

**GENERAL, FISCAL AND OPERATIONAL
MEMORANDUM OF UNDERSTANDING
BETWEEN THE ACADEMY OF ALAMEDA
AND ALAMEDA UNIFIED SCHOOL DISTRICT
2014 - 2015**

This Memorandum of Understanding (“Agreement”) is executed between the Alameda Unified School District and the Academy of Alameda, (hereafter referred to as “AOA”), a 501c (3) tax exempt non-profit public benefit corporation, that operates the Academy of Alameda.

1. RECITALS

- 1.1. The Alameda Unified School District (hereinafter referred to as “District”) is a school district existing under the laws of the State of California.
- 1.2. The Academy of Alameda is a California non-profit public benefit corporation that operates The Academy of Alameda (hereinafter referred to as “Charter School”), a public charter school existing under the laws of the state of California and under supervisory oversight of Alameda Unified School District. The Academy of Alameda shall be responsible for and have all rights and benefits attributable to the Charter School, as further outlined herein. Where this Agreement obligates the Charter School to a particular course of action, the Academy of Alameda shall also be so obligated.
- 1.3. The District is the authorizing agency of the Charter School. This Agreement is intended to outline the agreement of the Charter School and the District governing their respective fiscal and administrative responsibilities, their legal relationships and operation of the Charter School.
- 1.4. If the terms of this Agreement conflict with the terms of the Charter document (“Charter”), this Agreement will control the handling or resolution of the particular issue in question. In addition, if the Charter is silent on an issue addressed by this Agreement, this Agreement shall control.

2. AGREEMENTS

2.1. Terms

- 2.1.1. This Agreement will govern the relationship between the District and Charter School regarding the operation of the Charter School and the relationship of the District and Charter School.
- 2.1.2. Any modification of this Agreement must be in writing, executed by duly authorized representatives of both parties, ratified by the respective Boards, and must indicate intent to modify or amend this Agreement.
- 2.1.3. The duly authorized representative of Charter School is the Executive Director, or designee.
- 2.1.4. The duly authorized representative of the District is the Superintendent or any designee thereof. In order to ensure consistency in communications, all communication regarding any aspect of the operation of the Charter School shall be initiated by the

designated representative of Charter School with the Superintendent of the District, unless the Superintendent delegates this function to another officer of the District.

2.1.5. The term of this Agreement shall be one year, commencing on July 1, 2014 and terminating June 30, 2015. This entire Agreement is subject to approval by the respective governing boards of the District and Charter School.

2.1.6. This Agreement shall terminate automatically upon closure of the Charter School for any reason, except as may be specified otherwise herein. "Closure" means that all legally required closure processes are completed.

2.2. Fiscal Relationship

2.2.1. In accordance with Education Code section 476137, Charter School shall pay District an amount equal to 3% of Charter School's state revenues each year as more particularly set forth in Attachment A hereto. (The 3% fee shall not be applied to lottery funds. The 3% fee shall also not apply to grant money for which Charter School applies as a single entity.)

2.2.2. In addition to supervisory oversight services as set forth herein and in the Charter, District may provide, and Charter School may agree to purchase, administrative and other services from District, as provided herein.

2.2.3. By May 15 of each year, Charter School shall provide District with a proposed budget for the upcoming fiscal year showing estimated revenues and expenditures based on identified and reasonable assumptions.

2.2.4. In addition to supervisory oversight services as set forth herein and in the Charter, District has agreed to provide, and Charter School has agreed to purchase, administrative and other services from District, as provided herein.

2.2.5. Charter School has opted to receive funding from the state directly, pursuant to Education Code Section 47651 for the 2014-2015 fiscal year. District shall ensure the appropriate and timely reporting of data and transfer of funds to the Charter School on any funds received by the district on behalf of the Charter School. District will also ensure timely transfer of property tax funds due to Charter School as required by Education Code Section 47635 *et seq.* Average daily attendance, for purposes of Section 47635, shall be based on the number of students enrolled in Charter School multiplied by Charter School's prior year average daily attendance as a percentage of enrollment as reported to the California Basic Education System.

2.2.6. Charter School and District will annually negotiate the extent to which local operating funding sources of revenue, such as the Measure A Parcel Tax, will be shared. This will occur prior to the presentation of the annual visitation report to the District school board. If agreement cannot be reached, the matter will proceed through the dispute resolution process as outlined in the Charter.

2.2.7. For each subsequent year, Charter School will inform District by December 15 whether it will opt to receive funding from the state through District ("local funding") or from the state directly ("direct funding") and will meet and confer with District on the operational consequences of Charter School's funding election.

2.2.8. The Charter School must obtain written approval from the District at least ten (10) days before securing loans or other short-term funding apart from normal state subventions for charter schools. Any requests for approval of a loan or short-term funding shall include: the amount of the proposed loan; the proposed repayment schedule; the impact on the Charter School's current operating budget and its multiyear financial plan; and evidence that potential lender(s) have been notified, in writing that

the District is not a party to the proposed loan, and that the District bears no responsibility for the repayment of the proposed loan. The District shall respond to any valid request within 10 business days. If the District determines at any time in the loan application/repayment schedule that the Charter School is in danger of default, the District may initiate notification to the Charter School regarding the possibility of revocation.

2.2.9. Charter School shall use the District attendance report system to contemporaneously record and account for average daily attendance (“ADA”). These records will be auditable. Charter School will report ADA figures to District, who shall report this information to County Office of Education or California Department of Education, as appropriate, and on a timely basis. Charter School has obtained a CDS Code number from the California Department of Education. District will complete and submit enrollment and other necessary demographic information to the Alameda County Office of Education, to the California Basic Education Data System (CBEDS”). Charter School shall ensure that the results of all state-mandated standardized tests are reported as required by applicable law.

2.3. Student Records

2.3.1. District shall provide, within ten (10) working days of the request of Charter School, or sooner if required by applicable state or federal law, any cumulative file information regarding any student who previously attended District and who has enrolled in Charter School, including but not limited to information regarding special education and related services. District recognizes Charter School as its authorized agent under the Family Education Rights and Privacy Act of 1974 (20 U.S.C.A. Section 1232g) (“FERPA”) for the actions described in this subsection.

2.3.2. Charter School shall be responsible for ensuring that student data is entered into the District’s student information system, including average daily attendance, enrollment, standardized and alternative assessment data, emergency contacts, race/ethnicity, age, address, parent/guardian, immunization, discipline/suspension/expulsion and other information as provided in the student system available to individual District school sites.

2.4. Legal Relationship

2.4.1. The Parties recognize that Charter School is a separate legal entity that operates the Charter School under the supervisorial oversight of the District.

2.4.2. Charter School shall be wholly responsible for the Charter School’s operations and shall manage its operations efficiently and economically within the constraints of the Charter School’s annual budget.

2.4.3. Charter School shall not have the authority to enter into a contract that would bind the District, nor to extend the credit of the District to any third person or party. Charter School shall clearly indicate to vendors and other entities and individuals outside the District with which or with whom Charter School enters into an agreement or contract that the obligation of the Charter School under such agreement or contract are solely the responsibility of the Charter School and are not the responsibility of the District.

2.4.4. The Charter School shall indemnify, hold harmless, and defend the District, its trustees, officers, employees and agents against and from any and all claims, demands, actions, suits, losses, liability, expenses and costs for any injury, death or damage to any person or property arising from the Charter School's operations, the conduct of its business or from any activity, work, or other things done, permitted or suffered by the Charter School; provided, however, that the Charter School shall not have any obligation to indemnify, hold harmless or defend the District, its trustees, officers, employees and agents against and from any and all claims, demands, actions, suits, losses, liability, expenses and costs for any injury, death or damage to any person or property resulting from or arising out of the sole negligence or willful malfeasance of the District, its trustees, officers, employees and agents. The District shall indemnify, hold harmless, and defend the Charter School, its trustees, officers, employees and agents against and from any and all claims, demands, actions, suits, losses, liability, expenses and costs for any injury, death or damage to any person or property arising from its oversight of the Charter School's operations and conduct of its business as set forth in this MOU; provided, however, that the District shall not have any obligation to indemnify, hold harmless or defend the Charter School, its trustees, officers, employees and agents against and from any and all claims, demands, actions, suits, losses, liability, expenses and costs for any injury, death or damage to any person or property resulting from or arising out of the sole negligence or willful malfeasance of the Charter School, its trustees, officers, employees and agents or any person or entity not subject to the District's oversight.

2.4.5. The Charter School will comply with all applicable state and federal laws, including, without limitation, the Ralph M. Brown Act (Gov. Code Section 54950 et seq.), the California Public Records Act (Gov. Code, Section 6250 et seq.) and conflict of interest laws, including without limitation, the Political Reform Act (Gov. Code, Section 87100) and Government Code Section 1090 et seq.”

The Charter School shall also comply with all applicable federal and state laws concerning the maintenance and disclosure of student records, including, without limitation, FERPA, all applicable state and federal laws and regulations concerning the improvement of student achievement, including, without limitation, applicable provisions of the Elementary and Secondary Education Act of 1965 (20 U.S.C.A. Section 6301) et seq. as amended by the No Child Left Behind Act of 2001 (hereinafter the law, state and federal regulations referred to herein as “NCLB”) and agrees to take appropriate remedial action if notified by the State of California of a violation of any of the foregoing.

2.4.6. Any complaints or concerns (including complaints filed with OCR, EEOC, or FEHA) received by the District about any aspect of the operation of the Charter School or about the Charter School shall be forwarded by the District to the Charter School. District may request that the Charter School inform the District of how such concerns or complaints are being addressed, and Charter School shall provide such information. Charter School shall handle its own uniform complaints pursuant to a Uniform Complaint Procedure adopted in accordance with California Code of Regulations, Title 5, Section 4600 et seq.

2.5. Oversight Obligations

District oversight obligations include, but are not necessarily limited to:

2.5.1. Review and revision of this Agreement and any subsequent agreements to clarify and interpret the Charter and amendments to the Charter and the relationship between the Charter School and the District.

2.5.2. Monitoring performance and compliance with the Charter and with applicable laws, including, without limitation, by way of the following:

- Visiting the Charter School at least once per year;
- Ensuring that the Charter School submits the reports and documents identified in subsections 2.6 - 2.14 below as well as any other reports required by the Charter and the Agreement.
- Monitoring the fiscal condition of the Charter School;
- Notifying the State of California upon the occurrence of any of the events described in Education Code Section 47604.32(e).

2.5.3 Charter School shall promptly respond to all reasonable inquiries of the District, including, but not limited to inquiries regarding its financial records.

2.5.4 Any process conducted in compliance with Education Code Section 47607 related to the issuance of a notice to remedy or other corrective notice related to the Charter School's operations, including document request, hearings, notices, and investigations, and monitoring efforts to remedy operational problems identified by the District.

2.5.5 Charter School may, upon request, process Charter School STRS and PERS through the District in accordance with Education Code Section 47611.3. The District may charge the Charter School for the actual cost of the reporting services, under Education Codes Section 47611.3.

2.5.6 For purposes of fiscal oversight and monitoring by the District, Charter School shall provide the District with a copy of the following documents, data and reports, in the form and at the times specified.

2.6. Student Data

For purposes of fiscal oversight and monitoring by the District, Charter School shall provide the District with a copy of the following documents, data and reports, in the form and at the times specified.

2.6.1. The Charter School shall submit student enrollment projections to the District by May 1 of the preceding school year each year. During the school year, monthly enrollment and ADA reports with respect to the Charter School shall be provided to the District. Charter School shall annually provide the District a list of names and addresses of students enrolled along with the school district of residence of each respective student no later than September 1 of each year.

2.6.2. Charter School shall maintain contemporaneous written records of enrollment and ADA and make these records available to the District for inspection and audit upon request. Charter School shall provide copies of the P-1, P-2, and annual state attendance reports to the District by January 15, April 30, and June 20, respectively, each year. Copies of amended state attendance reports, if any, shall be provided to the District within 3 weeks of discovery of the need for making such an amendment. In addition, the Charter School shall provide all necessary information required to be

submitted to the California Longitudinal Pupil Achievement Data System (CALPADS) by no later than October 31 of each year, including the R-30 Report. Such reports must be generated using the required Standardized Account Code Structure (SACS) and Attendance Reporting software. Charter School shall ensure that coding of student information conforms to District student information system requirements.

2.6.3. The Charter School's student discipline policies shall be provided to the District annually, by September 1 of each year, and as updated.

2.7. Personnel Data/Credential Data

Actual staffing data shall be provided to the District on an annual basis and prior to commencement of each school year. Teacher credentials, clearances, and permits shall be maintained on file at the Charter School and shall be subject to periodic inspection by the District. Copies of credentials and a list of teaching/class assignments for each teacher shall be provided to the District by the Charter School at the commencement of each school year and no later than September 15, and whenever any changes in credentials or assignments occur during the school year, along with written verification by the Charter School that credentialing requirements imposed on the Charter School under NCLB have been met. Charter School shall also provide to the District at the commencement of each school year and no later than September 15, all available information to demonstrate compliance with Education Code Section 44237 for Charter School employees.

2.8. Budget/Financial Data

2.8.1. Budget Data

A preliminary budget shall be provided to the District and the Alameda County Superintendent of Schools for review by no later than July 1 of each year. All key budget variables, including revenue, expenditures, debt, beginning and ending balance variables shall be defined, and the budget shall be accompanied by summary certificated and classified employee salary data, and health benefit plans and policies as supporting documents.

A copy of the adopted budget shall be provided to the District by no later than July 15 of each year. Copies of budget revisions shall be provided to the District within two weeks of revision, upon approval by the Charter School Board of Directors.

A copy of any revisions to Charter School budget guidelines, policies, and internal controls shall be provided to the District within four weeks of adoption of revisions, and then, followed by annual updates.

2.8.2. Cash Flow Data

District shall be notified at least three weeks in advance of Board of Directors action to incur short- or long-term debt on behalf of the Charter School, and financing documents shall be made available for District review upon request.

2.8.3. Financial Data

Bank account reconciliations for the Charter School will be the responsibility of Charter School.

The First Interim Financial Report shall be provided to the District and the Alameda County Superintendent of Schools by December 1 of each year, and shall reflect changes through October 31; the Second Interim Financial Report shall be provided to the District by March 1 of each year, and shall reflect changes through January 31.

The Unaudited Actuals Financial Report shall be provided to the District and the Alameda County Superintendent of Schools by September 15 of each year.

Charter School is required to provide the District with reasonable written assurances that demonstrate fiscal responsibility and planning in each financial decision over \$50,000, including entering into contracts and loans, within ten (10) days of entering into such financial commitments.

2.8.4. Financial Audit

Charter School shall provide a copy of the Charter School's Audited Financial Report to the District, the Alameda County Superintendent of Schools, the State Controller, and the California Department of Education by December 15 of each year. Audit exceptions or deficiencies identified in the audit report shall be addressed by the Charter School through the development of a remediation plan outlining how and when they will be resolved, subject to District approval. The remediation plan will be provided to the District by January 15 of each year or within 4 weeks following the finalization of the Audited Financial Report, whichever is later. Failure to obtain an approved remediation plan will be considered fiscal mismanagement within the meaning of Education Code Section 47607(c) (3).

2.9. Governance Data Meeting Information

Copies of meeting agendas for meetings of the Charter School Board of Directors shall be posted to the Charter School facility and website at the time they are distributed to the public pursuant to the Brown Act. Copies of meeting minutes shall be posted at the facility and to the Charter School website within 5 days after their approval by the governing board. Charter School shall provide the District with notice of all meetings by providing copies of agendas at the same time the agenda is posted and will provide copies of minutes to the District from each meeting upon approval of same.

The Charter School shall annually (on or before July 1 of each year) send to the District a list of its directors and officers, and shall notify the District within 30 days of any change in the composition of these directors and officers.

2.10. Personnel Policies

A copy of Charter School personnel and payroll policies shall be provided upon commencement of the first school year and annually thereafter by September 1.

2.11. Risk Management Data

Copies of all policies of insurance and memoranda of coverage shall be provided by Charter School to the District annually by no later than two weeks prior to the commencement of school.

A copy of the Charter School Health and Safety Plan shall be provided to the District at least annually no later than two weeks prior to the commencement of school.

2.12. Programmatic/Performance Audit

Charter School will prepare an annual performance report and shall provide all information necessary to demonstrate that the Charter School is pursuing adequately and/or meeting the applicable accountability standards described in the NCLB, including adequate yearly progress, as defined by the State of California. The report shall also include: an analysis of whether student performance is meeting the goals specified in the Charter, using data displayed on a school-wise basis and disaggregated by major racial and ethnic categories to the extent feasible without compromising student confidentiality; an overview of the Charter School's admissions practices during the year and data regarding the number of students enrolled and the number on waiting lists; analysis of the effectiveness of the Charter Schools' internal and external dispute mechanisms and data on the number and resolution of disputes and complaints. The performance audit shall be provided to the District By December 31 of each year.

2.13. Instructional Materials

Charter School shall provide a list of core instructional materials by grade and content annually, no later than two weeks prior to the commencement of each school year.

2.14. Other

2.14.1. Charter School shall provide such other documents, data and reports as may be reasonably requested or required by the District or the Alameda County Office of Education.

2.14.1.1. Data required to be submitted pursuant to this Section shall be submitted in electronic form if requested by the District.

2.14.1.2. Charter School shall comply with Generally Accepted Accounting Principles (GAAP) applicable to public school finance and fiscal management. In keeping with GAAP, Charter School must maintain a minimum reserve for economic uncertainties (designated fund balance) of at least 3% of year-end expenditures of the Charter School.

2.15 Educational Services

2.15.1

Section 504 Services: AOA shall be solely and exclusively responsible, at its own expense, for compliance with Section 504 of the Rehabilitation Act of 1973 (Section 504). The Charter School agrees to implement a Student Study Team, a regular education function, to monitor and guide referrals for Section 504 Services. The Charter School will develop, maintain and implement policies

and procedures to ensure identification of students who may require Section 504 accommodation(s).

2.15.2

Charter School has applied and been accepted to the Sonoma SELPA, accordingly the following provisions regarding special education shall apply: *Responsibility for Special Education and Related Services*. As an LEA within the Sonoma SELPA, AOA shall be solely responsible for the provision of special education and related services to student enrolled in the Charter School. AOA shall ensure that a free appropriate public education ("FAPE") shall be provided for all students with disabilities, regardless of the severity of their disabilities, attending the Charter School in accordance with state and federal legal mandates, and the Sonoma Local Plan.

2.15.3 *Special Education Funding*. As an LEA within the Sonoma SELPA, AOA shall receive special education funding from Sonoma County in accordance with the Sonoma SELPA Allocation and Budget Plan. The District shall have no obligation or responsibility to collect, allocate or otherwise provide funding for special education and related services for students attending the Charter School.

2.15.4 *Indemnification*. AOA shall indemnify and hold the district harmless from and against any and all liability, arising from acts or omissions related to the provision of special education and related services for student enrolled at the Charter School. This indemnification shall include the costs of the legal defense of the District, its officials and employees, and against special education due process hearing complaints, and/or complaints to state or federal agencies. If, in the District's opinion, a conflict exists between the District, AOA and/or the Charter School regarding the defense of such a claim, the District shall select its own legal counsel, and AOA shall provide payment of the District's associated legal costs. AOA shall assume no responsibility to indemnify or hold harmless the District for claims or allegations against the District related to services or rights while the student was enrolled in the District. The District shall indemnify and hold harmless AOA from and against any and all liability, arising from acts or omissions related to the provision of special education and related services for students enrolled at a District school. This indemnification shall include the costs of the legal defense of the Charter School, its officials and employees, and against special education due process hearing complaints, and/or complaints to state or federal agencies. If, in the Charter School's opinion, a conflict exists between the District, AOA and/or the Charter School regarding the defense of such a claim, the Charter School shall select its own legal counsel, and District shall provide payment of the Charter School's associated legal costs. The District shall assume no responsibility to indemnify or hold harmless the Charter School for claims or allegations against the Charter School related to services or rights while the student was enrolled in the Charter School while AOA operated as an LEA within the Sonoma SELPA.

2.16 Other Services to be provided to Charter School

2.16.1 At the option of the Charter School, the District agrees to negotiate to provide Other Services in addition to the Administrative Services and Oversight Obligations set forth herein. The Parties agree that these Other Services will be billed at rates and at times to be determined through negotiations annually as outlined in Attachment A: Other Services.

Food service. Charter School students and staff shall have access to food service at the current Chipman Middle School comparable to that available to current Chipman Middle School students and staff. Charter School students eligible for free and reduced meals will receive credits through the Charter School. District shall be entitled to and responsible for collecting any federal or state funds available for support of free and reduced meals for Charter School students.

Technology Information Systems. District shall provide Charter School access to AERIES, the District's student data information management system, comparable to that provided to individual District school sites. In addition to ARIES, the District will provide the Charter School with access and support to Follett Library system and Anti-Virus support.

Professional Development. District agrees to offer Charter School access to District sponsored professional development provided that Charter School agrees to reimburse District any additional cost District incurs as a result of Charter School's participation in the professional development.

School Site Testing Services. District agrees to provide school site with CELDT (California English Learner Development Test) support. This will include training and site based implementation/testing to be scheduled in accordance with District CELDT testing procedures aligned with State accountability requirements. Charter School agrees to reimburse District any cost District incurs as a result of Charter Schools utilization of CELDT services.

2.17 Attendance at social and athletic events

AOA students will be eligible to participate in AUSD clubs, interscholastic athletics, student leadership and similar activities to the same extent as other students who are not AUSD students as set forth in applicable Board Policy and Administrative Regulations.

2.18 Legal Counsel

The Charter School shall retain the right to use its own legal counsel and will be responsible for procuring such counsel and associated costs.

2.19 Enrollment of Expelled Students

Neither the Charter School nor the District shall be obligated to accept enrollment of any student who has been expelled from the other entity during the term of the expulsion except as may be required by federal or state law.

2.20 Provision of Documents

With both parties understanding that some state, federal, and county documents directed toward one party may be mailed to the other party, the Parties agree to pass on such documents and forms to the addressed recipient in a timely manner so it may complete its legal obligations. The Charter School has full responsibility for the forms and documents it receives directly and those which are accessible on the internet on its own.

2.21 Non-Assignment

Neither party shall assign its rights, duties or privileges under this Agreement, nor shall either party attempt to confer any of its rights, duties or privileges under this Agreement on any third party, without the written consent of the other party. The replacement of the Charter School with any other nonprofit corporation or other operating body or governance structure shall be treated as a material revision of the Charter, subject to the review and approval of the District pursuant to applicable provisions of the Education Code.

2.22 Severability

If any provision or any part of this Agreement is for any reason held to be invalid or unenforceable or contrary to public policy, law, or statute and/or ordinance, the remainder of this Agreement shall not be affected thereby and shall remain valid and fully enforceable.

2.23 Reimbursement of Mandated Costs

Charter School shall seek reimbursements of its mandated costs, if any, directly from the State.

2.24 Dispute Resolution

All disputes regarding this Agreement shall be resolved in accordance with the dispute resolution provision included in the Charter, provided, however, that disputes related to revocation of the Charter or acts or omissions of the Charter School that constitute grounds for revocation of the Charter shall be handled pursuant to Education Code Section 47607.

2.25 Enforcement of Agreement

It is understood and agreed that any violation of the Agreement is subject to the provisions of Education Code Section 47607(c), and the terms of the Agreement may be enforced by civil action. If any action is necessary to enforce or interpret the terms of this Agreement, the prevailing party or parties (as determined by the Court) in such action shall be entitled to its/his/her reasonable attorneys' fees and costs, including court costs and expert fees, whether or not such proceeding is prosecuted to judgment.

For: Alameda Unified School District

For: The Academy of Alameda (AOA)

Sean McPhetridge, Interim Superintendent

Matt Huxley, Executive Director

Dated: _____

Dated: _____

Approved and ratified this ____ day of _____, 2014 by the Charter School Board by the following vote:

AYES: _____

NOES: _____

ABSTAINS: _____

Certification by the Academy of Alameda Executive Director:

Matt Huxley, Executive Director

Approved and ratified this 26th day of August, 2014 by the Board of Trustees of the Alameda Unified School District by the following vote:

AYES: _____

NOES: _____

ABSTAINS: _____

Certified by:

Sean McPhetridge, Secretary, Board of Trustees

**ALAMEDA UNIFIED SCHOOL DISTRICT
ACADEMY OF ALAMEDA MIDDLE SCHOOL
ESTIMATED FISCAL IMPLICATIONS
2014-2015 (TO BE COMPLETED BY STAFF)**

	DESCRIPTION		DETAIL	AMOUNT
Oversight Obligations	General Purpose			
	Categorical block Grant			
	Economic Impact Aid			
	Total Block Grant	(a)		
	Fee 3%			
	Oversight and Accountability Charges			
AUSD Information Management and Support				
	Ausd Network/Internet Support			
	AUSD Aeries Support			
	AUSD follett support			
	Kaspersky Antivirus			
	Information Mgmt Systems & Support	(b)		
	AERIES application per School			
	AERIES Application Support per School			
	Follett application per School			
	Follett application support per School			
	Information Systems Subscriptions	(b)		
	TOTAL DIRECT CHARGES			
	TOTAL UTILITIES	(c)		
	ESTIMATED CHARGES 2014-2015			
(a) Based on P2 2013-2014 ADA and May 2014 Revise Dartboard.				
(b) Based on 2013-2014 estimate.				
(c) Based on Actual charges through Feb 2014 and estimates for Mar thru Jun 2014				