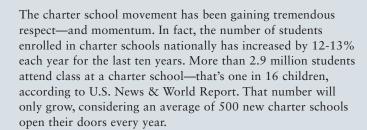
## Ryan Companies & CSUSA

## A MATURING PARTNERSHIP CENTERED ON EDUCATIONAL EXCELLENCE.



Charter Schools USA (CSUSA) is at the forefront of this movement. One of the nation's leading charter school management companies, CSUSA runs 77 schools in seven states serving nearly 65,000 students in kindergarten through 12th grade. In the 2016-2017 school year, they estimate that number will grow to 85 schools with more than 70,000 students.

We greatly value the relationship we've developed with CSUSA. We're proud of the fact that they rely on us for the location, layout, and design expertise that meets their challenging demographic, budget, and scheduling needs. We also provide them with highly efficient development, preconstruction, and construction services as they expand their operations across the Southeastern United States.

Ryan and CSUSA's sister company Red Apple Development, which is responsible for developing and managing CSUSA's schools, first partnered in 2010 on two K-8 charter schools in suburban Tampa, Florida: Woodmont Charter School and Winthrop Charter School. Since 2011, Ryan and Red Apple Development have partnered to build 25 charter schools throughout Ryan's Southeast and South Central Regions, all coming in under budget and on time.

The on-time piece is critical; late delivery is simply not an option when students and families are counting on the schools to be up and running. This is a place where Ryan's integrated solutions really shine. By putting the whole team at the table

from the start, we're able to integrate review periods and key decision dates and run lengthy processes concurrently. What's more, as our partnership matures, we've been able to build stronger, more efficient systems for delivering top quality on aggressive deadlines.

We've also found ways to be innovative. For example, spring 2014 had some of the wettest weather in the region's history, with continuous rain causing significant work delays. But five schools were slated to go up, with doors open by the first bell. In some cases, we made up for lost time by rearranging work flows so that typically sequential processes could be carried out simultaneously. For Cardinal Charter Academy in North Carolina, we provided incentives to subcontractors to accelerate deliveries and work overtime, with seven-day weeks and even 12-14 hour days. We also pre-fabricated parts of the project offsite that are traditionally created onsite, from plumbing assemblies to electrical and mechanical systems.

The South Baton Rouge Charter Academy was built during those unusually heavy rains in a part of Louisiana already notorious for soft, wet, clay-based soil. To ensure stability, we utilized a combination of lime, fabric, and stone.

Building positive relationships with local municipalities has also been a key to keeping things on track for CSUSA. When CSUSA decided to add a high school on 14 acres adjacent to the Magnolia School of Excellence in Shreveport (which we built back in 2013), there was an intensive and complex approval process. Members of the Ryan development and construction teams attended numerous council and planning commission meetings to ensure things stayed on track.

It's been thrilling to see this particular project take shape. The Magnolia school helped area students improve their academic performance and garnered a substantial waiting list. The sister high school, which opened for students this August, will serve





1,200 sixth through 12th grade students, allowing the children of enthusiastic parents to continue in the system while freeing up space in the lower school for waitlisted students. This high school is significantly larger than the original one, but thanks to the strength and efficiency of the partnership, it was delivered in a shorter time period.

"Over the past six years, Ryan Companies has proven to be not only a valuable development partner, but a true partner in our mission," notes Scott Woodrey, President of Development at Red Apple Development. "Together we have designed and developed some spectacular facilities that will offer students and their families a quality experience for years to come. It is rare to find a development partner with such devotion to, and accommodation for, a greater goal."

It's been gratifying to partner with a firm that is making such a positive difference for children and families. Every one of CSUSA's schools has increased its academic performance over time and closed the achievement gap, especially for low-income students. We're looking forward to seeing what they do over the next decade.