization (Netflix). The second list is of prominent Los Angeles citizens.

Foundation/ Organization	City	State	Amount of Annual Giving*	Amount Given in CA	Amount Given to Education	Amount Given to Charters
Ahmanson	Beverly Hills	CA	\$ 50,359,404			
Annenberg	Los Angeles	CA	\$ 70,030,812			
Arnold	Houston	TX	\$ 80,519,024		\$ 25,650,822	\$ 2,540,292
Bloomberg	New York	NY	\$ 204,007,009		\$ 15,656,332	\$ -
Emerson	Bay Area	CA	N/A			
Fisher	San Francisco	CA	N/A			
Gates	Seattle	WA	\$ 2,158,000,000		\$ 283,563,409	\$ 32,838,122
Helmsley	New York	NY	\$ 10,000		\$ 22,322,739	\$ -
Hewlett	Menlo Park	CA	\$ 240,149,631		\$ 25,703,261	\$ 300,000
Hilton	Agoura Hills	CA	\$ 92,239,512			
Irvine	San Francisco	CA	\$ 77,952,786			
Karsh	Beverly Hills	CA	\$ 9,883,974			
Keck	Los Angeles	CA	\$ 54,011,533			
Moore	Palo Alto	CA	\$ 273,642,218			
Packard	Los Altos	CA	\$ 295,015,266			
Parsons	Los Angeles	CA	\$ 19,297,919			
Robertson	New York	NY	\$ 99,597,042		\$ 32,909,197	\$ 6,045,889
Schusterman	Tulsa	OK	\$ 64,025,508		\$ 2,209,960	\$ 328,000
Walton	Bentonville	AR	\$ 311,475,768		\$ 151,403,684	\$ 65,410,341
Weingart	Beverly Hills	CA	\$ 32,665,578			
Netflix (Reed Hastings)	Los Gatos	CA				

*This is the amount reported in the most recent fiscal year made public via 990 forms.

Name	Net Worth (in billions)	Notes
Patrick Soon-Schiong	\$15.3	
Donald Bren	\$15.2	
Elon Musk	\$13.9	
Eli Broad	\$7.6	
David Geffen	\$7.0	
Do Won & Jin Sook Chang	\$6.9	
Kirk Kerkorian	\$6.5	
John Tu	\$6.5	
Sumner Redstone	\$5.7	

Sean Parker	\$5.6	
Ed Roski	\$5.1	
Stewart & Lynda Resnick	\$4.8	The Resnicks contribute to education causes, particularly in the Central Valley.
Steven Udvar-Hazy	\$4.4	
Tamara Gustavson	\$4.2	
William Hilton	\$4.1	The Hilton Foundation contributes to Catholic education.
Haim Saban	\$3.9	
Steven Spielberg	\$3.9	
Jerrold Perenchio	\$3.8	
Anthony Pritzker	\$3.5	
Donald & Rochelle Sterling	\$3.4	
Marion Anderson	\$3.4	UCLA's business school is named after her husband.
Jeffrey Skoll	\$3.3	
Rick Caruso	\$3.3	
David Murdock	\$3.3	
Tom Gores	\$3.2	
Don Hankey	\$2.6	
Michael Milken	\$2.3	The Milken Foundation has focused on teacher development.
Bruce Karsh	\$1.9	
Eric Smidt	\$1.9	
Tony Ressler	\$1.6	Ressler is on the board of the Alliance for College-Ready Public Schools.
Nicolas Berggruen	\$1.6	
Marc Nathanson	\$1.5	
Charles Munger	\$1.5	
Ray Irani	\$1.3	
Lowell Milken	\$1.2	The Milken Foundation has focused on teacher development.

C. Descriptions of Los Angeles CMOs

Alliance for College-Ready Public Schools

Alliance for College-Ready Public Schools is a CMO that operates middle schools and high schools serving low-income students in the Los Angeles area. Under the leadership of CEO Dan Katzir, Alliance is the largest non-profit CMO in Los Angeles operating 26 schools serving more than 11,000 students.

Aspire Public Schools

Aspire Public Schools is one of the largest non-profit CMOs in California operating high-quality schools serving low-income communities. As of fall 2014, Aspire serves more than 13,500 students in California. James Willcox has served as Aspire's CEO since 2009.

Bright Star Schools

Bright Star Schools, led by CEO Ari Engelberg, operates non-profit public charter schools primarily serving low-income families from the Mid-City and West Adams communities of Los Angeles. Bright Star currently has five schools serving more than 2,100 students.

Building Excellent Schools

Founded by Linda Brown, Building Excellent Schools (BES) runs a fellowship for motivated entrepreneurs who want to start and lead their own urban public charter schools. As of this year, five Los Angeles fellows have graduated, three of whom will open charter schools in fall 2015.

Camino Nuevo Charter Schools

Camino Nuevo Charter Academy (CNCA) is a community of high-performing public schools that utilizes a comprehensive approach to prepare students from preschool through high school for success in college and in life. Under the leadership of CEO Ana Ponce, Camino Nuevo operates eight schools.

Celerity Education Group

The Celerity Educational Group is a non-profit organization that creates and operates high-quality schools in underserved communities. Celerity develops and implements programs for at-risk children and their families including after-school, evening and summer programs. Under the leadership of Founder and CEO Vielka McFarlane, Celerity operates six schools in the Los Angeles area.

Citizens of the World Charter Schools

Led by Co-Founder and CEO Kriste Dragon, Citizens of the World Charter Schools (CWC) is a national network of academically rigorous, free public schools where students of diverse backgrounds learn to high levels and grow into caring and responsible citizens of the world. CWC operates three schools in the Los Angeles area.

Da Vinci Schools

Established in 2009 and led by CEO Matthew Wunder, Ed.D., Da Vinci Schools are independently governed and operated charter schools in Los Angeles serving the Wiseburn community and children from more than 80 different zip codes. Da Vinci Schools operates three public charter high schools, Da Vinci Communications, Da Vinci Design and Da Vinci Science. Da Vinci's K-8 Innovation Academy offers a unique elementary school model blending at-home and in-school learning.

Equitas Academy Charters

Led by Founder and CEO Malka Borrego, Equitas Academy Charter Schools are free public schools for families who believe their children deserve a high-quality education and challenging school experience. The Equitas school model offers credentialed, passionate, and dedicated teachers and staff who are experts in their field. In fall 2015, Equitas will operate two elementary schools and one middle school serving more than 850 students.

Green Dot Public Schools

Green Dot Public Schools is a CMO led by CEO Marco Petruzzi whose mission is to help transform public education so all students graduate prepared for college, leadership and life. Green Dot operates 22 middle and high schools in the Los Angeles area serving more than 11,000 low-income students of color.

ICEF Public Schools

The mission of ICEF Public Schools is to prepare all students to attend and compete at the top 100 colleges and universities in the nation. Under the leadership of Parker Hudnut, ICEF, which stands for Inner City Education Foundation, operates 12 schools in Los Angeles educating over 4,000 students in kindergarten through 12th grade.

KIPP LA Schools

KIPP LA Schools is a non-profit CMO that operates free, open-enrollment public charter schools focused on preparing students in under-resourced communities in Los Angeles for success in school, college and life. KIPP LA, a CMO recognized for their high-quality, rigorous curriculum and for providing an excellent education to underserved students, currently serves more than 4,000 students in 11 Los Angeles schools. Marcia Aaron serves as KIPP LA's executive director.

Magnolia Public Schools

Under the leadership of CEO and Superintendent Caprice Young, Magnolia Public Schools (MPS) is a non-profit CMO dedicated to establishing and managing high-quality public charter schools in California. MPS' vision is to graduate students who are scientific thinkers that contribute to the global community as socially responsible and educated members of society. MPS currently operates eight schools in Los Angeles.

PUC Schools

Partnerships to Uplift Communities (PUC) is a non-profit CMO organization designed to significantly increase college entrance and graduation rates for underserved students in Los Angeles and the San Fernando Valley. PUC operates a growing network of small, public charter schools and will create more schools in high-need communities in coming years. PUC currently operates 16 schools in the Los Angeles area. PUC is led by Co-Founder, President and CEO Jacqueline Elliot, Ed.D.