



Pacific Coast Academy

Special Board Meeting

Date and Time

Tuesday June 29, 2021 at 6:00 PM PDT

Meeting via Teleconference

Zoom Link

<https://zoom.us/j/91029791872>

Meeting ID: 910 2979 1872

Join by Phone
(669) 900-6833

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Call the Meeting to Order		Kelly Durso	1 m
B. Roll Call of Board Members		Kelly Durso	1 m
C. Approval of Agenda	Vote	Kelly Durso	1 m
D. Public Comments			5 m
E. Closed Session: Conference with Legal Counsel - Anticipated Litigation (One Case) §54956.9	Discuss		30 m
F. Executive Director's Report		Krystin Demofonte	10 m

II. Consent Agenda

6:48 PM

The items below form our consent agenda. The items are considered by the Executive Director to be of a routine nature and are acted on with one motion. Any recommendation may be

Purpose **Presenter** **Time**

removed at the request of any Board Member and placed under new and/or unfinished business. The last item in this section is a single vote to approve the items en masse.

A. Approve Minutes	Approve Minutes	1 m
Approve minutes for Regular Scheduled Meeting on May 27, 2021		
B. Approve Minutes	Approve Minutes	1 m
Approve minutes for Special Board Meeting on June 17, 2021		
C. 2021-2022 Employee Handbook		
D. Compensation Policy		
E. Non-Compliance Policy and Procedure		
F. 2020-2021 Parent Student Handbook		
G. Approve Consent Agenda	Vote	2 m
This Is The Vote To Approve The Consent Agenda Items		

III. Finance**6:52 PM**

A. May Financials	FYI	Tyler Myers	
B. 2021-2022 Local Control Accountability Plan (LCAP)	Vote	Rupi Boyd	5 m
C. 2021-2022 Annual Budget	Vote	Tyler Myers	10 m
D. 2021-2022 EPA Budget	Vote	Tyler Myers	5 m
E. 2021-2022 EPA Resolution	Vote	Tyler Myers	10 m
F. Shared Staff Memorandum of Understanding (MOU)	Vote	Shari Erlendson	10 m

IV. Operations**7:32 PM**

A. Board on Track Membership Renewal	Vote		10 m
B. 2021-22 Commercial Insurance Proposal	Vote	Brandon Cole	10 m
C. Multi-School Agreement	Vote	Liz Palmiter	5 m
D. Employee Expense Reimbursement Policy	Vote	Shari Erlendson	10 m

V. Academic Excellence**VI. Other Business****8:07 PM**

A. 2021-2022 Board Meeting Calendar	Vote	Krystin Demofonte	10 m
B. Affirming of Board Members and their Terms	Discuss	Kelly Durso	10 m
C. Appointing New Board Member	Vote		5 m

	Purpose	Presenter	Time
D. Election of Officers	Vote	Kelly Durso	10 m
E. Schoolwide Goals	FYI	Krystin Demofonte	10 m
F. Closed Session: Employee Performance Evaluation: Executive Director § 54956.9	Discuss	Amanda McArthur	15 m
VII. Closing Items			9:07 PM
A. Announcement of Next Scheduled Meeting August 28th	FYI	Kelly Durso	1 m
B. Adjourn Meeting	Vote		

Prepared By:
Jennifer Faber

Noted By:

Board Secretary

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Note: Pacific Coast Academy Governing Board encourages those with disabilities to participate fully in the public meeting process. If you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in the public meeting, please contact the Pacific Coast Academy Office at [\(619\) 749-1928](tel:6197491928) at least 48 hours before the scheduled board meeting so that we may make every reasonable effort to accommodate you. (Government Code § 54954.2; Americans with Disabilities Act of 1990, § 202 (42 U.S.C. § 12132)).

Cover Sheet

Executive Director's Report

Section:	I. Opening Items
Item:	F. Executive Director's Report
Purpose:	FYI
Submitted by:	
Related Material:	PCA Principal's Report - June.pdf

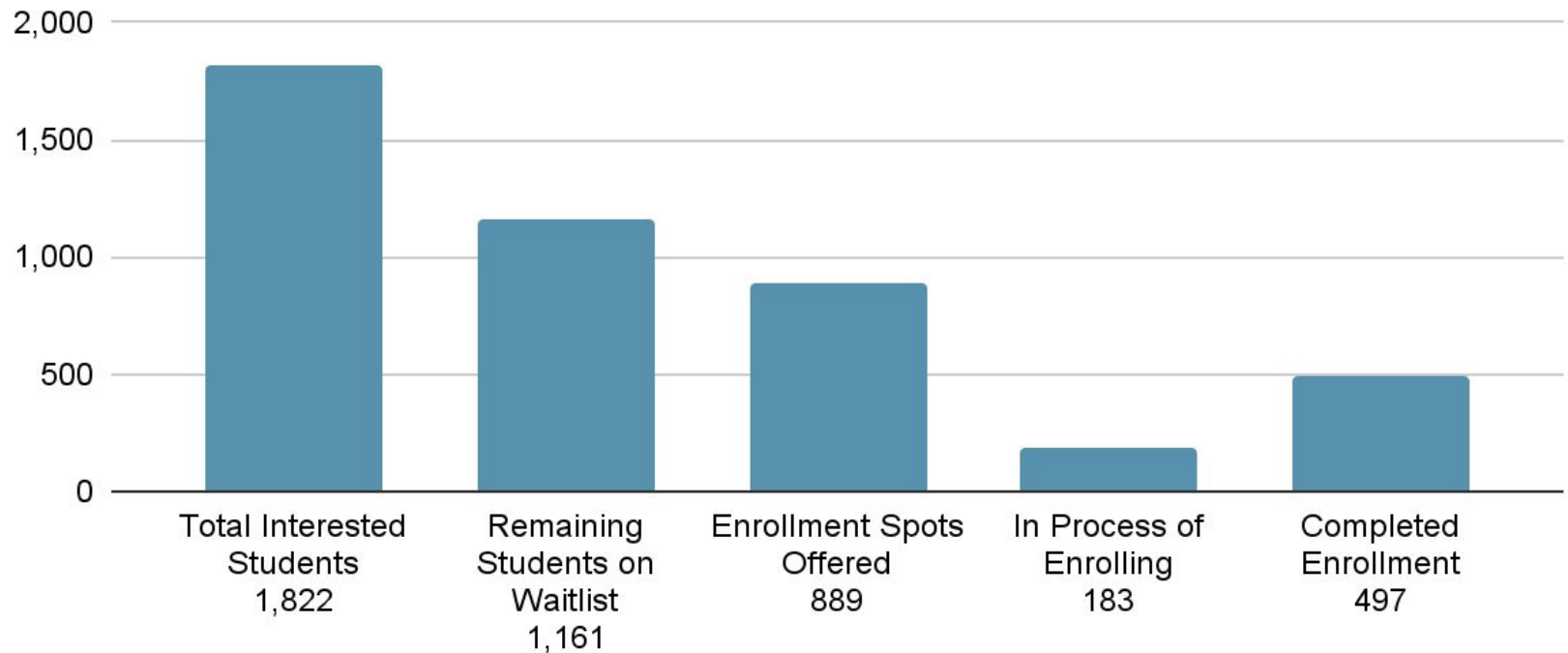
Pacific Coast Academy

Board Meeting: June 29, 2021

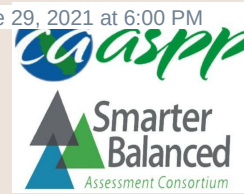


Enrollment Update

21-22 Enrollment Projections



Testing Updates



RENAISSANCE

End-of-Year Completion Numbers 2020-2021

<i>SBAC ELA and Math</i>	88.07%
<i>CAST</i>	65.69%
<i>CAA</i>	90.74%
<i>CAA for Science</i>	100%
<i>ELPAC</i>	100%
<i>STAR 360 Reading</i>	80.26%
<i>STAR 360 Math</i>	82.57%
<i>Star 360 Early Literacy</i>	86.99%

PCA Staffing Update



Dalibor Boshkovski
Financial Analyst

Nicola Brigantino
Enrichment Specialist

Kayla Zamora
Enrichment Specialist

Alexander Ceja-Perez
Human Resources Specialist



We appreciate all you do!

Cover Sheet

Approve Minutes

Section:	II. Consent Agenda
Item:	A. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Regular Scheduled Meeting on May 27, 2021



Pacific Coast Academy

Minutes

Regular Scheduled Meeting

Date and Time

Thursday May 27, 2021 at 6:00 PM

Location

Meeting via Teleconference

Meeting Held via Teleconference

Zoom Link

<https://zoom.us/j/92016432826>

Meeting ID: 920 1643 2826

Join by Phone

(669) 900-6833

Directors Present

Amanda McArthur (remote), JD Luckesen (remote), Jessica Ackermann (remote), Johnny Tran (remote), Kelly Durso (remote)

Directors Absent

None

Guests Present

Jennifer Faber (remote), Krystin Demofonte (remote)

I. Opening Items

A. Call the Meeting to Order

Kelly Durso called a meeting of the board of directors of Pacific Coast Academy to order on Thursday May 27, 2021 at 6:01 PM.

B. Roll Call of Board Members

C. Approval of Agenda

Amanda McArthur made a motion to approve agenda.

Johnny Tran seconded the motion.

Under Consent Agenda- Employee Handbook will be removed from the agenda.

Public Hearing Local Control and Accountability Plan will follow public comments.

AB86 and family engagement will follow the LCAP public hearing for efficiency so the presenter can attend other business.

The closed session for evaluation is after the share out of fringe benefits. The board **VOTED** unanimously to approve the motion.

D. Public Comments

Meesha Batista- Appealing the decision of denial for retention of her student.

BK and Christy Richardson- Appealing the decision for denial for retention of their student.

E. Promotion and Retention Procedure

Krystin is recommending that if there is a conflict of interest among a board member regarding the retention and promotion procedure and policy and appeals that they recuse themselves from the discussion and vote.

JD Luckesen agrees and feels a board member(s) should remove themselves from deliberation.

The board agrees that the board member(s) should recuse themselves from just their own conflict of interest but can attend for the other items related.

The board is requesting the current policy be revised to add this revision and then presented to the board at a future meeting.

F. Closed Session: Conference with Legal Counsel - Anticipated Litigation (Six Cases) §54956.9

Amanda McArthur motioned to move into closed session.

Johnny Tran seconded

-Unanimous

The board members moved into closed session at 6:39pm

The board members returned to closed session at 7:47pm

No votes were taken. There was a consensus to table the decision until a special board meeting in June.

**G. Executive Director's Report
Dehesa Oversight**

- We received the draft oversight document which was VERY positive

- Working on response & edits
- Dehesa will present at board meeting in June

End of Year Updates

- Master Agreements have been sent to returning students
 - Must be signed by last day of school
 - Will be unenrolled if not signed
- Teachers are doing an end of year check-out with Regional Coordinators
 - Last day is June 7
- Teachers are due back after July 15
 - Work 5 days to approve orders and create Master Agreements for new students
- All teachers return Aug 2 to start the year

Looking Forward to 2021-22

"Reaching New Heights" is the new theme for this year
Reviewed new learning opportunities for next year

Enrollment Updates

- Total Interested Students- 1,713
- Remaining Students on Waitlist- 917
- Enrollment Spots Offered- 781
- In Process of Enrolling- 306
- Completed Enrollment- 295

Testing Updates

Windows for CAASPP, CAA, and STAR 360 close this week. ELPAC window was extended through July 31st by the state. Our goal is to be done by this week.

Staffing Update

Cinthia Cardenas- Enrichment Specialist

H. Public Hearing 2021-2022 Local Control Accountability Plan (LCAP)

Public Hearing was opened at 6:10 pm

Rupi Boyd presented to the Board:

Draft of LCAP to solicit input from stakeholders.

Goal 1: Optimize Conditions for Learning

Goal 2: College and Career Readiness

Goal 3: Access/Success in Broad Course of Study

If there are any recommendation/comments the board or public has we are open to take any input. The public was welcome to make comments. The public can also email comments/suggestions to the LCAP to Krystin Demofonte.

The Public Hearing was closed at 6:17pm

II. Consent Agenda

A. Approve Minutes

Motion to approve the minutes from Special Board Meeting on 05-08-21.
The board **VOTED** unanimously to approve the motion.

B. Approve Minutes

Motion to approve the minutes from Regular Scheduled Meeting on 04-29-21.
The board **VOTED** to approve the motion.

C. 2021-22 Employee Handbook

This item was removed from the agenda.

D. Compensation Policy

E. Approve Consent Agenda

Johnny Tran made a motion to approve agenda.

JD Luckesen seconded the motion.

Amanda McArthur recused herself from voting the consent agenda due to being absent for the May 8th board meeting. The board **VOTED** to approve the motion.

Roll Call

JD Luckesen	Aye
Johnny Tran	Aye
Kelly Durso	Aye
Jessica Ackermann	Aye
Amanda McArthur	Abstain

III. Finance

A. April Financials

B. Invoices over \$100,000.00

Amanda McArthur made a motion to approve SHI invoice.

Johnny Tran seconded the motion.

Invoice for Chromebooks that will be purchased for all students next year. This will benefit students as well as our state testing needs.

The board **VOTED** unanimously to approve the motion.

IV. Operations

A. AB86 Expanded Learning Opportunity Plan

Amanda McArthur made a motion to approve AB86 expanded learning opportunity plan.

Johnny Tran seconded the motion.

Rupi Boyd presented to the Board:

1. Educational Learning Opportunities Grant
2. ELO Expenditure Plan

This expenditure plan was developed to help close the achievement gap and accelerate learning support in regards to learning loss. The board **VOTED** unanimously to approve the motion.

V. Academic Excellence

A. Parent and Family Engagement Policy

Johnny Tran made a motion to approve parent and family engagement policy.
Amanda McArthur seconded the motion.
Rupi Boyd presented to the board.
The policy outlines how parents can access resources for additional support.
Helps parents to understand what services are available to hem and how to access them. The board **VOTED** unanimously to approve the motion.

VI. Other Business

A. Closed Session: Public Employee Appointment- Executive Director § 54957

B. Executive Director Contract, Salary and Fringe Benefits

Amanda McArthur made a motion to approve the executive director contract.
JD Luckesen seconded the motion.
Executive Director wrote her self reflection, the committee met and reviewed. The committee also reviewed the compensation comparisons provided by Egility.

The recommendation still falls within the mid-range for comparable

Executive Director accepted offer of annual salary of \$218,000, 2 year contract.
The stipend provided is now rolled into the salary. The board **VOTED** to approve the motion.

Roll Call

JD Luckesen	Aye
Jessica Ackermann	Aye
Kelly Durso	Aye
Amanda McArthur	Aye
Johnny Tran	Absent

C. 2021-22 Board Meeting Calendar Task Force

Two board members are needed to volunteer to be part of the task force to create a board meeting calendar.

Motion to create a task force with Johnny Tran and Jessica Ackermann on the task force and Johnny Tran to act as chair.

Motion carried- unanimous

VII. Closing Items

A. Announcement of Next Scheduled Meeting June 29, 2021 at 6:00pm

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:54 PM.

Respectfully Submitted,
Kelly Durso

Prepared By:
Jennifer Faber

Noted By:

Board Secretary

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Cover Sheet

Approve Minutes

Section:	II. Consent Agenda
Item:	B. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Special Board Meeting on June 17, 2021

DRAFT



Pacific Coast Academy

Minutes

Special Board Meeting

Date and Time

Thursday June 17, 2021 at 7:00 PM

Meeting Held via Teleconference

Zoom Link

<https://zoom.us/j/95593040377>

Meeting ID: 955 9304 0377

Join by Phone

(669) 900-6833

Directors Present

JD Luckesen (remote), Jessica Ackermann (remote), Johnny Tran (remote)

Directors Absent

Amanda McArthur, Kelly Durso

Guests Present

Jennifer Faber (remote), Krystin Demofonte (remote), Shari Erlendson (remote)

I. Opening Items

A. Call the Meeting to Order

Johnny Tran called a meeting of the board of directors of Pacific Coast Academy to order on Thursday Jun 17, 2021 at 7:01 PM.

B. Record Attendance

C. Approval of Agenda

JD Luckesen made a motion to approve the agenda.
Jessica Ackermann seconded the motion.
The board **VOTED** unanimously to approve the motion.

D. Public Comments

Meesha Batista stated that some additional time and communication regarding the retention appeals process would be beneficial.

E. Closed Session: STUDENT RETENTION APPEAL, Student # 2021-0001

Jessica Ackermann voted to moved into closed session.
JD Luckesen seconded.
Unanimous

The board members moved into closed session at 7:07pm.

Appeal for student #2021-0001 was withdrawn prior to board meeting.

F. Closed Session: STUDENT RETENTION APPEAL, Student # 2021-0002

The board upholds the school's decision and overturns the student retention appeal for the student matter # 2021-0002.

G. Closed Session: STUDENT RETENTION APPEAL, Student # 2021-0003

The board upholds the school's decision and overturns the student retention appeal for the student matter # 2021-0003.

H. Closed Session: STUDENT RETENTION APPEAL, Student # 2021-0004

The board upholds the school's decision and overturns the student retention appeal for the student matter # 2021-0004.

I. Closed Session: STUDENT RETENTION APPEAL, Student # 2021-0005

The board overturned the school's decision and upheld the student retention appeal for the student matter # 2021-0005.

The Board Members moved out of closed session at 9:17pm

II. Other Business

A. Granite Mountain Settlement

Johnny Tran made a motion to approve Granite Mountain Settlement.
JD Luckesen seconded the motion.
A settlement has been made regarding the balance due to and from Granite Mountain. The board **VOTED** unanimously to approve the motion.

B. Purchase of Enrichment Operating System (EOS)

Johnny Tran made a motion to purchase the Enrichment Operating System (EOS).
JD Luckesen seconded the motion.
The board **VOTED** unanimously to approve the motion.

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:22 PM.

Respectfully Submitted,
Johnny Tran

Prepared By:
Jennifer Faber

Noted By:

Board Secretary

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Cover Sheet

2021-2022 Employee Handbook

Section: II. Consent Agenda
Item: C. 2021-2022 Employee Handbook
Purpose:
Submitted by:
Related Material:
PCA 2021-2022 Master Employee Handbook Redlined 6.22.docx

BACKGROUND:

Staff recommends the Board approve the changes to the current Employee Handbook. The changes would be for the 2021-22 school year. Changes have been made to improve upon current practices and/or to stay compliant with new laws or regulations. The proposed changes have been vetted by our counsel, Jennifer McQuarrie.



EMPLOYEE HANDBOOK

~~2020-2021~~2021-2022

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SECTION 1 – WELCOME

Welcome to Pacific Coast Academy!

We are happy to have you join us at Pacific Coast Academy (PCA or School). We believe our school is truly unique. We serve a diverse group of talented and hardworking students. We regard the work we do as being of utmost importance. Therefore, we have very high expectations for professionalism and performance for each one of our employees. All employees should treat all individuals, including students, teachers, administrators, volunteers, and family members, with respect, and approach all situations as opportunities to learn.

This handbook has been written to provide you with an overview of PCA, its personnel policies and procedures, and your benefits as a PCA employee.

This handbook is intended to explain in general terms those policies that most often apply to your day-to-day work activities. This handbook cannot anticipate every situation or answer every question about employment, and it is not an employment contract. Employees are expected to read this handbook thoroughly upon receipt, to know and abide by the policies outlined herein, and as revised over time, throughout their employment. No PCA guideline, practice, manual or rule may alter the “at-will” status of your relationship with PCA.

In order to retain necessary flexibility in the administration of its policies, procedures and benefits, PCA reserves the right to change, deviate from, eliminate, or revise the handbook, except for the at-will provisions, at any time, without notice, whenever PCA determines that such action is warranted. For these reasons, we urge you to check with your supervisor to obtain current information regarding the status of any particular policy, procedure or practice. This handbook supersedes and replaces all previous personnel policies, practices and procedures.

We welcome you and wish you great success and fulfillment at PCA.

SECTION 2 – GENERAL

This handbook ~~has been written to serve~~ serves as a guide for the employer/employee relationship. This handbook applies to faculty and staff at PCA.

This handbook contains only general information and guidelines. It is not intended to be comprehensive or to address all the possible applications of, or exceptions to, the general policies and procedures described. For that reason, if you have any questions concerning eligibility for a particular benefit, or the applicability of a policy or practice to you, you should address your specific questions to your supervisor or Human Resources. You are responsible for reading, understanding, and complying with the provisions of this handbook. Our objective is to provide you with a work environment that is constructive to both personal and professional growth.

Neither this handbook nor any other PCA document confers any contractual right, either express or implied, to remain in PCA's employ, nor does it guarantee any fixed term or condition of your employment. Except as otherwise provided in an executed employment agreement, your employment is not for any specified period of time and may be terminated at will, with or without cause and without prior notice, by PCA or you may resign for any reason at any time.

No supervisor or other representative of PCA except the Executive Director, with the approval of the Board of Directors, has the authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the above. Further, the procedures, practices, policies and benefits described herein may be modified or discontinued from time to time with or without advance notice. We will try to inform you of any changes as they occur.

SECTION 3 – PHILOSOPHY

CORE PURPOSE

PCA exists to inspire children to realize their potential to become extraordinary and active members of society.

CORE VALUES

The following three core values are what distinguish PCA from other schools:

1. Mentoring – to inspire students to forge their paths in the world
2. Passionate – to strive for excellence
3. Collaborative – to be active, engaging, and contributing team members

PERMISSION-TO-PLAY VALUES

The following Permission-to-Play values are minimum behavioral standards that all employees must exhibit consistently:

1. Innovative
2. Dynamic
3. Results-oriented
4. Data-driven
5. Extraordinary
6. Confident
7. Energetic

STRATEGIC ANCHORS

To ensure success of our core purpose and core values, PCA will use the following two strategic anchors to inform every decision the school makes and the basis for how decisions and actions will be evaluated:

1. Academic achievement through relevant curricula, clear expectations, and shared accountability
2. Relationship building through mentorship and consistent communication

Schoolwide Learning Outcomes

At Pacific Coast Academy, we have goals for our students that are known as Schoolwide Learner Outcomes (SLOs). SLOs are a part of our school culture: they reflect our school vision, the College and Career Readiness standards, and the education of the whole child.

~~All students at PCA strive to achieve the Schoolwide Learning Outcomes (SLOs). Each year, PCA will assess student progress towards attainment of the SLOs and review and revise the SLOs, as necessary. PCA students will be:~~

1. Technologically proficient and will:

- a. Develop media literacy to analyze different information outlets and their influences.
- b. Navigate various online platforms and participate in virtual discussion.
- c. Use the Internet to acquire, organize, manipulate, interpret, and communicate information.
- d. Adapt, integrate and utilize various emerging online resources in order to compete in the workplace and connect with their passion.

2. Critical thinkers who will:

- a. Produce original products through written and/or oral work, problem solutions, or artistic presentation and/or performances.
- b. Problem solve through questioning, making inferences, predicting, and hypothesizing.
- c. Apply learned skills to new situations or problems.
- d. Take ownership of their learning and modify their performance based on feedback and assessment to attain their goals.
- e. Focus on learning state-adopted standards and demonstrate mastery in core content areas as evaluated through standardized assessments. (CAASPP, STAR 360)

3. Effective communicators who will:

- a. Listen, speak, read, and write proficiently using standard English according to commonly accepted rubrics.
- b. Articulate thoughts, rationale and logic with confidence in oral presentation.
- c. Present work using a variety of media, including drawing, essays, short speech, or activity sheets.
- d. Contribute effectively in collaborations during office hour discussions or Jigsaw meetings.

4. Responsible and self-directed citizens who will:

- a. Set attainable personal and academic goals through the Individual Learning Plan and the Individualized Graduation Plan.
- b. Demonstrate integrity and respect within the academic and personal setting.
- c. Become active members of the community through community service and volunteering.
- d. Be cognizant of local and global issues.

- ***Inquisitive Learners*** - Inquisitive learners are investigative, inquiring, ask probing questions, and desire to learn more.
- ***Navigators of the Digital World*** - Navigators of the digital world who are proficient in the use of technology, media, and online resources.
- ***Self-Directed*** - Self-directed and motivated students who are able to set attainable goals to achieve academic success.

- ***Personalized Learners*** - Personalized learners who are able to thrive in the style of education that best fits their individual needs.
- ***Independent Critical Thinkers*** - Independent critical thinkers who have the ability to problem solve, take ownership, and apply their knowledge to a variety of problems.
- ***Responsible Citizens*** - Responsible citizens who demonstrate integrity and respect while actively seeking knowledge of local and global issues.
- ***Effective Communicators*** - Effective communicators who can thoughtfully articulate their thinking with confidence while collaborating with peers.

SECTION 4 – EMPLOYMENT

EMPLOYMENT APPLICATIONS

We rely upon the accuracy of information contained in the employment application and the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

AT WILL EMPLOYMENT

We believe that an employment relationship is successful as long as both parties are mutually satisfied. Accordingly, both you and PCA will have the right to terminate your employment and all related compensation and benefits at any time, with or without cause and with or without notice. In addition, PCA may eliminate or change any term or condition of your employment (including but not limited to your job assignment, duties, or salary) at will, at any time, for any reason not prohibited by law, with or without cause and with or without previous notice.

This is called “employment at will,” and no one other than the Executive Director of PCA with the approval of the Board of Directors, has the authority to alter your employment at-will status, to enter into an agreement for employment for a specified period of time, or to make any agreement contrary to this policy. Further, any such agreement must be in writing and must be signed by the Executive Director. Statements of specific grounds for termination set forth in this Handbook, or elsewhere, are not all-inclusive and are not intended to restrict PCA’s right to terminate at-will.

EQUAL EMPLOYMENT OPPORTUNITY

PCA is an equal opportunity employer. In accordance with applicable law, PCA prohibits discrimination against any employee or applicant for employment on the basis of an individual’s protected status, including race/~~ethnicity~~ (which includes, but is not limited to, traits historically associated with race, including, but not limited to, hair texture and protective hairstyles), color, religious creed (which includes, without limitation to religious dress and grooming practices), gender, gender identity, gender expression, color, national origin (which includes, but is not limited to, national origin groups and aspects of national origin, such as height, weight, accent, or language proficiency), ancestry, physical disability, mental disability, medical condition, ~~genetic information~~, age, sexual orientation, marital status, parental status, sex (which includes pregnancy, childbirth, breastfeeding, and related medical conditions), gender, gender identity/expression, military service, veteran status (including state and federal active and reserve members as well as those ordered to duty or training), immigration/citizenship status or related protected activities (which includes undocumented individuals and human trafficking), ~~genetic information~~, protected medical leaves, domestic violence victim status, political affiliation, or any other consideration protected by applicable law. Also in accordance with applicable law, PCA prohibits discrimination against any qualified disabled employee or applicant, against a disabled veteran, or against a veteran of the Vietnam era with a physical or mental disability. These categories include a perception that the individual has any of these characteristics or is associated with a person who has (or is perceived to have) any of these characteristics. PCA will ensure that applicants and employees are treated in all aspects of employment without unlawful discrimination because of

these or any other protected basis. Such aspects of employment include, but are not limited to, recruitment, hiring, promotion, demotion, transfer, layoff, termination, compensation, and training. Additionally, in accordance with applicable law, PCA prohibits all forms of unlawful harassment of a sexual or other discriminatory nature. Any conduct contrary to this policy is prohibited. This policy applies to all applicants and employees of PCA.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, PCA will make a good faith effort to provide reasonable accommodations for the known physical or mental limitations of an otherwise qualified applicant or employee with a disability, unless undue hardship would result to PCA. An applicant or employee who believes he or she requires an accommodation in order to perform the essential functions of the job should contact Human Resources and request such an accommodation, specifying what accommodation he or she needs to perform the job. PCA will analyze the situation, engage in an interactive process with the individual, and respond to the individual's request.

If you believe you have been subjected to discrimination, please follow the complaint procedure outlined below.

HARASSMENT

It is the policy of PCA to ensure equal employment opportunity without ~~discrimination or~~ harassment on the basis of race (which includes, but is not limited to, traits historically associated with race, including, but not limited to, hair texture and protective hairstyles), religious creed (which includes, without limitation, to religious dress and grooming practices), ~~color~~, gender, gender identity, gender expression, national origin (which includes, but is not limited to, national origin groups and aspects of national origin, such as height, weight, accent, or language proficiency), ancestry, physical disability, mental disability, medical condition, genetic information, age, sexual orientation, marital status, sex (which includes pregnancy, childbirth, breastfeeding, and related medical conditions), ~~gender, gender identity, gender expression, age, sexual orientation~~, military or veteran status (including state and federal active and reserve members as well as those ordered to duty or training), immigration/citizenship status or related protected activities (which includes undocumented individuals and human trafficking), protected medical leaves, domestic violence victim status, political affiliation, or any other consideration made unlawful by federal, state, or local laws, ordinances, or regulations. These categories include a perception that the individual has any of these characteristics or is associated with a person who has (or is perceived to have) any of these characteristics.

PCA prohibits any such ~~discrimination or~~ harassment in the workplace. In addition, we prohibit abusive conduct/workplace bullying in the work environment. It is our mission to provide a professional work and learning environment free of harassment, discrimination and/or workplace bullying and that maintains equality, dignity, and respect for all. This policy protects all employees of the School as well as interns, volunteers, and potential employees (applicants). All employees of the School are required to abide by this policy, regardless of position or status, including supervisors, administration, and co-workers. In addition, this policy prohibits unlawful harassment by third parties, including students, parents, vendors or other third parties, who have workplace contact with our employees. This policy applies to all applicants and employees (or other listed individuals), whether related to conduct engaged in by fellow employees or someone not directly connected to PCA (e.g. an outside vendor, consultant or customer). Conduct prohibited by these

policies is unacceptable in the workplace and in any work-related setting outside the workplace, such as during business or field trips, meetings and business or school-related social events.

What is Harassment?

Harassment can take many forms. As used in this Employee Handbook, the term “harassment” includes all unwelcome conduct that comprises the following behavior pertaining to any of the above protected categories or characteristics:

- Offensive remarks, comments, jokes or slurs pertaining to an individual’s race, religion, sex, sexual orientation, gender or gender identity or gender expression, age, national origin or ancestry, disability, citizenship, veteran status, or any other protected status as defined by law or regulation whether verbally or by electronic means including email, and/or text messages
- Offensive sexual remarks, sexual advances, flirtations, or requests for sexual favors regardless of the gender of the individuals involved and whether verbally or by electronic means
- Offensive physical conduct, including, but not limited to, touching, blocking normal movement or interfering with another’s work regardless of the gender of the individuals involved, including, but not limited to threats of harm, violence or assault
- Offensive pictures, drawings or photographs or other communications, including email, text messages, or other forms of electronic communication
- Holding work functions in inappropriate venues, such as a strip-club
- Sex or gender based practical jokes, sexual favoritism
- Threatening reprisals due to an employee’s refusal to respond to requests for sexual favors or for reporting a violation of this policy
- Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature, regardless of gender, when:
 - o Submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment;
 - o Submission to, or rejection of, such conduct by an individual is used as a basis for employment decisions affecting such individual;
 - o Such conduct has the purpose or effect of substantially interfering with the individual’s work performance or creating an intimidating, hostile or offensive working environment.

What is abusive conduct/workplace bullying?

- Conduct of an employee in the workplace that a reasonable person would find hostile, threatening, intimidating, humiliating and unrelated to an employer’s legitimate business interests. **Examples may include:**
 - o Use of derogatory remarks, insults and/or epithets.
 - o Verbal or physical conduct that sabotages or undermines a person’s work performance that is threatening, humiliating or intimidating.
- Bullying, gossip, profanity, abusive conduct and negative comments are destructive to our School culture, create false rumors, disrupt school operations and interfere with the privacy of others.

What is Retaliation?

Retaliation against an individual for reporting harassment, discrimination, ~~abusive conduct~~ or for participating in an investigation of a claim of such ~~conduct~~ is a serious violation of this policy and, like harassment or discrimination itself, will be subject to disciplinary action. Acts of retaliation should be reported immediately and will be promptly investigated and addressed.

As used in this policy, “retaliation” means taking any adverse employment action against an employee because the employee engaged in protected activity pursuant to this policy. Protected activity may include, but is not necessarily limited to, ~~opposing a practice or conduct the employee reasonably believes to be unlawful~~, reporting or assisting in reporting suspected violations of this policy, cooperating or participating in investigations or proceedings arising out of a violation of this policy, or engaging in any other activity protected by applicable law.

As used in this policy, an “adverse employment action” means conduct or an action that materially affects the terms and conditions of the employee’s employment status or is reasonably likely to deter the employee from engaging in further protected activity. ~~An adverse~~ Adverse employment actions may include, but ~~is are~~ not limited to, the following: demotion; suspension; reduction in pay; denial of a merit salary increase; failure to hire or ~~consider for hire~~; refusing to promote or ~~consider for promotion because of reporting a violation of this policy~~; harassing another employee for filing a complaint; denying employment opportunities; changing an employee’s work assignments ~~or otherwise for identifying harassment or other forms of discrimination in the workplace~~; treating an employee differently ~~such as denying an accommodation; not talking to an employee (the “cold shoulder”) when otherwise required by job duties; or otherwise excluding the employee from job-related activities because of engagement in activities protected under this policy.~~

Any retaliatory adverse action because of a protected activity will not be tolerated. If an employee believes he/she has been subjected to, has witnessed, or has knowledge of retaliation in violation of this policy, please follow the complaint procedure outlined below.

Responsibility

All PCA employees have a responsibility for keeping our work environment free of harassment, discrimination, retaliation and abusive conduct in accordance with this policy.

Reporting

PCA encourages reporting of all perceived incidents of discrimination, harassment, abusive conduct or retaliation, regardless of the offender’s identity or position. Individuals who believe that they have been subjected to such conduct should immediately discuss their concerns with their immediate supervisor, the Executive Director or Human Resources. Do not report your complaint to any individual who has allegedly engaged in the inappropriate behavior that is the subject of your complaint. In addition, PCA encourages individuals who believe they are being subjected to such conduct to promptly advise the offender that his or her behavior is unwelcome and request that it be discontinued. Often this action alone will resolve the problem. PCA recognizes, however, that an individual may prefer to pursue the matter through formal complaint procedures. Every effort will be made to keep such reports as confidential as possible, although confidentiality cannot be guaranteed. PCA is serious about enforcing its policy against harassment; however, PCA cannot resolve a harassment problem that it does not know about. Therefore, employees are responsible

for bringing any such problems to PCA's attention so it can take whatever steps are necessary to correct the problems.

All employees who witness potential violations of this policy, and particularly supervisors, are required to immediately report such incidents to their immediate supervisor, the Executive Director, or Human Resources. Supervisors must report any and all conduct of which they are made aware, which violates, or may violate, policies regarding discrimination, unlawful harassment, or retaliation to Human Resources, the Executive Director or the Chair of the Board of Directors, if appropriate. Supervisors who fail to report alleged violations may be subject to disciplinary action, up to and including termination.

All complaints submitted pursuant to this policy can be done in writing or verbally. Your complaint should be specific and should include the names of the individuals involved, the names of any witnesses, and any supporting documentation. Employees may choose to submit their complaints anonymously.

Investigation/Complaint Procedure

All complaints of harassment, discrimination, retaliation or abusive conduct will be promptly investigated.

PCA encourages the prompt reporting of complaints or concerns so that rapid and appropriate remedial action can be taken before relationships become irreparably strained. Therefore, while no fixed reporting period has been established, early reporting and intervention have proven to be the most effective method of resolving actual or perceived incidents of harassment.

PCA's investigation methods will vary depending on the nature of the complaint, the allegations, the witnesses, and other factors. The investigation may include individual interviews with the parties involved and, where necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge. All complaints will be handled as confidentially as possible and information will be disclosed only as it is necessary to complete the investigation and resolve the matter.

All employees are required to fully cooperate with PCA's investigation, which includes, but is not limited to, providing all pertinent information in a truthful manner, submitting pertinent documents in their possession, not interfering with the investigation in any manner, and maintaining an appropriate level of discretion regarding the investigation. Failure to do so may result in disciplinary action, up to and including termination.

During the investigation, PCA will provide regular progress updates, as appropriate, to those directly involved. PCA will strive to complete its investigation as efficiently as possible in light of the allegations and will reach any conclusions based on the evidence collected and credibility of the witnesses.

PCA may investigate conduct in the absence of a formal complaint if PCA has reason to believe that an individual has engaged in conduct that violates PCA policies or applicable law. Further, PCA may continue its investigation even if the original complainant withdraws his or her complaint during the course of the investigation.

Any conduct which PCA believes constitutes harassment, discrimination, abusive conduct, or retaliation in violation of this policy will be dealt with appropriately. Corrective action may

include, for example, training, referral to counseling and/or disciplinary action such as warning, reprimand, withholding of a promotion or pay increase, reassignment, temporary suspension without pay or termination, as PCA believes appropriate under the circumstances. Due to privacy protections, PCA may not be able to fully disclose its entire decision regarding corrective action to the complainant. False and malicious complaints of harassment, discrimination, abusive conduct, or retaliation as opposed to complaints, which, even if erroneous, are made in good faith, may be the subject of appropriate disciplinary action.

Conclusion

This policy was developed to ensure that all employees ~~could~~ work in an environment free from harassment, discrimination, abusive conduct and retaliation. PCA will make every reasonable effort to ensure that all concerned are familiar with these policies and aware that any complaint in violation of such policies will be investigated and resolved appropriately. Any employee who has questions or concerns about these policies should talk with Human Resources or the Executive Director. Finally, these policies should not, and may not, be used as a basis for excluding or separating individuals of a particular gender, or any other protected characteristic, from participating in business or work-related social activities or discussions. In other words, no one should make the mistake of engaging in discrimination or exclusion in order to avoid allegations of harassment. The law and the policies of PCA prohibit disparate treatment on the basis of sex or any other protected characteristic, with regard to terms, conditions, privileges and prerequisites of employment. The prohibitions against harassment, discrimination, abusive conduct, and retaliation are intended to complement and further those policies, not to form the basis of an exception to them.

If you believe you have experienced discrimination, harassment, or abusive conduct you may file a Department of Fair Employment and Housing (“DFEH”) or Equal Employment Opportunity Commission complaint. For information contact the DFEH or EEOC. You may find their phone numbers [online at www.eeoc.gov](http://www.eeoc.gov) and www.dfeh.ca.gov, respectively.

Title IX

Title IX provides for separate processes and procedures for sexual harassment and sexual assault when the type of conduct falls within the definitions of sexual harassment and sexual assault as provided in 34 C.F.R. § 106.30. In addition, the conduct must have taken place at school locations, events or circumstances over which the School exercised substantial control over both the individual who has been accused of sexual harassment and/or assault and the context in which the sexual harassment occurs. For these types of complaints, the School will follow the Title IX policy processes and procedures, which may be found in the School’s Title IX grievance policy. If the conduct does not fall within Title IX, this policy will be followed. There may be instances where the conduct falls within both policies and the School will follow both policies. The School’s Title IX Coordinator is Maria Kirkbride, Email: Maria.Kirkbride@pacificcoastacademy.org Phone: 619-782-6464 x4022.

Training Requirements

PCA requires all employees to abide by California's training requirements, which includes training within six months of hire and retraining every two years thereafter. Employees who fail to complete this required training will be subject to disciplinary action, up to and including termination.

WHISTLEBLOWER POLICY

PCA is committed to maintaining a workplace where employees are free to raise good faith concerns regarding certain business practices, specifically: (1) reporting suspected violations of law, including but not limited to federal laws and regulations; (2) providing truthful information in connection with an inquiry or investigation by a court, agency, law enforcement, or other governmental body; and (3) identifying potential violations of PCA policy, specifically the policies contained in PCA's Employee Handbook.

An employee who wishes to report a suspected violation of law or PCA Policy may do so by contacting the Executive Director, Deputy Executive Director, or Human Resources.

PCA expressly prohibits any form of retaliation, including harassment, intimidation, adverse employment actions, or any other form of retaliation, against employees who raise suspected violations of law, cooperate in inquiries or investigations, or identify potential violations of PCA policy. Any employee who engages in retaliation will be subject to discipline, up to and including termination.

Any employee who believes that he or she has been subjected to any form of retaliation as a result of reporting a suspected violation of law or policy should immediately report the retaliation to one of the following: the Executive Director, Deputy Executive Director, or Human Resources. Any supervisor, manager, or human resources staff member that receives complaints of retaliation must immediately inform the Executive Director or Chair of the Board of Directors, if appropriate.

Reports of suspected violations of law or policy and reports of retaliation will be investigated promptly and in a manner intended to protect confidentiality as much as possible (although confidentiality cannot be guaranteed) and consistent with a full and fair investigation. Human Resources and a member of PCA's administration will conduct the investigation or designate other internal or external parties to conduct the investigations. The investigating parties will notify the concerned individuals of their findings as appropriate.

OPEN COMMUNICATION POLICY

We want to hear from you. PCA strongly encourages employee participation in decisions affecting their employment and their daily professional responsibilities. Our greatest strength lies in our employees and our ability to work together. We encourage open communication about all aspects of our school and organization. Employees are encouraged to openly discuss with their supervisors any problems or suggestions they believe would make our organization better and stronger. PCA is interested in all our employee's success and fulfillment. We welcome all constructive suggestions and ideas.

Employees who have work-related concerns or complaints are encouraged to discuss them with their supervisor or the Executive Director. Employees are encouraged to raise their work-related concerns as soon as possible after the events that cause concern. PCA will attempt to keep the employee's concerns and complaints and any resulting investigation confidential to the extent feasible. However, in the course of an investigation and/or in resolving the matter, some dissemination of information to others may be necessary, appropriate, and/or required by law. Employees with concerns or complaints relating to harassment, discrimination or retaliation should follow the reporting procedure outlined in this Handbook.

LACTATION ACCOMMODATION POLICY

PCA provides a reasonable amount of break time to accommodate a female employee's need to express breast milk for the employee's infant child. ~~The School will also make a reasonable effort to provide the employee with the use of a room or other location in close proximity to the employee's work area for the employee to express milk in private.~~

~~A private location to express breast milk will be provided in close proximity to the employee's work area. The employee's normal work area may be used if it allows the employee to express milk in private. In certain circumstances, a temporary location, multipurpose room, or shared space may be provided in accordance with applicable law. The location will also meet the following requirements: not be a bathroom; be free from intrusion; be shielded from view; be safe, clean, and free of hazardous materials; contain a surface to place a breast pump and personal items; contain a place to sit; and have access to electricity or alternative devices, including, but not limited to, extension cords or charging stations, needed to operate an electric or battery-powered breast pump. In addition, the School shall provide access to a sink with running water and a refrigerator suitable for storing milk in close proximity to the employee's work area. If a refrigerator cannot be provided, the School may provide another cooling device suitable for storing milk, such as a School-provided cooler.~~

The School reserves the right to deny an employee's request for a lactation break if the additional break time will seriously disrupt operations.

Employees requesting an accommodation under this policy should comply with the following requirements:

1. The employee should complete an accommodation request form and contact the employee's supervisor or Human Resources to request designation of a location and time to express breast milk under this policy.
2. The requested break time should, if possible, be taken concurrently with other scheduled break periods. Nonexempt employees should clock out for any lactation breaks that do not run concurrently with normally scheduled rest periods. Any such breaks will be unpaid.

Retaliation for making a lactation accommodation request is strictly forbidden. If the employee believes she has been retaliated against it should be reported immediately to her supervisor, Human Resources or Executive Director. Discrimination against and harassment of lactating employees in any form is unacceptable, a form of prohibited sex/gender discrimination, will not be tolerated at PCA and will be handled in accordance with PCA's policy on discrimination and harassment.

If any employee believes that he or she has experienced retaliation or discrimination as a result of conduct protected by this policy, the employee may also file a complaint with his or her supervisor and/or the Labor Commissioner's Office. For more information, contact the Labor Commissioner's Office by phone or visit a local office by finding the nearest one on our website: www.dir.ca.gov/dlse/DistrictOffices.htm. The Labor Commissioner's Office provides an interpreter at no cost to the employee, if needed.

PUBLIC RELATIONS

The success of a school depends upon the quality of the relationship among the school, its employees, students, parents and the general public. The public impression of PCA and its interest in our school will be formed in part, by PCA employees. Our employees are ambassadors. The more goodwill an employee promotes, the more employees, students, parents and the general public will respect and appreciate the employee, PCA, and our school's services.

Below are several things employees can do to help leave people with a good impression of PCA.

These are the building blocks for our continued success:

- Communicate with parents regularly
- Act competently and deal with others in a courteous and respectful manner
- Communicate pleasantly and respectfully with other employees at all times
- Follow up on requests and questions promptly, provide business-like and personable replies to inquiries and requests, and perform all duties in an orderly manner
- Respond to email and voicemail within 24 hours during the workweek
- Take great pride in your work and enjoy doing your very best

SECTION 5 – THE EMPLOYMENT PROCESS

EMPLOYEE STATUS AND CLASSIFICATIONS

Each PCA employee is either a “full-time,” “part-time,” or “temporary” employee and either an “exempt” or “non-exempt” employee. Some of the policies and benefits described in this handbook depend on whether the employee is full-time or part-time. Full-time employees are those employees regularly scheduled to work ~~30~~ 35 or more hours or more each week. Part-time employees are those regularly scheduled to work less than ~~30~~ 35 hours each week. Temporary employees are those employed for short-term assignments or in connection with a specific project or event. Temporary employees are not eligible for employee benefits, except those mandated by applicable law.

Every member of the team is designated as a “Certificated employee” or “Classified employee.” Some of the policies and benefits described in this handbook depend on how the employee is designated.

Exempt

This category includes all ~~regular~~ employees who are determined by the School to be exempt from certain wage and hour provisions of state and federal laws. Exempt employees are paid a fixed salary that is intended to cover all of the compensation to which they are entitled. Exempt employees will be expected to work the number of hours necessary to complete their assigned responsibilities. Because they are exempt, such employees are not entitled to additional compensation for extra hours of work. Typically, full-time Teachers and Administrators are exempt employees.

Non-Exempt

This category includes all ~~regular~~ employees who are covered by certain wage and hour provisions of state and federal laws. Non-exempt employees are entitled to overtime and doubletime pay as well as meal and rest breaks, as prescribed by law. Typically, all part-time and temporary employees are non-exempt. Additionally, most Classified staff are typically non-exempt employees.

Certificated Employee

Certificated Employees are teachers and administrators ~~Teachers are B-Basis (11 Months) or C-Basis (10 Months) employees. Administrators are A-Basis (12 Months)~~ and work according to specified days on their board approved staff calendar.

Classified Employee

Classified Employees include those employees hired by PCA that do not primarily instruct students, nor require state certification, such as maintenance, assistants and other operational employees. ~~Full-time Classified employees are A-Basis (12 Months), B-Basis (11 Months), D-Basis (11 months) or C-Basis (10 Months) employees.~~

WORK SCHEDULES

All employees will be assigned a work schedule suitable for their job assignment and will be expected to begin and end work according to the schedule. Please note that schedules may vary depending on a variety of factors including whether you work during the academic year or on an annual basis. The Executive Director or your supervisor will assign your individual work schedule. In order to accommodate the needs of our business, it may be necessary to change individual work schedules on either a short- term or long-term basis. All employees are expected to be at their desks or workstations at the start of their scheduled shift, ready to work. If you need to modify your schedule, request the change with Human Resources or your supervisor. All schedule changes or modifications must be approved by the Executive Director.

PCA reserves the right to assign employees to jobs other than their usual assignment when necessary, provided the employee is capable of performing the essential functions of the alternate assignment.

Non-exempt employees are not to work before or to continue working after their scheduled hours unless specifically assigned by the supervisor. Non-exempt employees are not allowed to work "off the clock." Attendance at School-sponsored functions is not compensated unless the

supervisor has required you to attend. Employees violating these rules may be subject to disciplinary action up to and including termination.

SPECIAL VIRTUAL CLASSROOM EMPLOYMENT CONDITIONS

Position Responsibilities:

1. Teachers may be assigned a “Virtual Class” or “Virtual Classes”
2. Teachers are provided, at PCA’s expense, a computer capable of maintaining a high speed internet connection for their entire virtual class.
3. Teachers must be available each school day from 8:00 a.m. – 5:00 p.m. by internet and/or phone.
4. Teachers **may** be required to conduct a virtual classroom session **up to** two (2) hours per day for grades TK – 8 and **up to** three (3) hours per day for grades 9 – 12.
5. Teachers must have access to a phone for calling/responding to students/parents during the teacher’s scheduled time within two (2) hours by phone or four (4) hours by internet.
6. Teachers will use the tracking and monitoring system integrated into the student’s assigned course. Teachers will provide continual monitoring of the student’s progress and their scheduled benchmarked progress status.
7. Teachers will be responsible for all virtual school required record keeping and reporting.

Training:

Teachers are required to attend training sessions hosted virtually or in-person. Mileage reimbursement will follow standard PCA protocols and procedures.

Worksites:

Most classes will be held virtually. Teachers may work from home.

ATTENDANCE AND PUNCTUALITY

Employees are expected to observe regular attendance and be punctual. Each of our employees is critical to our success. Therefore, regular attendance and punctuality is considered an essential function of all positions. If you are unable to report for work on any particular day, you must call your supervisor at least one hour before the time you are scheduled to begin working for that day. If you call in less than one hour before your scheduled time to begin work, you will be considered tardy for that day. Absent extenuating circumstances or a medical provider’s order excusing you from work for a period of time, you must call in on any day you are scheduled to work and will not report to work. The School understands that in some cases, advance notice is not possible. In these cases, notify your supervisor personally at the earliest possible moment. In some

circumstances, you may be required to provide verification of the reason or documentation for your absence.

More than three instances of **non-illness related** tardiness by ~~a nonexempt employee of instructional~~ any employee during any twelve-month period are considered excessive. Any unexcused absence is considered excessive.

If you fail to report for work without any notification to your supervisor and the absence continues for a period of three business days, the School will determine that you have abandoned your job and voluntarily terminated your employment.

PROFESSIONAL DEVELOPMENT

Employees are expected to attend and participate in all professional development sessions and other school sponsored training that may be scheduled. While we understand that scheduling conflicts may arise, consistent tardiness, absenteeism and early departures may result in disciplinary action.

When an employee attends a School sponsored professional development and/or training, the time spent in attendance shall be counted as time worked. All employees are required to sign-in and out for the purpose of record keeping. These records will serve as the official roster of attendance.

PCA will pay hourly employees for attendance at mandatory training, lectures and meetings outside of regular working hours at the employee's hourly rate. As exempt employees, salaried staff may be required to attend training seminars that may be outside of PCA's normal business hours with no additional pay.

In the event that an employee must leave early or is unable to attend a scheduled training (i.e. Professional Development sessions), during their normal work hours, an employee MUST put in a time-off request according to the time-off policy. Employees may also be required to attend make-up sessions of any missed training.

Failure to comply with this policy may result in disciplinary action.

TIME RECORDS (NON-EXEMPT EMPLOYEES)

Non-exempt employees must accurately complete time records within the School's time keeping system on a daily basis. Each time record must show the exact time **each** work **period** began and ended, the meal periods taken, and your signature. **The school's time keeping system is set up to round at the 7-minute mark. This means that clocking in 6 minutes before or after the employee's scheduled shift would not create additional minutes paid.** Absences and overtime must be accurately identified on your time record. Non-exempt employees are not allowed to work "off the clock." All time actually worked must be recorded. **This includes the use of laptops, computers, PDAs or cell-phones to check work email, voicemail or to send text messages after hours.** You cannot record time and/or submit a time record for another employee. Each employee must sign and submit his or her own time record. Employees must record all time actually worked.

Exempt employees must report full days of absence from work. Deductions from an exempt employee's salary will be made only in accordance with applicable law. Employees should immediately contact Human Resources with any questions concerning their pay so that inadvertent errors can be corrected.

WORKWEEK AND WORKDAY

PCA's workweek is from Sunday at 12:00 A.M. through the following Saturday at 11:59 P.M. PCA's standard workday is 12:00 A.M. to 11:59 P.M. (midnight) each day.

OVERTIME

All non-exempt employees are required to obtain approval from their supervisor prior to working overtime or double time. Failure to obtain such approval may subject an employee to discipline, up to and including termination. However, in all cases, the School will compensate its non-exempt employees for all hours worked.

OFF THE CLOCK WORK

PCA prohibits all non-exempt employees from working off the clock at any time. All time worked must be recorded on the employee's timesheet. This includes the use of laptops, computers, PDAs or cell-phones to check work email, voicemail or to send text messages after hours.

MEAL AND REST PERIODS (NON-EXEMPT EMPLOYEES)

All non-exempt employees are provided with an opportunity to take meal and rest periods consistent with the law. During your meal periods and rest periods, you may not work at all. You are excused from all duties. In addition, please understand that you may not combine required meal or rest periods in order to take a longer break. Also, you may not miss a required meal or rest period in order to start work later or leave work earlier. In the rare event that you believe you cannot take a meal or rest period, or you are unable to take a full meal or rest period pursuant to School policy or you must begin your meal period more than five hours after your work period began, you must notify Human Resources in advance whenever possible (and, in any event, as soon as possible) so that the proper measures may be taken.

Failure to comply with the School's policy regarding meal and/or rest periods can lead to discipline, up to and including termination.

Meal Periods

Non-exempt employees (hourly employees) scheduled to work more than five hours in a day are given a 30-minute duty-free unpaid meal period. The meal period must be taken before the end of the fifth (5th) hour of work. For example, if the employee begins working at 7:00 a.m., then the employee must clock out to begin his or her meal period no later than 12:00 p.m. (noon). The employee may waive this meal period if his/her workday will be completed within a total of six hours or less. To waive a meal period, the employee must receive prior written approval from their supervisor and complete a "Meal Period Waiver" form.

If an employee's day exceeds ten hours of work time, the employee is entitled to an additional 30-minute duty-free meal break. The employee may only waive this second meal period if he/she has taken the required first meal break of at least 30 minutes and his/her workday will not exceed 12 hours. To waive the second meal period, the employee must receive prior written approval from their supervisor and complete a "Second Meal Period Waiver" form.

Non-exempt employees must observe assigned working hours, the time allowed for meal periods, and report any missed, late or short meal periods on that days' time record and to the employee's

supervisor immediately. The meal period must be accurately recorded on the employee's timesheet. Meal periods are unpaid time and employees are free to leave the premises. Meal periods may not be combined with rest periods or used to come in later or leave earlier on a workday.

Rest Periods

Non-exempt employees are authorized and permitted to take a 10-minute rest period for each four (4) hours of work or major portion thereof. Your supervisor may schedule your rest periods. Rest periods should be taken as close to the middle of a work period as possible and cannot be taken in conjunction with a meal period. Rest periods are paid work time; they cannot be waived by the employee in order to shorten the workday or used towards additional time off.

<u>Hours Worked</u>	<u>Number of Rest Periods</u>
3.5 hours to 6 hours	1, 10-minute rest period
Over 6 hours to 10 hours	2, 10-minute rest periods
Over 10 hours to 14 hours	3, 10-minute rest periods

Non-exempt employees must observe assigned working hours, the time allowed for rest periods, and report any missed rest period immediately as set forth below. Employees are encouraged to report any concerns regarding meal or rest periods to Human Resources.

Reporting Missed, Late or Short/Interrupted Meal and Rest Periods

~~Any~~ In addition to reporting it on their time record, any employee who misses a meal or rest period or who experiences a late, short, or interrupted meal period—for any reason—must immediately report this issue ~~in writing (via email) to Human Resources on the same workday that he or she experienced the non-compliant meal or rest period~~ to his or her supervisor and complete a Non-Exempt Employee Meal Waiver Agreement. The employee must ~~include a description~~ fill out all fields on the form, including providing a thorough explanation for the non-compliant meal or rest period. ~~The employee must complete and turn in this form to their supervisor on the same workday that he or she experienced the non-compliant meal or rest period.~~ If an employee voluntarily chooses to miss a meal or rest period or take a late, short, or interrupted meal period (e.g., I chose to take my lunch later in the day or I chose to refuse an “authorized” meal period at the time provided by), the employee is not entitled to premium pay (one additional hour of pay). If an employee involuntarily experiences a missed meal or rest period or a late, short, or interrupted meal period (e.g., my supervisor 32 asked me to handle a client call or meeting that caused me to miss or take a late meal period), the employee is entitled to premium pay. Employees must report the reason for the noncompliant meal or rest period ~~to Human Resources on the Non-Exempt Employee Meal Period Waiver Agreement, or to Human Resources. Non-Exempt Employee Meal Period Waiver Agreement.~~

PAYDAYS

Employees are paid semi-monthly ~~on the 10th and 25th~~ of the month in accordance with the School's payroll schedule. The Payroll Coordinator or his or her designee will distribute checks to

those who do not have direct deposit. If a normally scheduled pay day falls on a weekend or holiday, paychecks will be distributed the preceding business day.

A written, signed authorization is required for mail delivery or for delivery of your paycheck to any other person. If you have an automatic deposit for your paycheck, your funds will be deposited to the financial institution you requested by the end of business on the scheduled payday. While an automatic deposit may actually credit to your account before your actual “payday,” the School is not responsible for automatic payments or withdraws dated prior to your actual payday and you should not depend on early deposits of your pay.

If a wage garnishment order is received by PCA for one of our employees, we are obligated by law to comply with the demand. The affected employee will receive notice from his or her supervisor or Human Resources as soon as possible.

PAYROLL WITHHOLDINGS

PCA is required by law to withhold Federal Income Tax, State Income Tax, Social Security (FICA), State Teachers Retirement Service (STRS for eligible credentialed faculty) and State Disability Insurance from each employee’s paycheck as outlined below. Additionally, if a garnishment, tax levy, or an order to withhold child support payments should be delivered, PCA must comply with that order within the time allowed by law, and cannot postpone the payroll deduction for any reason. Voluntary deductions, which must be authorized in writing by employees, may include retirement plans, employee portion of insurance premiums, or any other benefit made available to employees.

If an employee believes an error has been made in his or her pay or deductions, PCA will work in good faith to resolve errors as soon as possible. The employee should notify the Payroll Coordinator or his or her designee of any errors in pay or deductions withheld within seven (7) days from the date paid.

Every deduction from the employee’s paycheck is explained on the check voucher/paystub. If the employee does not understand the deduction, then he or she should ask Human Resources to explain it. The employee may change the number of withholding allowances he or she wishes to claim for Federal and/or State Income Tax purposes before any pay period by filling out a new W4 form and submitting it to Human Resources.

SECTION 6 - CONDITIONS OF EMPLOYMENT

IMMIGRATION LAW COMPLIANCE

PCA employs only those authorized to work in the United States in compliance with the Immigration and Control Act of 1986. Each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 no later than the first day of work for pay and present original documentation establishing identity and employment eligibility as outlined on the I-9 instruction forms no later than three business days after he or she begins work. Former employees who are rehired must also complete the form if they have not completed an I-9 with PCA within the past three years or if their previous I-9 is no longer retained or valid.

CREDENTIAL REQUIREMENTS

If you are a credentialed team member, you must provide ~~copies~~ **evidence** of your credential **including EL Authorization**, official transcripts, and/or test scores prior to your first day of actual work. Failure to provide these documents may delay your ability to begin work.

You are also responsible for keeping required certificates, credentials, and registrations current and in good standing, for paying the costs associated with renewal, and for providing both your Executive Director and the School with verification of renewals. Failure to provide these updated documents to the School may result in suspension without pay until such time as the necessary documentation has been provided.

If a teacher fails to obtain the appropriate credential, or allows a credential, certificate, registration, or required course deadline to expire, or fails recertification, training, or testing, **or otherwise fail to maintain the necessary credential for your assignment**, the School reserves the right to suspend the teacher without pay until the teacher's credential is cleared, or release the teacher from at-will employment as necessary.

TUBERCULOSIS TEST

Before the first day of employment, all new employees must have had a tuberculosis test as described in Education Code 49406 or a TB Risk Assessment (pursuant to AB1667) within the past 60 days. Employees transferring from other public or private schools within the State of California must either provide proof of an examination or a completed Risk Assessment within the previous 60 days or a certification showing that he or she was examined within the past four (4) years and was found to be free of communicable tuberculosis. The current physician's statement or Risk Assessment must be on file in the office before the first day of employment. Failure to provide documentation on time may result in delay of your ability to begin work or termination.

TB Clearance is good for four years and it is the employee's responsibility to remain in compliance and ensure the School has a valid certificate on file. **As a condition of continued employment, all employees will be required to present evidence once every four (4) calendar years that they are free from active tuberculosis. Employees whose TB clearance has expired will not be permitted to report to work, and will be placed on unpaid leave.**

CRIMINAL BACKGROUND CHECK

As required by law, all individuals working or volunteering at the School will be required to submit to fingerprinting and a criminal background investigation.

Applicants and employees with adverse background information (such as certain specific criminal conviction) may be ineligible for employment with the School.

The School shall, on a case-by-case basis, determine whether a volunteer will have more than limited contact with pupils or consider other factors requiring a criminal background check for such a volunteer.

CHILD ABUSE AND NEGLECT REPORTING ACT

~~Since our employees work directly with children, they are in a position to detect instances of child abuse and neglect. It is PCA's policy that all School employees shall comply with the California State law regarding child abuse reporting procedures. Section 11166 of the California~~

~~Penal Code mandates the reporting to designated authorities of cases of suspected child abuse as follows:~~

~~"Any child care custodian, health practitioner, or employee of a child protective agency who has knowledge of or observes a child in his or her If, within your professional capacity or within the scope of his or her your employment whom he or she knows or reasonably suspects-, you observe or gain possession of knowledge that a child has been a victim of child abuse shall report the known or suspected instance of child abuse to a child protective agency or sexual abuse or neglect, or you reasonably suspect it, California Penal Code Section 11166 requires you to immediately report this information or suspicion to a child protective agency or the police. The report shall be made by phone as soon as practically possible by telephone- and shall prepare and send a subsequent written report must be sent within 36 hours of receiving the information concerning the incident your knowledge or suspicion of the abuse. Failure to meet these obligations can result in a monetary fine and/or jail.~~

While each employee has the responsibility to ensure the reporting of any child he/she suspects is a victim of abuse, the employee is not to verify the suspicion or prove that abuse has occurred. Teachers or staff who become aware of suspected child abuse should report the suspicions as required.

It is extremely important that PCA's employees comply with the requirements of the Child Abuse and Neglect Reporting Act (CANRA). No mandated reporter can be held civilly or criminally liable for any report required or authorized by CANRA. In addition, any other person who voluntarily reports a known or suspected incident of child abuse or neglect will not incur civil or criminal liability unless it is proven that the report was false and the person knew the report was false or made the report with reckless disregard of its truth or falsity.

Your direct supervisor is available to answer any questions employees may have about their responsibilities under CANRA, or to assist an employee in making a report under CANRA. If an employee makes a report pursuant to CANRA without PCA's assistance, he or she is required to notify PCA of the report if it is based on incidents he or she observed or became aware of during the course and scope of his or her employment with PCA.

~~All employees that are mandated reporters are required to participate in approved mandated reporter training provided by the School within six weeks of the employee's hire date and annually thereafter within the first six weeks of each school year. If the employee attends an approved mandated reporter training that is not offered by the School using a sign-in sheet confirming participation, the employee is required to provide a copy of any certificate of completion to the human resources department of the School after completion.~~

PERSONNEL FILES

An employee or former employee (or designee) has the right to inspect or receive a copy of his or her personnel records at reasonable times, at a reasonable place, and on reasonable advance notice to Human Resources. All requests should be put in writing preferably on the form maintained by PCA. If the request includes a request for copies the employee or former employee may be required to pay for the actual costs of copying. Employer will respond to such a request within 30 days of receipt of the written request.

Employees are not entitled to inspect or copy: letters of reference, records that relate to an investigation of possible criminal activity, ratings, reports, or records obtained prior to employment, prepared by examination committee members or obtained in connection with a promotional examination.

CHANGES IN EMPLOYEE INFORMATION

An employee is responsible for notifying Human Resources about changes in the employee's personal information and changes affecting the employee's status (ex. name changes, address or telephone number changes, marriages or divorces, etc.). This notification by the employee must occur as close to the change as possible, but no later than 30 days following the change.

SECTION 7 – PERFORMANCE

PERFORMANCE EVALUATIONS

Staff will be evaluated annually or every other year per the Evaluation Policy. Staff will meet with their direct supervisor annually to establish and review SMART goals for the school year.

SECTION 8 – LEAVES

FAMILY MEDICAL LEAVE ACT ~~/CALIFORNIA FAMILY RIGHTS ACT~~

Eligible employees may request a family and medical leave of absence under the circumstances described below. Eligible employees are those who have been employed by the School for at least 12 months (not necessarily consecutive), have worked at least 1250 hours during the 12 months immediately prior to the family and medical leave of absence, and are employed at a worksite where there are 50 or more employees of the School within 75 miles.

Ordinarily, you must request a planned family and medical leave at least 30 days before the leave begins. If the need for the leave is not foreseeable, you must request the leave as soon as possible. You should use the School's request form, which is available upon request from Human Resources. Failure to comply with this requirement may result in a delay of the start of the leave.

A family and medical leave may be taken for the following reasons:

1. The birth of an employee's child or the placement of a child with the employee for foster care or adoption, so long as the leave is completed within 12 months of the birth or placement of the child;
2. The care of the employee's spouse, child, parent, or registered domestic partner with a "serious health condition";
3. The "serious health condition" of the employee;
4. The care of the employee's spouse, child, parent, or next of kin who is a member of the Armed Forces, including a member of the National Guard or Reserves, and who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness; or
5. Any qualifying exigency as defined by the applicable regulations arising out of the fact that the employee's spouse, child, or parent is on active duty (or has been notified of an impending call or order to active duty) in the Armed Forces in support of a contingency operation.

A "serious health condition" is one that requires inpatient care in a hospital or other medical care facility or continuing treatment or supervision by a health care provider. You may take a leave under paragraph (2) above only if due to a serious health condition, your spouse, child, parent, or registered domestic partner requires your care or assistance as certified in writing by the family member's health care provider. If you are seeking a leave under paragraph (3) above, you must provide the School with a medical certification from your health care provider establishing

~~⁺Employees may qualify for FMLA/CFRA Leave only if the School has 50 or more employees, the employees work within 75 miles of their respective worksites and meet other eligibility requirements set forth above. Please check with Human Resources to determine whether you are eligible for FMLA/CFRA leave.~~

eligibility for the leave, and you must provide the School with a release to return to work from the health care provider before returning to work. You must provide the required medical certification to the School in a timely manner to avoid a delay or denial of leave. You may obtain the appropriate forms from Human Resources.

Family and medical leave is unpaid and may be taken for up to 12 workweeks during the designated 12-month period (with the exception of qualifying leaves to care for a member of the Armed Services who has a serious illness or injury, which may be taken for up to a total of 26 workweeks of leave during a single 12-month period). The 12-month period will be defined as a “rolling twelve months” looking backward over the preceding 12 months to calculate how much family and medical leave time has been taken and therefore determine the amount of leave that is available. Qualifying leaves to care for a member of the Armed Services who has a serious illness or injury will be calculated on the 12-month period looking forward. All time off that qualifies as family and medical leave will be counted against your state and federal family and medical leave entitlements to the fullest extent permitted by law.

You will be required to use any available PTO during unpaid family and medical leave (e.g. for example, any period in which you are not receiving a wage supplement through the EDD). ~~from CharterSAFE template.~~ You will also be required to use any available paid sick leave during unpaid family and medical leave that is due to your own or a family member’s serious health condition. However, if an employee is receiving benefit payments pursuant to a disability insurance plan (such as California’s State Disability Insurance plan or Paid Family Leave program) or workers’ compensation insurance plan, the employee and the School may mutually agree to supplement such benefit payments with available PTO and/or paid sick leave.

Benefit accrual, such as PSL, PTO, and holiday benefits, will be suspended during the approved leave period and will resume upon return to active employment. During a family and medical leave, group health benefits will be maintained as if you were continuously employed. However, you must continue to pay your share of applicable premiums (for yourself and any dependents) during the leave.

If the employee out on leave chooses not to return to work from a leave allowed by this policy after the expiry of the leave, the employee will be required to repay the School the premium amounts it paid during leave, unless the employee does not return to work because of circumstances beyond his/her control or because of recurrence, continuation, or onset of a serious health condition.

If you do not return to work on the first workday following the expiration of an approved family and medical leave, you will be deemed to have resigned from your employment. Upon returning from such a leave, you will normally be reinstated to your original or an equivalent position and will receive pay and benefits equivalent to those you received prior to the leave, as required by law. In certain circumstances, “key” employees may not be eligible for reinstatement following a family and medical leave. The School will provide written notice to any “key” employee who is not eligible for reinstatement.

Before an employee will be permitted to return from leave taken because of their own serious health condition, the employee must obtain a certification from their health care provider that they are able to resume work.

If you have any questions concerning, or would like to submit a request for a family and medical leave of absence, please contact Human Resources. In some instances, FMLA leave and CFRA leave run concurrently and in some instances they do not. FMLA runs concurrently with Pregnancy Disability Leave, while CFRA does not.

CALIFORNIA FAMILY RIGHTS ACT (“CFRA”)

Employees may be eligible for CFRA leave only if the School has 5 or more employees for each working day during each of the 20 or more calendar workweeks in the current or preceding calendar year. Eligible employees may request a CFRA leave of absence under the circumstances described below. Eligible employees are those who have been employed by the School for at least 12 months (not necessarily consecutive) and have worked at least 1250 hours during the 12 months immediately prior to the CFRA leave of absence.

Ordinarily, you must request a planned CFRA leave at least 30 days before the leave begins. If the need for the leave is not foreseeable, you must request the leave as soon as practicable. You should use the School’s request form, which is available upon request from Human Resources. Failure to comply with this requirement may result in a delay of the start of the leave.EDD

A CFRA leave may be taken for the following reasons:

1. the birth of an employee’s or a domestic partner’s child or the placement of a child with the employee for foster care or adoption, so long as the leave is completed within 12 months of the birth, adoption or placement of the child;
2. the care of the employee’s spouse, child, registered or domestic partner, domestic partner’s child, parent, parent-in-law, grandparent, grandchild or sibling with a “serious health condition”;
3. the “serious health condition” of the employee; or
4. the qualifying exigency related to covered active duty or call to covered active duty of an employee’s spouse, domestic partner, child, or parent in the Armed Forces of the United States.

The definition of child includes any adult child, regardless of the child’s age or dependency status.

A “serious health condition” is one that requires inpatient care in a hospital or other medical care facility or continuing treatment or supervision by a health care provider. You may take a leave under paragraph (2) above only if due to a serious health condition, your spouse, child, registered or domestic partner, domestic partner’s child, parent, parent-in-law, grandparent, grandchild, or sibling requires your care or assistance as certified in writing by the family member’s health care provider. If you are seeking a leave under paragraph (3) above, you must provide the School with a medical certification from your health care provider establishing eligibility for the leave, and you must provide the School with a release to return to work from the health care provider before returning to work. You must provide the required medical certification to the School in a timely manner to avoid a delay or denial of leave. You may obtain the appropriate forms from Human Resources.

CFRA leave is unpaid and may be taken for up to 12 workweeks during the designated 12-month period. The 12-month period will be defined as a “rolling twelve months” looking backward over the preceding 12 months to calculate how much CFRA leave time has been taken and therefore determine the amount of leave that is available. Qualifying leaves to care for a member of the

Armed Services who has a serious illness or injury will be calculated on the 12-month period looking forward. All time off that qualifies as CFRA will be counted against your state and federal family and medical leave entitlements to the fullest extent permitted by law.

You will be required to use any accrued vacation during unpaid CFRA leave (e.g. for example, any period in which you are not receiving a wage supplement through the EDD). You will also be required to use any accrued paid sick leave during unpaid CFRA leave that is due to your own serious health condition. However, if an employee is receiving benefit payments pursuant to a disability insurance plan (such as California's State Disability Insurance plan or Paid Family Leave program) or workers' compensation insurance plan, the employee and the School may mutually agree to supplement such benefit payments with available PTO and/or paid sick leave.

Benefit accrual, such as PTO, PSL, and holiday benefits, will be suspended during the approved leave period and will resume upon return to active employment. During a CFRA leave, group health benefits will be maintained as if you were continuously employed. However, you must continue to pay your share of applicable premiums (for yourself and any dependents) during the leave.

If the employee out on leave chooses not to return to work from a leave allowed by this policy after the expiry of the leave, the employee will be required to repay the School the premium amounts it paid during leave, unless the employee does not return to work because of circumstances beyond his/her control or because of recurrence, continuation, or onset of a serious health condition.

If you do not return to work on the first workday following the expiration of an approved CFRA leave, you will be deemed to have resigned from your employment. Upon returning from such a leave, you will normally be reinstated to your original or an equivalent position and will receive pay and benefits equivalent to those you received prior to the leave, as required by law.

~~An employee who has been employed by an employer for a least thirty calendar days is eligible for E-FMLA regardless of whether the employee would otherwise be eligible for leave under FMLA.~~

~~Paid/Unpaid Leave: For the first 10 days for which an employee takes E-FMLA leave, it will be unpaid unless the employee elects to substitute any accrued vacation leave, personal leave, or medical or sick leave for unpaid leave.~~

~~After the first 10 days of leave, the leave shall be paid by the School in accordance with the following calculations:~~

~~● — No less than two-thirds of an employee's regular rate of pay as determined under 29~~

~~U.S.C. § 207(e); and~~

~~● — The number of hours the employee would otherwise be normally scheduled to work.~~

~~● If the employee's schedule varies from week to week to such an extent that the employer is unable to determine with certainty the number of hours the employee would have worked if the employee had not taken leave, the employer shall use the following in place of such number:~~

~~○ A number equal to the average number of hours that the employee was scheduled per day over the 6-month period ending on the date on which the employee takes such leave, including hours for which the employee took leave of any type.~~

~~○ If the employee has not been employed for six months, the average number of hours the employee and the employer agreed at the time of hiring that the employee would work each workday. If there is no such agreement, the scheduled number of hours is equal to the average number of hours per workday that the employee was scheduled to work over the entire period of employment, including hours for which the employee took leave of any time.~~

~~If an eligible employee elects or is required to use leave available to the employee under the employer's policies, such as vacation or personal leave or paid time off, concurrently with E-FMLA, the employer must pay the employee a full day's pay for that day. However, the employer is capped at taking \$200 a day or \$10,000 in the aggregate in tax credits for E-FMLA.~~

~~An employer shall not be required to pay more than \$200 per day and \$10,000 in the aggregate for each employee for paid E-FMLA leave.~~

~~Notice: In any case where the necessity for E-FMLA leave is foreseeable, an employee shall provide the School with such notice of leave as is practicable.~~

~~Restoration to Position: An employee who takes E-FMLA leave shall be entitled, on return from such leave, (A) to be restored by the employer to the position of employment held by the employee when the leave commenced; or (B) to be restored to an equivalent position with equivalent employment benefits, pay and other terms and conditions of employment.~~

~~The previously described details relating to Family and Medical Leave Act apply to E-FMLA leave to the extent it is not inconsistent with E-FMLA. E-FMLA and FMLA run concurrently.~~

~~Before an employee will be permitted to return from leave taken because of their own serious health condition, the employee must obtain a certification from their health care provider that they are able to resume work.~~

~~If you have any questions concerning a CFRA leave, or would like to submit a request for a CFRA leave of absence, please contact Human Resources.~~

PREGNANCY DISABILITY LEAVE

The School provides pregnancy disability leaves of absence without pay to eligible employees who are temporarily unable to work due to a disability related to pregnancy, childbirth, or related medical conditions. Employees should make requests for pregnancy disability leave to their supervisor **and Human Resources** at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events. A health care provider's statement must be submitted, verifying the need for such leave and its beginning and expected ending dates. Any changes in this

information should be promptly reported to Human Resources. Employees returning from pregnancy disability leave must submit a health care provider's verification of their fitness to return to work.

The School will make a good faith effort to provide reasonable accommodations and/or transfer requests when such a request is medically advisable based on the certification of a health care provider. When an employee's health care provider finds it is medically advisable for an employee to take intermittent leave or leave on a reduced work schedule and such leave is foreseeable based on planned medical treatment because of pregnancy, the School may require the employee to transfer temporarily to an available alternative position. This alternative position will have an equivalent rate of pay and benefits and must better accommodate recurring periods of leave than the employee's regular job.

Eligible employees are normally granted unpaid leave for the period of disability, up to a maximum of four months (or 17 1/3 weeks or 693 hours) per pregnancy. Employees will be required to use any unused allotted sick time during any unpaid portion of pregnancy disability leave (e.g., any period in which you are not receiving a wage supplement through the EDD). Employees may also elect to use any available PTO during any unpaid portion of pregnancy disability leave. If an employee is receiving benefit payments pursuant to a disability insurance plan (such as California's State Disability Insurance plan or Paid Family Leave program), the employee and the School may mutually agree to supplement such benefit payments with available PTO and/or sick leave.

Benefit accrual, such as PTO, sick leave, and holiday benefits, will be suspended during the approved pregnancy disability leave period and will resume upon return to active employment. Group health benefits will be maintained during the approved pregnancy disability leave as if you were continuously employed. However, you must continue to pay your share of applicable premiums (for yourself and any dependents) during the leave.

Additionally, if an employee does not return to work after the expiration of the pregnancy disability leave, and the reasons for failure to return to work do not include one of the following: 1) the employee is on CFRA leave; or 2) the continuation, recurrence or onset of a health condition entitling the employee to pregnancy disability leave in the first instance, non-pregnancy-related medical conditions requiring other leave or other circumstances beyond the control of the employee, the School reserves the right to recover from the employee the premium the School paid for the employee's group health plan coverage while out on leave.

So that an employee's return to work can be properly scheduled, an employee on pregnancy disability leave is requested to provide the School with at least one week's advance notice of the date she intends to return to work.

When an approved pregnancy disability leave ends, the employee will be reinstated to the same position, unless the job ceases to exist because of legitimate business reasons. An employee has no greater right to reinstatement to the same position or to other benefits and conditions of employment than if she had been continuously employed in this position during the pregnancy disability leave or transfer. If the same position is not available, the employee will be offered a comparable position in terms of such issues as pay, location, job content, and promotional

opportunities, if one exists. An employee has no greater right to reinstatement to a comparable position or to other benefits or conditions of employment than an employee who has been continuously employed in another position that is being eliminated.

If you have any questions regarding pregnancy disability leave, please contact Human Resources.

MILITARY SPOUSE LEAVE

An eligible employee-spouse of a qualified service member is entitled to take ten (10) days of unpaid leave during a period when the spouse **or domestic partner** is on leave from deployment during a period of military conflict.

An eligible employee must work an average of 20 hours per week; must provide notice of his or her intention to take the leave within two (2) business days of receiving official notice that the service member will be on leave **from deployment**; and submit written documentation certifying that the service member will be on leave during the time the leave is required.

The employee may use unused and available PSL or PTO for this leave.

WORKERS' COMPENSATION LEAVE

Employees that are temporarily disabled due to a work-related illness or injury will be placed on workers' compensation leave. The duration leave will depend upon the rate of recovery and the medical provider's recommendation. Workers' compensation leave will run concurrently with any other applicable medical leave of absence (i.e. FMLA/CFRA if applicable). Human Resources will reach out to employees that have requested a workers' compensation leave regarding employer provided health insurance benefits. If you have any questions concerning this leave and/or any benefit related questions, please contact Human Resources.

BEREAVEMENT LEAVE

PCA provides regular full-time employees up to three (3) days of paid bereavement leave, beyond sick or personal time, due to the death of an immediate family member. This includes a parent (including an in-law and step-parent), spouse, domestic partner, dependent, sibling, stepsibling, grandparent or grandchild. If a funeral is more than 500 miles from your home, you may receive paid leave for five (5) days with prior approval from your supervisor.

JURY DUTY LEAVE

All employees who receive a notice of jury/witness duty must notify their supervisor as soon as possible so that arrangements may be made to cover the absence. In addition, employees must provide a copy of the official jury/witness duty notice to their supervisor. Employees must report for work whenever the court schedule permits. Either the School or the employee may request an excuse from jury/witness duty if, in the School's judgment, the employee's absence would create serious operational difficulties.

Non-exempt employees who are called for jury/witness duty will be provided time off without pay. Exempt employees will receive their regular salary unless they do not work any hours during the course of a workweek. Employees may elect to use any available PTO during jury/witness duty leave.

In the event that the employee must serve as a witness within the course and scope of his or her employment with the School, the School will provide time off with pay.

TIME OFF TO VOTE

The School will allow any non-exempt employee who is a registered voter and does not have enough time outside of working hours to vote in a statewide election up to two (2) hours of work time without loss of pay to vote. The request must be made at least two (2) working days in advance. The time must be at the beginning or end of the employee's regular shift, whichever ~~allows the most free time for voting and provides~~ the least ~~disruption to the normal~~ work ~~schedule~~ unless the School and the employee agree otherwise. The employee may be required to prove he or she is a registered voter.

An employee may also serve as an election official on Election Day without being disciplined, however the School will not pay the employee for this time off. Available PTO may be used for this time off.

SCHOOL ACTIVITIES LEAVE

The School encourages employees to participate in the school activities of their child(ren). If you are the parent or guardian of a child who is in school up to grade 12, or who attends a licensed daycare facility, you may take up to 40 hours of unpaid leave per year to participate in the activities of the school or daycare facility, to find, enroll or reenroll your child in a school or with a licensed childcare provider and/or to address a childcare provider or school emergency.

The leave is subject to all of the following conditions:

- The time off for school activity participation cannot exceed eight (8) hours in any calendar month, or a total of forty (40) hours each year;
- Unless it is an emergency, employees planning to take time off for school visitations must provide as much advance notice as possible to their supervisor;
- If the School employs both parents, the first employee to request such leave will receive the time off. The other parent will receive the time off only if the leave is approved by his or her supervisor;
- Employees must use existing PTO in order to receive compensation for this time off;
- Employees who do not have paid time off available will take the time off without pay.
- Documentation of participation may be requested and will be sufficient if it is provided in writing by the school or the licensed child care/day care facility.

SCHOOL APPEARANCE/SUSPENSION LEAVE

If the parent or guardian of a child facing suspension from school is summoned to the school to discuss the matter, the employee should alert his or her supervisor as soon as possible before leaving work. In compliance with California Labor Code section 230.7, no discriminatory action will be taken against an employee for taking time off for this purpose. ~~To be eligible for time off~~

to attend a child's school, the employee must be the parent of a child in kindergarten or in grades 1-12 and must present the school's communication, which requests the employee's appearance at the school, to his or her supervisor at least two days before the requested time off.

This leave is unpaid but the employee may choose to use available PTO. You will not be discharged or discriminated against because of an absence protected by this law.

CRIME VICTIM LEAVE

Employees are allowed to be absent from work ~~to attend judicial proceedings related to a violent felony, serious felony (as defined by the California Penal Code) or felonies related to theft or embezzlement if they are:~~

~~A victim of such a~~ for various reasons related to crime or abuse if:

- ~~The employee is a victim of such a crime;~~
- ~~An immediate family member (i.e., spouse, registered domestic partner, child, step-child, adoptive child, foster child, legal ward of the court, adopted child, a child of a domestic partner, a child to whom the employee stands in loco parentis, a person to whom the employee stood in loco parentis when the person was a minor, sibling, step-sibling, foster sibling, adoptive sibling, half-sibling, parent, legal guardian of an employee or an employee's spouse or domestic partner, person who stood in loco parentis when the employee or employee's spouse or domestic partner was a minor child, step-parent, or the child or a registered domestic partner, or any other individual whose close association with the employee is the equivalent of any of these family relationships) of an employee is a victim of such a crime.~~

~~"Victim" means a victim of stalking, domestic violence, or sexual assault; a victim of crime that caused physical injury or that caused mental injury and a direct threat of physical injury; a person whose immediate family member is deceased as the direct result of crime.~~

Leave may be taken for the following reasons:

- Any employee may take leave to appear in court to comply with a subpoena or other court order as a witness in any judicial proceeding;
- An employee victim may take time off to obtain or attempting to obtain any relief, which includes, but is not limited to, a temporary restraining order, restraining order, or other injunctive relief, to help ensure the health, safety, or welfare of the victim or their child;
- An employee victim to seek medical attention for injuries caused by crime or abuse;
- An employee victim to obtain services from a domestic violence shelter, program, rape crisis center, or victim services organization or agency as a result of the crime or abuse;

- An employee victim to obtain psychological counseling or mental health services related to an experience of crime or abuse;
- An employee victim to participate in safety planning and take other actions to increase safety from future crime or abuse, including temporary or permanent relocation.

When an employee is a victim as defined as follows: A person against whom one of the following crimes has been committed: A violent felony as defined in Penal Code section 667.5(c); A serious felony as defined in Penal Code section 1192.7(c); A felony provision of law proscribing theft or embezzlement, the employee shall be allowed to attend judicial proceedings related to that crime or those crimes against an immediate family member victim, a registered domestic partner of a victim, or the child of a registered domestic partner of a victim.

When an unscheduled absence occurs, the School shall not take any action against the employee if the employee, within a reasonable time after the absence, provides a certification to the employer. Documentation may be from any of the following:

- ~~Notice from the court or government agency setting the hearing;~~
- ~~The district attorney or prosecuting attorney's office; or~~
- ~~The victim/witness assistance office advocating on the victim's behalf.~~
- A police report indicating that the employee was a victim;
- A court order protecting or separating the employee from the perpetrator of the crime or abuse, or other evidence from the court or prosecuting attorney that the employee has appeared in court;
- Documentation from a licensed medical professional, domestic violence counselor, a sexual assault counselor, victim advocate, licensed health care provider, or counselor that the employee was undergoing treatment or receiving services for physical or mental injuries or abuse resulting in victimization from the crime or abuse; or
- Any other form of documentation that reasonably verifies that the crime or abuse occurred, including but not limited to, a written statement signed by the employee, or an individual acting on the employee's behalf, certifying that the absence is for a purpose authorized by this Crime Victim Leave

An employee must give reasonable advance notice to the School by providing documentation of the proceeding, unless advanced notice is not feasible.

This leave is unpaid but the employee may choose to use available sick, or personal time off (PTO). You will not be discharged or discriminated against because of an absence protected by this law.

The School will also, to the extent possible and allowed by law, maintain the confidentiality of an employee requesting leave under this provision.

DOMESTIC VIOLENCE LEAVE/SEXUAL ASSAULT/STALKING LEAVE

~~If you are a victim of domestic violence, you may take unpaid time off to obtain or attempt to obtain judicial relief, such as obtaining restraining orders, to help insure your health, safety or welfare or that of your child(ren). Employees may use available PTO (if applicable) or PSL. Otherwise, the time off is unpaid. All employees can take time off from work to get medical attention or services from a domestic violence shelter, program, or rape crisis center, or receive psychological counseling, or safety planning related to domestic violence, sexual assault, or stalking.~~

~~You must give the School reasonable notice unless advance notice is not feasible, and provide certification that you are seeking such assistance.~~

~~Certification may be sufficiently provided by any of the following:~~

- ~~▪ A police report indicating that you were a victim of domestic violence or sexual assault;~~
- ~~▪ A court order protecting or separating you from the perpetrator of an act of domestic violence or sexual assault, or other evidence from the court or prosecuting attorney that you appeared in court; or~~
- ~~▪ Documentation from a medical professional, domestic violence advocate, health care provider, or counselor that you are undergoing treatment for physical or mental injuries or abuse resulting in victimization from an act of domestic violence or sexual assault.~~

~~Employees have the right to ask the School for help or changes in their workplace to make sure they are safe at work. The School will work with its employees to see what changes can be made. Changes in the workplace may include putting in locks, changing shifts or phone numbers, transferring or reassigning the employee, or help with keeping a record of what happened to the employee. The School may ask the affected employee for a signed statement certifying that this request is for a proper purpose and may also request proof showing the need for an accommodation. The School will maintain confidentiality to the extent possible regarding any requests for accommodations under this policy.~~

~~The School will also, to the extent allowed by law, maintain the confidentiality to the extent possible of an employee requesting leave under this provision. The School will not discharge, discriminate, or retaliate against an employee who exercises their rights under this law. Domestic violence, sexual assault, and stalking victim's leave for medical treatment does not exceed or add to the unpaid leave time that FMLA/CFRA allows.~~

~~PCA is committed to ensuring employees are not treated differently or retaliated against because of any of the following:~~

- ~~The employee is a victim of domestic violence, sexual assault, or stalking.~~
- ~~The employee asked for time off to get help.~~
- ~~The employee asked PCA for help or changes in the workplace to ensure safety at work.~~

~~Employers are prohibited from discharging, discriminating, or retaliating against an employee who is a victim of domestic violence, the victim of sexual assault or stalking for taking time off to seek medical attention, obtain services from a domestic violence shelter or program or rape crisis center, obtain psychological counseling, participate in safety planning, or temporary or permanent relocation.~~

~~If you are the victim of domestic violence, sexual assault, or stalking, you may be entitled to a reasonable accommodation for your safety while at work. Reasonable accommodations may include the implementation of safety measures, including a transfer, reassignment, modified schedule, changed work telephone changed work station, installed lock, assistance in documenting domestic violence, sexual assault, stalking, or other crime that occurs in the workplace, an implemented safety procedure, or another adjustment to a job structure, workplace facility, or work requirement in response to domestic violence, sexual assault, stalking, or other crime, or referral to a victim assistance organization. The School is not required to undertake an action that constitutes an undue hardship on its business operations. If you require a reasonable accommodation in line with this policy, please contact the School's human resources manager.~~

~~You will not be discharged, discriminated against, or retaliated against because of a request for an accommodation under this policy.~~

~~If any employee believes that he or she has experienced retaliation or discrimination as a result of conduct protected by this policy, the employee may file a complaint with his or her supervisor and/or the Labor Commissioner's Office. For more information, contact the Labor Commissioner's Office by phone at 213-897-6595 or visit a local office by finding the nearest one on the website: www.dir.ca.gov/dlse/DistrictOffices.htm. The Labor Commissioner's Office provides an interpreter at no cost to the employee, if needed.~~

MILITARY LEAVE

California's military leave laws, ~~found at Military & Veterans Code section 389 et seq.~~ and the Uniformed Services Employment and Reemployment Rights Act ("USERRA") ~~found at 38 U.S.C. Section 4301 et. Seq.~~ ensure that employees are not adversely affected in their employment after taking leave for military service. Employees who serve in the military and are entitled to a military leave of absence without pay from the School under applicable laws should notify Human Resources regarding the need for military leave.

Please see Human Resources for more information regarding job reinstatement rights upon completion of military service.

ADULT LITERACY LEAVE

Pursuant to California law, the School will reasonably accommodate any eligible employee who seeks to enroll in an adult literacy education program, provided that the accommodation does not impose an undue hardship on the School. The School does not provide paid time off for participation in an adult literacy education. However, you may utilize available PTO if you want compensation for this time off. If you do not have any PTO available, you will be permitted to take the time off without pay.

ORGAN DONOR / BONE MARROW DONOR LEAVE

~~If you donate an organ to another person you may take up to thirty (30) days paid leave per year for this process or up to five (5) days paid leave for the donation of bone marrow.~~ The School will provide up to five business days of paid leave within a one-year period to an employee who donates bone marrow to another person. In addition, the School will provide up to 30 business days of paid leave within a one-year period and up to another 30 business days of unpaid leave within a one-year period to an employee who donates an organ to another person. The one-year period is measured from the date the employee's leave begins and shall consist of 12 consecutive months.

You must give as much notice as is practicable and must provide certification of the medical necessity of the procedure. You will be required to use up to ten (10) days of any available paid leave (sick and/or PTO) for organ donation and up to five (5) days of available paid leave (sick and/or PTO) for bone marrow donation. This leave does not run concurrently with FMLA/CFRA. You must have been employed for at least a 90-day period immediately preceding the beginning of the leave, if otherwise eligible.

~~The employee will also be given an additional unpaid leave of absence, not exceeding 30 business days in a one-year period, when that employee is an organ donor, for the purpose of donating the employee's organ to another person. The one-year period is measured from the date the employee's leave begins and shall consist of 12 consecutive months.~~

You may take this leave incrementally, as medically necessary, or all at one time. All health benefits shall be maintained during this leave to the extent they exist at the time of the leave. This leave shall not be considered a break in service and the employee shall continue to receive paid time off and other benefits as if they had continued working. The Employee shall be required to pay any portion of their benefits they are currently paying.

An employee shall not have any greater rights during this leave than if he or she had been actively working during this time, but will be reinstated to their same or equivalent job prior to the leave. No employee shall be discriminated or retaliated against for taking an organ donation or bone marrow leave.

DRUG & ALCOHOL REHABILITATION LEAVE

PCA will reasonably accommodate any employee who volunteers to enter an alcohol or drug rehabilitation program, if the reasonable accommodation does not impose an undue hardship on the School. Reasonable accommodation includes time off without pay and adjusting work hours.

You may use allotted and unused sick leave. All reasonable measures to safeguard your privacy will be maintained.

This policy in no way restricts PCA's right to discipline an employee, up to and including termination of employment, for violation of PCA's Substance and Alcohol Policy.

VOLUNTEER CIVIL SERVICE LEAVE/TRAINING

~~You are allowed~~ In California, no employee shall receive discipline for taking time off to ~~be absent from work to engage in volunteer~~ perform emergency duty/training as a volunteer firefighter, reserve ~~police~~ peace officer, or emergency rescue personnel. ~~This is an~~ If you are participating in this kind of emergency duty/training, please alert your supervisor so that he or she may be aware of the fact that you may have to take unpaid leave, ~~but the employee may~~ time off for emergency duty/training. In the event that you need to take time off for emergency duty/training, please alert your supervisor before doing so whenever possible. Time off for emergency training may not exceed 14 days per calendar year.

Emergency Duty/Training Leave is unpaid. You may choose to use ~~any earned~~ your available sick, and/or PTO if you wish to receive compensation for this time off, but you are not required to do so.

If you feel you have been treated unfairly as a result of taking or requesting Emergency Duty/Training Leave, you should contact your supervisor or any other manager, as appropriate

CIVIL AIR PATROL LEAVE

PCA provides eligible employees who are volunteer members of the California Wing of the Civil Air Patrol and are called to emergency operational missions up to (10) days of unpaid leave per calendar year. Leave for a single emergency operational mission will generally be limited to three days unless an extension is granted by appropriate government entities and approved by the School.

To be eligible, employees must have been employed with PCA for 90 days immediately preceding the commencement of leave. Additionally, the School may require certification from the proper Civil Air Patrol authority to verify the eligibility of the employee for the leave requested or taken.

~~Employees may use available paid time off for leave taken under this policy. The notice and eligibility requirements for any such paid time off will generally apply to an employee's request for use of PTO under this policy.~~

Employees are required to give the School as much notice as possible of the intended dates upon which the leave would begin and end. The School will restore the employee to the position he or she held when the leave began or to a position with equivalent seniority status, employee benefits, pay, and other terms and conditions of employment, unless the employee is not restored because of conditions unrelated to the exercise of the leave rights by the employee. The time off is unpaid. However, an employee may utilize accrued PTO.

STAFF OUT OF STATE/COUNTRY

Non-Teaching staff will be allowed to live outside the State of California, but within the United States of America, with the express written prior permission of Pacific Coast Academy. Teaching staff need to live in areas where students are served. In order for Pacific Coast Academy to grant permission, the employee will be required to continue to attend all in person meetings. This includes but is not limited to student meetings, staff meetings, school events, required field trips, testing etc. (once in person meetings are allowed by state and local health departments). Any travel from the employee's residence to Pacific Coast Academy's office in Poway, California is considered to be commute time and will not be reimbursed by Pacific Coast Academy since the employee's place of residence is the employee's choice and for the employee's sole benefit. The employee will be required to check in at the Poway, California office on any day where the employee attends in person meetings (student meetings, staff meetings, school events, required field trips, testing, etc.) Any missed in person meeting will need to be taken as sick/ vacation or unpaid leave. Employees are not allowed to perform any work for Pacific Coast Academy while the employee is located outside of the United States of America. Any time taken outside of the United States of America will be taken as sick/ vacation leave or unpaid time off. Any dispute arising out of the employment context between Pacific Coast Academy and the employee will be filed in a court of competent jurisdiction located in San Diego County or with an arbitrator in accordance with an arbitration agreement located in San Diego County and in accordance with the laws of the state of California without regard to conflict of laws principles.

SECTION 9 – BENEFITS

SCHOOL HOLIDAYS

The School observes ~~12-paid~~ the following holidays during the year:

- Independence Break
- Labor Day
- Veteran's Day
- ~~New Year's Day~~
- Thanksgiving ~~Holiday Break~~
- Winter ~~Holiday Break~~
- Martin Luther King Day
- ~~Lincoln's Birthday~~
- ~~Washington's Birthday~~
- Presidents' ~~Holiday Break~~
- Spring ~~Holiday Break~~
- Memorial Day
- ~~Independence Day~~

To be eligible for holiday pay, an employee must be full-time and non-exempt and must work both the business day before and after the holiday. Part-time employees, temporary employees, exempt

employees (**including, but not limited to teachers**) are not eligible for holiday pay. Exempt employees and teachers will receive their regularly scheduled pay during holidays.

Eligible employees will receive time off with pay at their regular rate of pay on the School-observed holidays listed above. When a holiday falls on a Saturday or Sunday, it is usually observed on the preceding Friday or following Monday. However, the School may close on another day. Holiday observance will be announced in advance. The School reserves the right to change this policy at any time, with or without notice.

Holiday hours do not count as hours worked for purposes of calculating overtime. For example, if you receive 8 hours of holiday pay on Monday and work 40 hours Tuesday-Saturday (8 hours/day), you will not be eligible for overtime.

Recognized religious holidays may be taken off by an employee whose religion requires observance of the particular day. Employees must request the day off in advance by written notice to their supervisor. The employee may use paid time off (PTO) if the employee has unused PTO available, otherwise the holiday will be unpaid. All steps will be taken to reasonably accommodate a religious holiday (or practice) absent an undue hardship.

To qualify for holiday pay, all employees must work the last scheduled day before and the first scheduled day after the holiday unless the employee is absent:

- At the Supervisor's request/approval
- Due to closure of schools because of inclement weather
- Due to sickness with a doctor's note verifying need for absence
- Prior to or following Jury Duty or Bereavement Leave
- Due to a previously scheduled and approved time off

PAID TIME OFF (PTO) ~~—A-BASIS ONLY~~

Full-time ~~—A-Basis (12-months) school-based~~ **12 month classified employees and certificated directors, and administrators** are entitled to paid time off (PTO) according to this policy. PTO days may be used for vacation, personal time, illness, or time off to care for family or dependents. All other employees, including teachers, temporary employees, part-time employees are not eligible to receive or accumulate PTO.

PTO must be scheduled at least five (5) days in advance and approved by your supervisor, except in the case of an illness or emergency. In the case of illness or emergency you are required to contact your immediate supervisor at least one (1) hour before your shift begins, if possible or otherwise as soon as practicable. Employees using extended PTO time (in excess of three (3) days) must submit a request at least two (2) weeks before the extended PTO or, if used as sick time, the employee may be required to submit a doctor's release upon return to work. Your supervisor uses his/her discretion to approve PTO without advance notice.

Unless used for illness related purposes, PTO may not be taken the last week of the school year, or on scheduled in-service and/or training days, testing administration day, or immediately before or after holidays without supervisor's permission.

~~All full~~ Full-time, ~~A-Basis (12-months)~~ regular Administrative/Classified employees ~~may be eligible to receive up to (12-month employees) accrue ten (10) paid vacation days (i.e. 80 per year. Vacation days are accrued at a rate of 6.667 hours) of PTO each school year (July 1-June 30) per month.~~ Once an employee's PTO balance reaches twenty (20) days (i.e., 160 hours), the employee stops receiving any additional PTO until PTO is used and the employee's balance falls below the 20-day cap. PTO days will not accumulate during any unpaid leave of absence.

The following terms also apply to PTO:

- For both non-exempt and exempt employees, vacation time may be taken in minimum increments of .25 hours. If an exempt employee absents himself or herself from work for part or all of a workday, he or she will be required to use available PTO to make up for the absence.
- In the event an employee has exhausted his or her PTO, any additional time off must be approved by their supervisor and will be taken without pay.
- Any employee who misses three (3) consecutive days of work without notice to their supervisor may be deemed to have abandoned his/her job and voluntarily resigned from employment.
- ~~Any employee who converts from full-time to part-time status (less than 35 hours/week) will no longer be eligible for PTO. All accrued PTO will be paid out on the paycheck following the conversion.~~
- Upon separation of employment, eligible employees will be paid their accrued, but unused PTO based on their date of separation and their regular rate of pay. ~~Employees are not entitled to pay in lieu of taking vacation except upon termination of employment.~~
- To the extent permitted by law, PTO accumulated prior to the start of a requested and approved unpaid leave of absence must be used to cover hours missed before the start of the unpaid leave.

As with all of its policies and procedures, the School reserves the right to modify, alter, or otherwise eradicate this policy at its sole and absolute discretion to the extent allowed by law.

SICK LEAVE

The School enacted this policy in accordance with the California Healthy Workplaces, Healthy Families Act to provide paid sick leave ("PSL") to eligible employees.

Eligible Employees

All employees (including teachers, part-time and temporary employees) who work for the School more than 30 days within a year in California are ~~allotted PSL~~ eligible to accrue PSL beginning on the first day of employment under the accrual rate and cap as set forth in this policy.

Limits on Use

Eligible employees may use PSL beginning on the 90th day of employment.

PSL may be taken in minimum increments of .25 hours. If an exempt employee absents himself or herself from work for part or all of a workday for a reason covered by this policy, he or she will be required to use PSL to make up for the absence.

Permitted Use

Eligible employees may use their allotted PSL **as follows:**

- to take paid time off for the diagnosis, care, or treatment of an existing health condition of (or preventive care for) the employee or the employee's family member.
- to aid or care for a guide dog, signal dog, or service dog, as those terms are defined by Civil Code section 54.1, of the employee, employee's family member, or the person designated by the employee as identified below.
- if the employee's place of business is closed by order of a public official due to a public health emergency, or the employee is providing care or assistance to a child, whose school or child care provider is closed by order of a public official due to a public health emergency.
- for purposes related to donating the employee's bone marrow or an organ of the employee to another person or to care for or assist a person for purposes related to that person's donating bone marrow or an organ to another person.

For purposes of this policy, "family member" means a child, parent, spouse, registered domestic partner, grandparent, grandchild, sibling, **a designated person (if the employee does not have a spouse or registered domestic partner), or the child or parent of a spouse of the employee or those related to the employee by blood or affinity equivalent to a family relationship.** "Child" means a biological child, a foster child, an adopted child, a step-child, a child of a registered domestic partner, a legal ward, or a child of a person standing in loco parentis. "Parent" means a biological, foster, or adoptive parent, a step-parent, or a legal guardian of the employee or the employee's spouse or registered domestic partner **or a person who stood in loco parentis when the employee was a minor child.** "Spouse" means a legal spouse as defined by California law.

Employees may also use their PSL to take time off from work for reasons related to domestic violence, stalking, or sexual assault.

~~Accrual~~Hotment

PSL days are ~~allotted~~ **accrued** as set forth below to eligible employees:

- ~~Full-time A-Basis, B-Basis, C-Basis, and D-Basis school based employees:~~

~~On July 1 of each year, eligible employees will be allotted ten days (80 hours) of PSL per school year (July 1—June 30), which unused PSL days will carryover year to year subject to a cap of 18 days (144 hours). Employees hired after July 1 but before December 31 will receive ten days (80 hours) of PSL on his or her first day of employment. Employees hired after December 31 will receive five days (40 hours) of PSL on his or her first day of employment.~~

- All employees that have worked within California for 30 days are eligible employees that will accrue one hour of PSL for every 30 hours worked beginning on their first day of employment. Accrual for non-exempt employees will be calculated based on actual hours worked. Accrual of PSL for eligible exempt employees will be calculated based on a 40-hour workweek or the employee's normal workweek if the employee normally works less than 40 hours. PSL accrues on an as-worked basis and does not accrue during any non-working time or unpaid leave of absence.

Carry Over and Caps on Accrual

The maximum amount of PSL that an employee may accrue is 80 hours. Once the maximum accrual is reached, employees stop accruing until the amount of accrued sick leave is below 80 hours. Accrued and unused sick leave carries over from year to year, subject to the 80 hour accrual cap. At no time may an employee accrue more than 80 hours.

- All other eligible employees:

~~All other eligible employees will be allotted three days (24 hours) of PSL each school year (July 1—June 30) on July 1 or on his or her first day of employment, even if hired mid-year. PSL days are “use it or lose it” and, as such, do not carry over from year to year.~~

Notification

The employee must provide reasonable advance notification, orally or in writing, of the need to use PSL, if foreseeable. If the need to use PSL is not foreseeable, the employee must provide notice as soon as practicable.

Termination

Employees will not receive pay in lieu of unused PSL. Unused PSL will not be paid out upon termination.

No Discrimination or Retaliation

The School prohibits discrimination or retaliation against employees for using their PSL. ~~Emergency Paid Sick Leave (“E Sick Leave”)~~

~~In~~ 2021 COVID-19 Supplemental Paid Sick Leave (COVID-19 SPSL)

Until no longer required by law, in addition to the School's PSL identified above, the School will provide to each employee employed by the School to the extent that the employee is unable to work (or telework) due to a need for leave because of any of the following:

- **Caring for Yourself:** The covered employee is subject to a ~~Federal, State or Local~~ quarantine or isolation ~~order~~ period related to COVID-19 (see note below), or has been advised by a health care provider to quarantine due to COVID-19, or is experiencing symptoms of COVID-19 and seeking a medical diagnosis.
- **Caring for a Family Member:** The covered employee is caring for a family member who is either subject to a quarantine or isolation period related to COVID-19 (see note below) or

has been advised by a health care provider to quarantine due to COVID-19, or the employee is caring for a child whose school or place of care is closed or unavailable due to COVID-19 on the premises.

- Vaccine-Related: The covered employee is attending a vaccine appointment or cannot work or telework due to vaccine-related symptoms.

NOTE: The quarantine or isolation period related to COVID-19 is the period defined by an order or guidelines of the California Department of Public Health, the federal Centers for Disease Control and Prevention, or a local health officer with jurisdiction over the workplace.

All employees, regardless of how long the employee has been employed by the School, are eligible for COVID-19 SPSL.

For full-time employees, the School will grant the employee 80 hours of paid E-Sick Leave. Full-time employees are those that are normally scheduled to work at least 40 hours each workweek. For part-time employees, a number of hours granted will be equal to the number of hours that such employee works, on average, over a 2-week period.

If the employee's schedule varies from week to week to such an extent that the employer is unable to determine with certainty the number of hours the employee would have worked if the employee had not taken ~~E-Sick Leave~~ COVID-19 SPSL, the employer shall use the following in place of such number:

- ~~If the part-time employee has been employed for at least six months, the employee is entitled to up to the number of hours of paid sick leave equal to fourteen times the average number of hours that the employee was scheduled to work each calendar day over the six-month period ending on the date on which the employee takes paid sick leave, including any hours for which the employee took leave of any type.~~
- ~~For employees employed fewer than six months, the employee is entitled to up to the number of hours of paid sick leave equal to fourteen times the number of hours the employee and the employer agreed to at the time of hiring that the employee would work, on average, each calendar day. If there is no such agreement, the employee is entitled to up to the number of hours of paid sick leave equal to fourteen times the average number of hours per calendar day that the employee was scheduled to work over the entire period of employment, including hours for which the employee took leave of any type.~~
- Part-Time Covered Employees with Variable Schedules Who Have Worked For an Employer Over a Period of More Than 14 Days. For such a part-time covered employee who works variable hours, the covered employee may take fourteen times the average number of hours the covered employee worked each day for the employer in the six months preceding the date the covered employee took 2021 COVID-19 Supplemental Paid Sick Leave. If the part-time covered employee has worked for the employer for fewer than six months, this calculation would be done over the entire period that the covered employee

has worked for the employer. If the variable schedule calculation results in an average work schedule of at least 40 hours per week, the variable-scheduled covered employee would be considered full time and entitled to 80 hours of leave because the laws require the employer to pay 80 hours of 2021 COVID-19 Supplemental Paid Sick Leave to a covered employee it properly considers full time, but does not require payment for more than 80 hours.

- Part-Time Covered Employees with Variable Schedules Who Have Worked For an Employer for a Period of 14 Days or Fewer. A covered employee who is newly hired (i.e., hired 14 days or less) and works variable hours will be entitled to the number of 2021 COVID-19 Supplemental Paid Sick Leave hours that they have worked in the preceding two weeks.

Unused paid COVID-19 SPSL does not carry over from 1 year to the next and is not paid out on termination.

The School shall not require, as a condition of providing paid COVID-19 SPSL, that the employee involved search for or find a replacement employee to cover the hours during which the employee is using paid COVID-19 SPSL.

COVID-19 SPSL is calculated based on the employee's required compensation and the number of hours the employee would otherwise be normally scheduled to work, except that an employer shall not be required to pay more than \$511 per day and \$5,110 in the aggregate when an employee uses COVID-19 SPSL, but the covered employee may utilize other paid leave that may be available in order to receive what they would normally earn if the cap is reached.

3. ~~Intermittent Leave under E-FMLA or E-Sick Leave~~

~~Subject to the conditions and applicable limits, an employee may take E-FMLA or E-Sick Leave intermittently only if the employer and employee agree. The employer and employee may memorialize in writing any agreement under this provision, but a clear and mutual understanding between the parties is sufficient.~~

~~The ability of an employee to take either of these leaves intermittently while reporting to an employer's worksite depends upon the reason for the leave. If the employer and employee agree, the employee may take up to the entire portion of the leave intermittently to care for the employee's son or daughter whose school or place of care is closed, or child care provider is unavailable, because of reasons related to COVID-19. Under such circumstances, intermittent leave may be taken in any increment of time agreed to by the employer and employee.~~

~~An employee may not take Paid Sick Leave intermittently if the leave is taken for the following reasons: 1) the employee is subject to a Federal, State, or local quarantine or isolation order related to COVID-19; 2) the employee has been advised by a health care provider to self-quarantine due to concerns related to COVID-19; 3) the employee is experiencing symptoms of COVID-19 and seeking medical diagnosis from a health care provider; 4) the employee is caring for an individual who is subject to 1-3; or the employee has a substantially similar condition as specified by the Secretary of Health and Human Services. Once the Employee begins taking Paid Sick Leave for one or more reasons, the employee must use the permitted days of leave consecutively until the employee no longer has a qualifying reason to take Paid Sick Leave.~~

~~If an employer directs or allows an employee to telework, or the employee normally works from home, the employer and employee may agree that the employee may take Paid Sick Leave for any qualifying reason or E-FMLA intermittently, and in any agreed increment of time (but only when the employee is unavailable to telework because of a COVID-19 related reason).~~

~~If an employee takes E-Sick Leave or E-FMLA intermittently as the employee and employer have agreed, only the amount of leave actually taken may be counted toward the employee's leave entitlements. For example, an employee who normally works forty hours in a workweek only takes three hours of leave each work day has only taken fifteen hours of the employee's Paid Sick Leave or 37.5% of a workweek of the employee's E-FMLA.~~

~~PAID SICK LEAVE DONATION POLICY~~

~~Personal Hardship~~

~~Employees who have exhausted all paid sick leave (PSL) may request donations from coworkers through this policy. The PSL donation policy applies to employees suffering from a catastrophic illness or other medical emergency, which for the purposes of this policy, constitutes an employee's or a family member's medical condition that will require the prolonged/extended absence of the employee from duty and will result in a substantial loss of income to the employee due to the exhaustion of all PSL available.~~

~~Eligibility~~

~~Employees who are experiencing hardship due to a catastrophic illness or medical emergency are eligible to request and receive donations of PSL from other employees who have agreed to surrender leave to the School sponsored leave bank.~~

~~Requests for Donations~~

~~A written request for PSL donations that describes the specific medical emergency or medical condition must be submitted to Human Resources. Human Resources will verify the employee's eligibility, and make a written determination which will be given to the employee as soon as practical.~~

~~Donations of Paid Leave~~

~~Employees who have more than 24 hours of PSL and who wish to donate PSL to the School sponsored leave bank on behalf of an eligible employee shall complete a PSL Donation Form indicating the number of PSL hours to be donated and to the employee, if any, who the employee requests receive the benefit of the donation School sponsored leave bank. All such donations are voluntary and irrevocable.~~

- ~~1. Donating employees must maintain a minimum of 24 hours of PSL after reducing their leave balance to effect the donation.~~
- ~~2. In any 12-month period, no employee may donate more than 40 hours.~~
- ~~3. Voluntary donations of PSL are final upon submission of a signed PSL Donation Form that satisfies the conditions established by this policy. The donating employee's PSL balance account shall thereupon be reduced by the hours donated.~~

4. ~~Donated hours not used by the eligible employee during the hardship period shall remain in the eligible employee's PSL account balance. The names of donating employees, hours donated, and the value of such donations shall be kept confidential to the extent possible.~~

Valuation of Donated PSL

~~The value of the donated paid leave shall be determined by multiplying the number of hours donated by the donating employee's current hourly rate to determine the value of the donation in dollars ("Donation Value"). The Donation Value shall then be divided by the eligible employee's current hourly rate to determine the number of hours to be added to the eligible employee's PSL balance. Human Resources shall periodically notify the eligible employee of donations made pursuant to this policy. The eligible employee may then request to receive payment for these hours, which will be treated as taxable "wages" to such eligible employee for the payroll period utilized. No employee shall receive payment for more than 40 hours of paid leave, whether allotted or donated, during any week unless required by state or federal law.~~

INSURANCE BENEFITS

Full-time employees are entitled to insurance benefits offered by PCA. These insurance benefits will include medical, dental, and vision. The School will set a defined contribution towards the employee's insurance premiums that are sponsored by PCA. This amount will be determined on an annual basis. The employee's portion of the monthly premiums will be deducted from the employee's paycheck on a pre-tax basis.

If medical insurance premium rates increase, employees may be required to contribute to the cost of the increase to retain coverage. Unless otherwise mandated by law, employees on a leave of absence may be responsible for selecting continuing health coverage and paying the premium for such coverage through COBRA. If you have any benefit related questions while on a leave of absence, please contact Human Resources.

~~Full-time employees will also be covered under an insurance policy that includes Life, Short-term Disability and Long-Term Disability at no cost to the full-time employee.~~ Additional voluntary insurance plans will be offered through the School that will be the employee's responsibility to purchase and pay for.

COBRA BENEFITS

The Federal Consolidated Budget Reconciliation Act (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under PCA's health plan when a "qualifying event" would normally result in the loss of eligibility.

Some common qualifying events are resignation, termination of employment, or death of an employee, a reduction in an employee's hours or leave of absence, divorce or legal separation, and a dependent child no longer meeting eligibility requirements.

Under COBRA, the employee or beneficiary pays the full cost of coverage at PCA group rates plus an administration fee. PCA or our carrier provides each eligible employee with a written notice describing rights granted under COBRA when the employee becomes eligible for coverage

under PCA's health insurance plan. The notice contains important information about the employee's rights and obligations.

SOCIAL SECURITY/MEDICARE

If you are a full time regular employee contributing to a teacher's retirement system (PERS/STRS), your earnings from this job are not covered under Social Security. When you retire, or if you become disabled, you may receive a pension based on earnings from this job. If you do, and you are also entitled to a benefit from Social Security based on either your own work or the work of your spouse, or former spouse, your pension may affect the amount of the Social Security benefit you receive. Your Medicare benefits, however, will not be affected.

PCA withholds income tax from all employees' earnings and, if elected, participates in FICA (Social Security), for temporary employees and Medicare withholding and matching programs as required by law.

STATE DISABILITY INSURANCE (WAGE SUPPLEMENT)

All employees are enrolled in California State Disability Insurance (SDI), which is a partial wage replacement insurance plan for California workers. Employees may be eligible for SDI when they are ill or have non-work related injuries, or may be eligible for work related injuries if they are receiving workers' compensation at a weekly rate less than the SDI rate. Specific rules and regulations relating to SDI eligibility are available from Human Resources.

PAID FAMILY LEAVE (WAGE SUPPLEMENT)

Under California law, eligible employees may participate in the Paid Family Leave ("PFL") program, which is part of the state's unemployment compensation disability insurance program. The PFL program provides up to ~~six~~ **eight** weeks of partial wage replacement benefits to employees who take time off to care for a seriously ill or injured child, spouse, parent, registered domestic partner, siblings, grandparents, grandchildren, or parents-in-law or to bond with a new child (birth, foster care, adoption) **or participate in a qualifying event because of a family member's military deployment to a foreign country.** The PFL program does not provide job protection or reinstatement rights. It is a wage supplement provided **by the state** concurrently while an employee takes an eligible leave of absence under PCA policy and applicable law.

PCA will require you **to exhaust any available sick leave and PTO** ~~to take up to two weeks of unused PTO~~ prior to your receipt of benefits under the PFL program.

The program will be administered in a manner consistent with California law. For more information regarding this program, you may contact the California Employment Development Department.

WORKER'S COMPENSATION INSURANCE

Eligible employees are entitled to workers' compensation insurance benefits when suffering from an occupational illness or injury. This benefit is provided at no cost to the employee.

In the event of an occupational injury or illness (as defined under Workers' Compensation Law) an employee may be covered by workers' compensation insurance instead of group insurance.

If an employee should become injured or in any way disabled on the job, he or she must report the injury immediately to his or her supervisor. It is a felony to file a fraudulent or false workers' compensation claim.

RETURN-TO-WORK POLICY

PCA strives to assist employees to return to work at the earliest possible date following an injury or illness. A return-to-work program has several benefits for both the School and employees by minimizing time lost from work.

This policy is not intended to supersede or modify the procedures applicable to employees eligible for reasonable accommodation under the Americans with Disabilities Act (ADA) or leave benefits under the Family and Medical Leave Act (FMLA) or California Family Rights Act (CFRA). Inquiries about the ADA, FMLA or CFRA should be directed to the human resource department (HR).

PCA defines "transitional work" as temporary, modified work assignments within the worker's physical abilities, knowledge and skills.

When possible, transitional positions may be made available to qualified employees to minimize or eliminate time lost from work. The School cannot guarantee a transitional position and is under no obligation to offer, create or encumber any specific position for purposes of offering placement to such a position.

~~In the event an employee refuses transitional work (outside the employee's FMLA benefits period) and the employee satisfies the restrictions and ability to perform the transitional position, the School is not obligated to provide an alternative position.~~

Procedures

If a health care provider releases the employee to return to work on modified duty and has completed the return-to-work and job description forms, the employee should return the forms to HR within 24 hours or as soon as practicable. The employee cannot return to work without the release from the health care provider.

HR will review the return-to-work form and determine a transitional position for the employee if appropriate and transitional work falls within the School's operational needs. A transitional position job description, including physical requirements, will be prepared for review and approval by the employee's health care provider.

Transitional positions are developed based on the physical capability of the worker, the needs of the School, and the availability of transitional work. PCA will determine appropriate work hours, shifts, duration and locations of all work assignments. The School reserves the right to determine the availability, appropriateness and continuation of all transitional work assignments.

It is the responsibility of the employee to provide HR with a current telephone number and address, so the employee may be contacted. The employee must notify HR immediately of any and all changes in medical conditions.

It is the responsibility of the employee and the employee's supervisor to notify HR immediately of any work-related injuries, if the employee misses time from transitional work or of any changes to transitional work assignments.

The employee will be asked to sign the notice indicating his or her acceptance or refusal of the transitional work job offer and to return the notice to HR.

Any employee returning to a transitional position must not exceed the duties of the position or go beyond the restrictions indicated by the health care provider. If any medical restrictions change, the employee must immediately notify their supervisor and provide the supervisor a copy of the new medical release.

Supervisors will monitor work performance to ensure the employee does not exceed the requirements set by the health care provider.

SECTION 10 – EMPLOYEE COMMUNICATIONS POLICY

COMMUNICATIONS POLICY

Every employee is responsible for using PCA's computer system, including, without limitation, its computers, laptops, iPads, tablets, cellular phones, electronic mail (Email) system, telephone, video conferencing, voicemail, facsimile systems and the Internet ("Communications Systems"), properly and in accordance with this policy. Any questions about this policy should be addressed to the employee's immediate supervisor.

The Communication Systems are the property of PCA and have been provided for use in conducting PCA business. All communications and information transmitted by, received from, created, or stored in PCA's Communication Systems are records and property of PCA. The Communication Systems are to be used for School purposes only. Employees may, however, use PCA technology resources for the following incidental personal uses so long as such use does not interfere with the employee's duties, is not done for pecuniary gain, does not conflict with PCA business, and does not violate any PCA policies:

- To send and receive necessary and occasional personal communications;
- To use the telephone system for brief and necessary personal calls; and
- To access the Internet for brief personal searches and inquiries during meal periods or other breaks, or outside of work hours, provided that employees adhere to all other usage policies.

No Expectation of Privacy

PCA has the right, but not the duty, to monitor any and all of the aspects of its Communication Systems, including, without limitation, reviewing documents created and stored on its Communication Systems, deleting any matter stored in its system (including, without limitation, its Email and word processing systems), monitoring sites visited by employees on the Internet, monitoring chat and news groups, reviewing material downloaded or uploaded by users to the Internet, and reviewing Email, voicemails, and instant messages sent and received by users. Further, PCA may exercise its right to monitor its Communications Systems for any reason and without the permission of any employee. Employee use of PCA's Communication Systems constitutes consent to all the terms and conditions of this policy.

Even if employees use a password to access the Communication Systems (or any aspect thereof), the confidentiality of any message stored in, created, received, or sent from PCA's Communication Systems is not assured. Use of passwords or other security measures does not in any way diminish PCA's right to monitor and access materials on its Communication Systems, or create any privacy rights of employees in the messages and files on the system. Any password used by employees must be revealed PCA upon request for any reason that PCA, in its discretion, deems appropriate. Further, employees should be aware that deletion of any Email messages, voicemails or files would not truly eliminate the messages from the system. All Email messages, voicemails and other files may be stored on a central back-up system in the normal course of data management.

Employees have no expectation of privacy in anything they view, create, store, send, or receive on the Communication Systems.

Notwithstanding the foregoing, even though PCA has the right to retrieve, read, and delete any information viewed, created, sent, received, or stored on its Communication Systems, Email messages should still be treated as confidential by other employees and accessed only by the intended recipient. Employees are not authorized to retrieve or read any Email messages that are not sent to them or by them. Any exception to this policy must receive the prior approval of the Executive Director.

Professional Use of Communication Systems Required

Employees are reminded to be courteous to other users of the system and always to conduct themselves in a professional manner. Emails and other text communications, in particular, are sometimes misdirected or forwarded and may be viewed by persons other than the intended recipient. Users should write Email communications with no less care, judgment, and responsibility than they would use for letters or internal memoranda written on PCA letterhead.

Offensive and Inappropriate Material

PCA's policy against discrimination and harassment, sexual or otherwise, applies fully to PCA's Communication Systems, and any violation of that policy is grounds for discipline up to and including discharge. Therefore, no Email messages should be created, sent, or received if they contain intimidating, hostile, or offensive material concerning race, color, religion, sex, age, national origin, disability or any other characteristic protected by law. Further, material that is fraudulent, harassing, abusive, embarrassing, sexually explicit, profane, obscene, intimidating, defamatory, unlawful, inappropriate, or offensive (including offensive material concerning sex, race, color, national origin, religion, age, disability, or any other characteristic protected by law)

may not be downloaded from the Internet or displayed or stored in PCA's computers. Employees encountering or receiving this kind of material should immediately report the incident to their Executive Director.

PCA may (but is not required) to use software to identify inappropriate or sexually explicit Internet sites. Such sites may be blocked from access by PCA networks. Employees who encounter inappropriate or sexually explicit material while browsing on the Internet should immediately disconnect from the site, regardless of whether the site was subject to PCA's blocking software.

Solicitations

~~PCA's Communication Systems may not be used to solicit for political causes, commercial enterprises, outside organizations, or other non-job-related solicitations. Approval from the Executive Director is required before anyone can post any information on commercial on-line systems or the Internet.~~

Licenses and Fees

Employees may not agree to a license or download any material over the Internet for which a registration fee is charged without first obtaining the express written permission of his/her Executive Director.

Games and Entertainment Software

Employees may not use a PCA Internet connection to download games or other entertainment software, or to play games over the Internet.

Confidential Information

Employees may not transmit information over the Internet or through email that is confidential or proprietary. Employees are referred to PCA's "Confidential Information" policy, contained herein, for a general description of what PCA deems confidential or proprietary. When in doubt, employees must consult their immediate supervisor and obtain approval before transmitting any information that may be considered confidential or proprietary.

Copyrights and Trademarks

PCA's Communication Systems may not be used to send (upload) or receive (download) copyrighted materials, trade secrets, proprietary financial information, or similar materials without prior authorization from his/her Executive Director. Employees, if uncertain about whether certain information is copyrighted, proprietary, or otherwise inappropriate for transfer, should resolve all doubts in favor of not transferring the information and consult a supervisor.

Any PCA approved material that is posted or sent via its computer system should contain all proper copyright and trademark notices. Absent prior approval from a supervisor to act as an official representative of PCA, employees posting information must include a disclaimer in that information stating, "Views expressed by the author do not necessarily represent those of PCA."

Maintenance and Security of the System

Employees must not deliberately perform acts that waste resources or unfairly monopolize resources to the exclusion of others. These acts include, but are not limited to, sending mass mailings or chain letters, spending excessive amounts of time on the Internet, playing games,

streaming video or audio files, engaging in online chat groups, printing excessive copies of documents, or otherwise creating unnecessary network traffic. Because audio, video, and picture files require significant storage space, files of this or any other sort may not be downloaded unless they are business-related. In addition, employees should routinely delete outdated or otherwise unnecessary voicemails, Emails and computer files. These deletions will help keep the system running smoothly and effectively, as well as minimize maintenance costs.

To ensure security and to avoid the spread of viruses, employees accessing the Internet through a computer attached to PCA's network must do so through an approved Internet firewall. Accessing the Internet directly by modem is strictly prohibited unless the computer you are using is not connected to PCA's network.

Files obtained from sources outside PCA including disks brought from home; including files downloaded from the Internet, news groups, bulletin boards, or other online services; files attached to email; and files provided by students, parents, or vendors, may contain dangerous computer viruses that may damage PCA's computer network. Employees should never download files from the Internet, accept email attachments from outsiders, or use disks from non-PCA sources, without first scanning the material with PCA approved virus checking software. If you suspect that a virus has been introduced into PCA network, notify technology personnel immediately.

Violations of this Policy

Violations of this policy will be taken seriously and may result in disciplinary action, including possible termination, and civil and criminal liability.

Amendment and Modification of this Policy

PCA reserves the right to modify this policy at any time, with or without notice. PCA may require employees to acknowledge and comply with a separate Acceptable Use Policy for Internet and Network Resources, which shall control in the event of a conflict.

SOCIAL MEDIA POLICY

PCA has adopted the following policy with regard to employees' behavior on social networking sites including but not limited to Facebook, Twitter, LinkedIn, Pinterest, Instagram, SnapChat and YouTube. If you wish to use networking protocols or set up a social media site as a part of the educational process, please work with your administrators and technology staff to identify and use a restricted, School-endorsed networking platform. Such sites will be the property of the School who will have unrestricted access to, and control of, such sites.

This policy is intended to supplement, not replace, the School's other policies, rules, and standards of conduct. For example, School policies on confidentiality, use of School equipment, professionalism, employee references and background checks, workplace violence, unlawful harassment, and other rules of conduct are not affected by this policy.

You are required to comply with the following rules and guidelines when participating in social media activities that are governed by this policy:

- Comply with the law at all times. Do not post any information or engage in any social media activity that may violate applicable local, state, or federal laws or regulations.

- Do not engage in any discriminatory, harassing, or retaliatory behavior in violation of School policy.
- Respect copyright, fair use, and financial disclosure rules and regulations. Identify all copyrighted or borrowed material with proper citations and/or links.
- Maintain the confidentiality of the School's trade secrets and private or confidential information. Trade secrets may include information regarding the development of systems, processes, products, know-how, and technology. Do not post internal reports, policies, procedures, or other internal business-related confidential communications. This prohibition applies both during and after your employment with the School.
- Do not post confidential information (as defined in this Handbook) about the School, its employees, or its students. Remember that most student information is protected by the Family Educational Rights and Privacy Act, including any and all information that might identify the student. Publicizing student work and accomplishments is permitted only if appropriate consents are obtained.
- While limited and incidental social media activities at work may be tolerated, such social media activities may not interfere with your job duties or responsibilities. Do not use your School-authorized e-mail address to register on social media websites, blogs, or other online tools utilized for personal use.
- Be knowledgeable about and comply with the School's background check procedures.
- Be knowledgeable about and comply with the School's reference policy. Do not provide employment references for current or former employees, regardless of the substance of such comments, without prior approval from the School.
- We encourage you to be fair and courteous to fellow employees, students, parents, vendors, customers, suppliers, or other people who work on behalf of the School. We also encourage you to avoid posting statements, photographs, video, or audio that could be reasonably viewed as malicious, obscene, threatening, or intimidating, that disparage employees, students, parents, vendors, customers, suppliers, or other people who work on behalf of the School, or that might constitute harassment or bullying.
- Make sure you always try to be honest and accurate when posting information or news, and if you make a mistake, correct it quickly. Please do not post any information or rumors that you know to be false about the School, fellow employees, students, parents, vendors, customers, suppliers, people working on behalf of the School, or competitors.
- Never represent yourself as a spokesperson for the School unless authorized to do so. If you publish social media content that may be related to your work or subjects associated with the School, make it clear that you are not speaking on behalf of the School and that your views do not represent those of the School, fellow employees, students, parents, vendors, customers, suppliers, or other people working on behalf of the School. It is best to use a disclaimer such as "The postings on this site are my own and do not necessarily reflect the views of the School."
- Never be false or misleading with respect to your professional credentials.
- Do not take any photos, videos, or other media in the workplace or on the School's premises or at School functions without permission of the School. It is your responsibility to ensure that your posts do not contain any prohibited information, or Confidential Information, including, but not limited to, photos, videos, or other media referencing or relating to student information, even if the student(s) is/are not specifically identified by name but

could be easily determined or may be perceived as identifying any student or group of students. Violations may result in disciplinary action, up to and including termination.

- Supervisors who “friend” subordinates on social media accounts (whether personal or School accounts) are responsible for abiding by this policy at all times and immediately reporting any violations of this policy to. Failure to do so may result in disciplinary action, up to and including termination.

Employees are not to initiate “friendships” with students or parents. Employees shall not accept students as friends on any personal social networking sites and are to decline any student-initiated friend requests. Employees must delete any students already on their “friends” list immediately. Employees should also be aware that participation in social media, even in a private setting, may not remain private and posts may become public knowledge and/or reported to the school.

~~With regard to social networking content, employees should not use commentary deemed to be defamatory, obscene, proprietary, or libelous with regard to any School-related business or policy, employee, student, or parent. Additionally, employees should exercise caution with regards to exaggeration, obscenity, copyrighted materials, legal conclusions, and derogatory remarks or characterizations.~~

Employees should weigh whether a particular posting puts his/her effectiveness as a School employee at risk. PCA encourages employees to post only what they want the world to see. Imagine that students, their parents, or administrators will visit your site as most information is available to the general public even after it is removed from the site. Employees may not discuss students nor post images that include students.

~~Due to security risks, employees must be cautious when installing the external applications that work with the social networking site. At a minimum, it is recommended that all employees should have all privacy settings set to “Only Friends”. The settings “Friends of Friends” and “Networks and Friends” open your content to a large group of unknown people, including students.~~

Personal or Professional Blogs

~~If you are developing a website or writing a blog that will mention PCA, you must identify that you are an employee of the organization and that the views expressed on the blog or web site are yours alone and do not represent the views of PCA. Unless given permission by your Executive Director, you are not authorized to speak on behalf of PCA or to represent that you do so. If you are developing a site or writing a blog that will mention PCA, as a courtesy to the organization, please let your Executive Director know in advance of publication. Your Executive Director may choose to visit your blog or social networking site from time to time.~~

~~You may not share information that is confidential and proprietary with regard to PCA. This includes, but is not limited to, information about curriculum, School dynamics, School programs, future goals, or current challenges within the organization. These are given as examples only and do not cover the range of what PCA considers confidential and proprietary. If you have any questions about whether information has been released publicly or doubts of any kind, speak with your Executive Director.~~

~~When writing a blog or participating in any other social networking site, employees should speak respectfully about PCA and our current and potential employees, students, parents, and competitors. Name-calling or behavior that will reflect negatively on the organization's reputation is discouraged. Note that the use of copyrighted materials, unfounded, harassing, libelous, or derogatory statements, or misrepresentation is not viewed favorably by PCA and can result in disciplinary action, up to, and including termination.~~

This policy should not be construed, and will not be applied, in a manner that violates employee rights under the National Labor Relations Act.

Employees may not comment on a student's blog or a student's other social networking commentaries.

Employees may not use trade names, or logos belonging to the School without express written permission of the Executive Director.

~~In the event you have any questions about whether a particular social media activity may involve or implicate the School, or may violate this policy, please contact Human Resources. Social media is in a state of constant evolution, and the School recognizes that there will likely be events or issues that are not addressed in these guidelines. Thus, each School employee is responsible for using good judgment and seeking guidance, clarification, or authorization before engaging in social media activities that may implicate this policy.~~

Failure to comply with PCA's social media policy will result in disciplinary action, up to, and including, immediate termination.

EQUIPMENT POLICY

PCA attempts to provide all staff members with the equipment and supplies needed to do their job. Providing equipment is a great expense to the School. It is expected that everyone will protect and care for all equipment and supplies issued to them. Staff members are responsible for the cost of lost, stolen, or broken items issued to them including: keys, textbooks, teacher guides, laptops, and any other equipment that may be assigned to them if the loss is due to willful misconduct or gross negligence.

Staff Equipment

Each staff member assigned devices and will be charged for any damages, loss or theft to the laptop caused by willful misconduct or gross negligence.

Although issued to an individual employee, all computing **devices** are considered the personal property of the primary organizational unit to which the receiving employee belongs and shall be returned upon termination of employment with the School, after reassignment of job duties or immediately upon request at any time by an official of the School.

Employees are expected to take all appropriate measures and precautions to prevent the loss, theft, damage and/or unauthorized use of such equipment. Such precautions shall include, but not be limited to the following:

- Keep the computing device in a locked and secured environment when not being used;
- Do not leave the computing device for prolonged periods of time in a vehicle, especially in extreme temperatures;
- Keep food and drinks away from all computing devices and work areas;
- Do not leave the computing device unattended at any time in an unsecured location (e.g., an unlocked empty office); and
- Keep the computing device in sight at all times while in public places, such as public transportation, airports, restaurants, etc. Should an employee's computing device be lost or stolen, the employee must:
 - Immediately report the incident to his/her immediate supervisor and/or Executive Director;
 - Obtain an official police report documenting the theft or loss; and
 - Provide a copy of the police report to his/her immediate supervisor or Executive Director.

If the employee fails to adhere to these procedures, the employee may be held legally and financially responsible to the School for the replacement of such equipment.

The School is under no legal, financial or other obligation to provide for a replacement computing device to any employee whose device is lost, stolen or damaged.

There is no expectation of privacy in School equipment. The School may add security and other tracking technology to any and all computing devices issued by it and any and all such usage is subject to management review, monitoring, and auditing by the School. Other audits may be performed on the usage and internal controls as deemed necessary.

Non-compliance with any policies or procedures regarding Employee Computers and Portable Computing Devices issued by the School will result in appropriate disciplinary action and/or reimbursement of any and all costs to the School.

CELL PHONE POLICY

~~Personal cell phone use is not permitted while you are working. Cell phones should be turned off and stored with your other personal belongings while you are working.~~

If you are required to perform business on a cell phone for PCA while driving, you must utilize the hands-free option on the cell phone or a headset/earpiece device. Sending, writing, or reading text based communications on your cell phone while driving a School vehicle or your own vehicle to conduct School business is prohibited. Text based communications include, but are not limited to, text messages, instant messages, and email.

If you are assigned a School cell phone to conduct School business, please notify your supervisor if the cell phone is misplaced, stolen, or damaged. Personal calls, received or placed, are not allowed on School cell phones.

Telephone Calls and Texting

While at work and during staff meetings, the employee's undivided attention is expected. Cell phones, texting, and pagers are not allowed so that the activities or discussion are not disturbed. Employees should wait to make personal phone calls during breaks.

NO SOLICITATION/DISTRIBUTION POLICY

PCA's Communication Systems may not be used to solicit for political causes, commercial enterprises, outside organizations, or other non-job-related solicitations. Approval from the Executive Director is required before anyone can post any information on commercial on-line systems or the Internet.

In order to minimize non-work-related activities that could interfere with providing quality education, teamwork, and safety, PCA has established the following policy concerning solicitation and the distribution of written materials other than those directly related to the School's business.

Non-employees may not solicit or distribute written materials of any kind at any time on premises that are owned, leased, operated, managed, or controlled by PCA.

Employees may not solicit other employees during the workday when either the person doing the solicitation or the person being solicited is engaged in or required to be performing work tasks.

Employees may not distribute written materials of any kind during the workday when either the distributing employee or the employee receiving the materials is engaged in or required to be performing work tasks.

Additionally, distribution of written materials of any kind by PCA employees is prohibited at all times in all working areas on School premises.

Employees may solicit other employees when both parties are on non-work time. Employees may distribute written materials in non-work areas during non-work time.

The sole exceptions to this policy are charitable and community activities supported and approved by PCA.

School bulletin boards are the only areas where any merchandise or notices may be placed. Such items must meet the guidelines established by the School. PCA must approve any postings prior to posting.

PCA reserves the right to discontinue any solicitation or distribution if the activities become disruptive to employees or the efficient operation of the School's business.

Employees are required to leave School premises and other work areas at the completion of their workday. Employees are not permitted to enter or remain on School premises or work areas unless the employee is on duty, scheduled for work, coming to or departing from scheduled work, or otherwise has specific authorization from their supervisor.

Definitions

School "premises": property owned, leased, operated, managed, or controlled by the School, including buildings, parking lots, and play areas that the School has the right to use exclusively or in common with others, vehicles owned or operated by the School.

Work time: any time when employees are engaged in or required to be performing work tasks or are otherwise “on the clock.” Work time does not include break periods, meal times, or other periods during the workday when employees are properly not engaged in performing their work tasks.

Work areas: all areas controlled by the School where employees are performing work, except, employee break areas, and parking lots (non-work areas).

Employee Responsibility

If you have a need to solicit and/or distribute materials on School premises, it must be in compliance with this policy. If you have questions, talk with Human Resources. If solicitation or distribution is conducted within the parameters of this policy, the manner of activities must not harass or intimidate other employees. If you are subjected to such behavior at any time, report the activity to your supervisor. If solicitation or distribution occurs while you are working, report the activity to your supervisor.

ANTI -NEPOTISM POLICY

Policy Statement

It is the policy of PCA to avoid Nepotism, which means to avoid creating or maintaining circumstances in which the appearance or possibility of favoritism, conflicts of interest, or management disruptions exist due to a relationship between a PCA decision-maker and his or her Family Member. This policy is to ensure effective supervision, internal discipline, security, safety, and positive morale in the workplace and to avoid the potential for problems of actual or perceived favoritism, conflicts in loyalty, discrimination, and appearances of impropriety or conflict of interest. This policy applies to all PCA board members, employees, individual consultants hired or retained by PCA, and School Services Providers hired or retained by PCA.

Relationships between PCA board members, employees, consultants, or School Services Providers are permissible under the following circumstances:

- (a) Family Members of PCA board members, employees, individual consultants, or School Services Providers shall not be hired for or retained in an employment position if one Family Member would have the authority or be in a position to directly supervise, hire, or discharge the other.
- (b) Any time a board member, employee, individual consultant, or School Services Provider is a Family Member of another, the relationship shall not result in an adverse impact on work productivity or performance. The determination of whether there is an adverse impact shall be in the discretion of the supervisor(s) of the employee(s), consultant(s), or School Services Provider(s), or in the case of a board member, in the discretion of the PCA board of directors.
- (c) Any time a board member, employee, individual consultant, or School Services Provider is a Family Member of another, the relationship shall not create an actual conflict of interest under the law, and shall not create a detrimental perceived conflict of interest. The determination of whether there is a detrimental perceived conflict of interest shall be in the

discretion of the supervisor(s) of the employee(s), consultant(s) or School Services Provider(s), or in the case of a board member, in the discretion of the PCA board of directors.

Definitions

“Family Members” include an employee's parent, child (natural, adopted, or legal guardianship), spouse, domestic partner, brother, sister, grandparent, grandchild, step-relationships within the preceding categories, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, and father-in-law.

“Nepotism” describes a work-related situation in which there is the potential for favoritism toward a Family Member (such as giving a job, promotion, biased performance reviews, or more favorable working conditions) on the basis of the familial relationship.

“School Services Provider” shall mean any provider of school services to PCA, and in the case of an organization shall mean be the responsible individual at such organization that provides school services to PCA.

Procedures

When a Family Member of a current PCA board member, employee, individual consultant, or School Services Provider applies to become a board member or employee, or requests to be a consultant or School Services Provider, the Family Member's application/request must be denied if a conflict under this policy exists (*e.g.*, if one Family Member would have the authority or be in a position to directly supervise, hire, or discharge the other). Special circumstances may be reviewed by the Board in the event that PCA's best interests would be served otherwise.

When a Family Member of a current PCA board member, employee, individual consultant, or School Services Provider applies for a transfer to a new employment position within PCA, the Family Member's application must be evaluated to determine whether a conflict under this policy exists. If a conflict exists, the application for transfer must either be denied or one of the Family Members must seek a position transfer to avoid the conflict, if any such opportunity exists. In the event that no such opportunity exists, the application for transfer must be denied.

In implementing this policy, it is permissible to ask an applicant, potential consultant, or School Services Provider to state whether he or she has a Family Member who is presently employed by or on the board of PCA, but such information may not be used as a basis for an employment decision except as stated herein.

When a relationship that creates a conflict with this policy occurs during employment, PCA will attempt to arrange a transfer or change in position/duties to eliminate the conflict. If a suitable transfer/change in position/duties is not available, one of the employees may be separated from service. Every attempt will be made to effect transfer or separation on the basis of agreement between the employees involved and PCA. If a mutual agreement is unattainable, the Board will determine, in PCA's best interest, which employee is to be transferred or separated.

Responsibilities

The Executive Director or designee shall coordinate with the current employee's direct supervisor to develop appropriate plans to ensure that a Family Member's employment does not conflict with

this policy. If the situation cannot be resolved by a transfer, then the Executive Director or designee will deny the application for employment. Special circumstances may be reviewed by the Board in the event that PCA's best interests would be served by the employment of a Family Member.

The Executive Director or designee shall investigate reports of Nepotism and take appropriate action. Employees are required to disclose changes in their personal situations to the Executive Director or designee which may be covered by this policy. Supervisors may inquire about the family relationship between employees to determine the appropriateness of the working relationship under this policy. The Board shall make the final determination concerning potential conflicts with this policy involving the Executive Director.

BUILDING SECURITY/SCHOOL KEYS

All employees who are issued keys to any building or office are responsible for their safekeeping.

You will be assigned all appropriate building keys needed to conduct your daily job responsibilities. You are responsible for all keys. Duplication of any School key is not allowed and strictly prohibited. It is against School policy to loan or distribute your assigned keys to another employee or non-employee of the School. If your school keys are lost, misplaced, destroyed, or stolen, you must report it immediately to the Executive Director.

The last employee, or a designated employee, who leaves the office and /or the school site at the end of the business day assumes the responsibility to ensure that all doors are securely locked, the alarm system is armed, thermostats are set on appropriate evening and/or weekend setting, and all appliances and lights are turned off with exception of the lights normally left on for security purposes. Employees are not allowed on school property before or after hours without prior authorization.

INTERNAL INVESTIGATIONS & SEARCHES

From time to time PCA may conduct internal investigations pertaining to security, auditing, or work-related matters. Employees are required to cooperate fully with and assist in these investigations if required to do so.

In PCA's discretion, employees' work areas (i.e. desks, file cabinets, lockers, etc.) may be subject to a search without notice. Employees are required to cooperate. Because even a routine search for PCA property might result in the discovery of an employee's personal possessions, all employees are encouraged to refrain from bringing into the workplace any item of personal property that they do not wish to reveal to PCA. PCA will generally try to obtain an employee's consent before conducting a search of work areas, but it may not always be able to do so. Employees have no expectation of privacy in their work areas.

VIOLENCE IN THE WORKPLACE

PCA has adopted a policy prohibiting workplace violence. Consistent with this policy, acts or threats of physical violence, including intimidation, harassment, bullying, and/or coercion, which involve or affect PCA or which occur on PCA property will not be tolerated. Examples of workplace violence include, but are not limited to, the following:

- All threats or acts of violence occurring on PCA premises, regardless of the relationship between PCA and the parties involved
- All threats or acts of violence occurring off PCA premises involving someone who is acting in the capacity of a representative of PCA

Specific examples of conduct, which may be considered threats or acts of violence, include, but are not limited to, the following:

- Hitting or shoving an individual
- Threatening an individual or his/her family, friends, associates, or property with harm
- Intentional destruction or threatening to destroy PCA property
- Making harassing or threatening phone calls
- Harassing surveillance or stalking (following or watching someone)
- Unauthorized possession or inappropriate use of firearms or weapons

PCA's prohibition against threats and acts of violence applies to all persons involved in PCA's operation, including but not limited to all personnel, contract, unpaid interns, volunteers and temporary workers, and anyone else, including parents on PCA property. Violations of this policy by any individual on PCA property will lead to disciplinary action, up to and including termination and/or legal action as appropriate. All employees are encouraged to report incidents of threats or acts of physical violence of which they are aware to their supervisors or to their Executive Director.

If an employee becomes aware of an imminent act of violence, a threat of imminent violence, or actual violence, emergency assistance must be sought immediately. In such situations, the employee should contact the law enforcement authorities by dialing 911. Immediately after contacting the law enforcement authorities, the employee must report the

There will be no retaliation against any employee who brings a complaint in good faith under the Violence in the Workplace Policy or who honestly assists in investigating such a complaint, even if the investigation produces insufficient evidence that there has been a violation, or if the charges cannot be proven. However, disciplinary action may be taken against employees who, in bad faith, make false or frivolous accusations.

In certain circumstances, the School may seek a workplace violence restraining order on behalf of one or more employees in furtherance of its commitment to providing a workplace that is free from acts of violence or threats of violence.

SECTION 11 – STANDARDS OF CONDUCT

PERSONAL STANDARDS

~~Each employee must be neatly groomed and wear clothing that is professional and appropriate for the employee's position. Your Executive Director or immediate supervisor will inform you of any special clothing requirements. Employees will not be permitted to wear clothing or otherwise present an appearance that may cause disruption, be taken as offensive, or reduce productivity.~~

~~Consult your supervisor if you have any questions regarding appropriate attire.~~

School Dress Code

It is the goal of the school to foster a professional work environment for all staff, as part of our commitment to providing excellent customer service to our families, our communities, our professional associates, and respect for one another.

General rules: Clothing should be clean, free of wrinkles, rips or tears, and appropriate for the workplace. Nothing too tight or revealing (i.e. nothing too low cut in the front or back, or sheer), no bare midriffs, no spaghetti straps, and no undergarments showing. No shorts or yoga pants. No offensive language or images. Hair should be clean and neatly groomed. Please cover tattoos whenever possible.

Casual Business Attire

Tops:

Polo style or button-down shirts or blouse

Pullovers or sweaters

*No tank tops

Bottoms:

Skirt (no more than 3" above the knee)

Dress slacks or Khakis

Capri pants

Denim jeans

Dresses:

No more than 3" above the knee

Hats:

School hats

Shoes:

Comfortable and professional: This may include dress shoes, boots, heels, sandals, or flats

*If you are in a position where you are moving items or furniture, please wear closed-toe shoes.

TEACHER-STUDENT INTERACTIONS

Boundaries Defined

For the purposes of this policy the term “boundaries” is defined as acceptable professional behavior by staff members while interacting with a student. Trespassing beyond the boundaries of a student-teacher relationship is deemed an abuse of power and a betrayal of public trust.

Acceptable and Unacceptable Behavior

Some activities may seem innocent from a staff member’s perspective, but some of these activities can be perceived as flirtation or sexual insinuation from a student or parental point of view. The purpose of the following lists of unacceptable and acceptable behaviors is not to restrain innocent, positive relationships between staff and students, but to prevent relationships that could lead to, or may be perceived as, inappropriate or sexual misconduct.

Staff members must understand their own responsibilities for ensuring they do not cross the boundaries as written in this policy. Disagreeing with the wording or intent of the established boundaries will be considered irrelevant for any required disciplinary purposes. Thus, it is critical that all employees study this policy thoroughly and apply its spirit and intent in their daily activities.

Unacceptable Behaviors

These lists, and any subsequent lists, are not meant to be all-inclusive, but rather illustrative of the types of behavior addressed by this policy.

- Giving gifts to an individual student that are of a personal and intimate nature
- Kissing of ANY kind
- Any type of unnecessary physical contact with a student in a private situation
- Intentionally being alone with a student away from school
- Making, or participating in, sexually inappropriate comments
- Sexual jokes, or jokes/comments with sexual overtones or double-entendres
- Seeking emotional involvement (which can include intimate attachment) with a student beyond the normative care and concern required of an educator
- Listening to or telling stories that are sexually oriented
- Discussing inappropriate personal troubles or intimate issues with a student in an attempt to gain their support and understanding
- Becoming involved with a student so that a reasonable person may suspect inappropriate behavior
- Giving students a ride to/from school or school activities without parental permission

- Being alone in a room with a student at school with the door closed
- Allowing students in your home without signed parental permission for a pre-planned and pre-communicated educational activity which must include another educator, parent, or other responsible adult
- Remarks about the physical attributes or physiological development of anyone
- Excessive attention toward a particular student
- Sending emails, text messages, Facebook responses, or letters to students if the content is not about school activities

Acceptable and Recommended Behaviors

- Obtaining parent's written consent for any school activity (exclusive of tutorials)
- Obtaining formal approval (site and parental) to take students off school property for activities such as field trips or competitions
- Emails, text-messages, phone conversations, and other communications to and with students, if permitted, must be professional and pertain to school activities or classes (communication should be initiated via school-based technology and equipment)
- Keeping the door open when alone with a student
- Keeping reasonable and appropriate space between you and the student
- Stopping and correcting students if they cross your own personal boundaries
- Keeping parents informed when a significant issue develops about a student
- Keeping after-class discussions with a student professional and brief
- Immediately asking for advice from senior-staff or administration if you find yourself in a difficult situation related to boundaries
- Involving your supervisor in discussion about boundaries that have the potential to become more severe (including but not limited to: grooming or other red flag behaviors observed in colleagues, written material that is disturbing, or a student's fixation on an adult)
- Making detailed notes about an incident that in your best judgment could evolve into a more serious situation later
- Recognizing the responsibility to stop unacceptable behavior of students and/or co-workers
- Asking another staff member to be present, or within close supervisory distance, when you must be alone with a student after regular school hours
- Prioritizing professional behavior during all moments of student contact

- Asking yourself if any of your actions, which are contrary to these provisions, are worth sacrificing your job and career

Reporting

When any staff member becomes aware of another staff member, volunteer, guest or vendor having crossed the boundaries specified in this policy, or has a reasonable suspicion of misconduct, he or she must report the suspicion to their immediate supervisor or the Executive Director promptly. Reasonable suspicion means it is based on facts which would lead a reasonable person to believe the conduct occurred. Prompt reporting is essential to protect students, the suspected staff member, any witnesses, and the School as a whole. Employees must also report to the administration any awareness of, or concern about, student behavior that crosses boundaries, or any situation in which a student appears to be at risk for sexual abuse.

Investigating

The School will promptly investigate and document the investigation of any allegation of sexual misconduct or inappropriate behavior, using such support staff or outside assistance, as it deems necessary and appropriate under the circumstances. Throughout this fact-finding process, the investigating administrator, and all other privy to the investigation, shall protect the privacy interests of any affected student(s) and/or staff member(s) including any potential witnesses, as much as possible.

Consequences

Staff members who have violated this policy will be subject to appropriate disciplinary action, and where appropriate, will be reported to authorities for potential legal action.

CUSTOMER & PUBLIC RELATIONS

The School's image in front of students, parents (i.e. our "customers") and the general public is critical to our success. All employees are expected to be prompt, polite, courteous and attentive to our customers and the public. It is possible an employee may come into contact with a dissatisfied or hostile individual based on the nature of the employee's work. If this happens, you should immediately notify your supervisor or the Executive Director. We will absolutely not tolerate conduct toward our customers or the general public that might be interpreted as unlawful discrimination or harassment. If you witness conduct in violation of this policy, you should immediately bring it to the attention of your supervisor or the Executive Director.

STANDARDS OF CONDUCT AND CIVILITY

At PCA, we are committed to upholding the highest standards of personal integrity and conduct. These standards are based on our dedication to treating people with dignity, respect, and civility, and taking individual and collective responsibility for our conduct. The manner in which we conduct ourselves defines us and how we are perceived by others. As school employees, we also serve as role models to our students.

PCA employees are accountable for integrity in conduct and for the consequences of their actions or inactions. The highest of ethical standards are expected in all matters internal, as well as with students, parents, and the community at large. All employees and any individuals acting on behalf of PCA are required to conduct themselves in compliance with the essence of this Standards of

Conduct and Civility policy. Any concerns must be promptly reported to a supervisor or the Human Resources. Failure to comply with this policy may result in disciplinary action, up to and including termination.

Children must have adult supervision at all times.

CIVILITY

- Everyone treats each other with civility, dignity, respect and professionalism at all times
- Employees exercise emotional self control and sensitivity to feelings of others not with blame or recrimination
- Employee behavior supports an environment where everyone feels safe, secure and respected.

PROHIBITED CONDUCT

The following is a list of conduct that is prohibited and will not be tolerated by the School. It is not an all-inclusive list, but rather a list designed to give examples of the types of conduct prohibited by the School.

- Falsification of employment records, employment information, or other School records
- Recording the work time of another employee or allowing any other employee to record your work time, or allowing falsification of any time card, either your own or another's
- Theft, deliberate or careless damage, or loss of any School property or the property of any employee or customer
- Provoking a fight or fighting during working hours or on School property
- Participating in horseplay or practical jokes on School time or on School premises where such conduct might be a safety risk or might be interpreted as offensive
- Carrying firearms or any other dangerous weapons on School premises at any time or while acting on behalf of the School
- Any conduct that has gained sufficient notoriety so as to impair the employee's school-related relationships
- Any willful conduct that endangers the safety, health or wellbeing of another individual
- Any act of sufficient magnitude to cause disruption of work or gross discredit to the school
- Immoral conduct
- Unfitness for service
- Violation of the Substance and Alcohol policy
- Insubordination, including but not limited to, failure or refusal to obey the orders or instructions of a supervisor or member of administration, or the use of abusive or threatening or abusive language toward a supervisor or member of administration
- Unreported absence on scheduled workdays unless otherwise excused
- Excessive tardiness or absenteeism unless otherwise excused

- Unauthorized use of School equipment, time, materials, facilities, or the School name
- Sleeping or malingering on the job
- Failure to observe working schedules, including the required rest and meal periods
- Soliciting other employees for membership, funds, or other similar activity in connection with any outside organization during your working time or the working time of the employee(s) solicited
- Distributing unauthorized literature or any written or printed material during working time or in work areas ("Working time" does not include your meal and break periods.)
- Failure to timely notify your supervisor when you are unable to report to work absent extenuating circumstances
- Failure of an employee to obtain permission to leave work for any reason during normal working hours
- Abuse of sick leave
- Violation of the Communications Policy
- **Violation of the Standards of Conduct and Civility Policy**
- Failure to provide a physician's certificate when requested or required to do so
- Violating the School's Personal Standards or dress code
- Breaching confidentiality
- Making derogatory racial, ethnic, religious, or sexual remarks or gestures; any violation of the Harassment and/or Equal Employment Opportunity policy; or using profane or abusive language at any time on School premises or during working hours
- Violation of any safety, health, security, or School rule
- Negligence or other conduct leading to the endangerment of harm of a child or children
- Working overtime without authorization or refusing to work assigned overtime
- Unsatisfactory job performance
- Willfully or maliciously making false statements regarding any co-worker or submitting a complaint known to be false.

CONFIDENTIAL INFORMATION

It is important to the School to protect and preserve its trade secrets and confidential information. Confidential information includes, but is not limited to, student information, all student lists, techniques and concepts, marketing plans, design specifications, design plans, strategies, forecasts, bid plans, bid strategies, bid information, contract prices, new products, software, computer programs, writings, and all know-how and show-how whether or not protected by patent, copyright, or trade secret law.

The School prohibits audio or video recordings in the workplace, during working hours, without authorization of the School due to privacy and confidentiality concerns and protections.

The School devotes significant time, energy, and expense to develop and acquire its trade secrets and confidential information. As an employee of the School you will, during the course of your employment, have access to and become familiar with various trade secrets and confidential

information that are owned by the School. An employee shall not, directly or indirectly, disclose or use any of the foregoing information other than for the sole benefit of the School, either during the term of your employment or at any other time thereafter. This information shall not be disclosed except through normal channels and with authorization. Any and all trade secrets or confidential information shall be returned to the School during extended leaves of absence or upon termination.

During your employment with the School, you will not be permitted nor required to breach any obligation to keep in confidence proprietary information, knowledge, or data acquired during your former employment. You must not disclose to the School any confidential or proprietary information or material belonging to former employers or others.

Upon an extended leave of absence, request from the School or termination of employment, employees are required to immediately return to the School all property of the School in as good condition as when received (normal wear and tear excepted) including, but not limited to, all files, records, documents, drawings, specifications, lists, equipment and supplies, promotional materials, and similar items relating to the business of the School. This policy also encompasses any and all identifying or confidential information of all former and current students which is protected under the Family Educational Rights and Privacy Act.

Violations of this policy may result in disciplinary action, up to and including termination.

CONFLICTS OF INTEREST

All employees must avoid situations that result in actual or even potential conflicts of interest. Personal, social, and economic relationships with competitors, suppliers, customers, parents, or co-employees that may impair an employee's ability to exercise good judgment on behalf of the School or which give the appearance of such impairment create an actual or potential conflict of interest. For example, romantic or personal relationships between a supervisor and subordinate employee can lead to supervisory problems, claims of harassment, and morale problems.

Any employee involved in such situations or relationships must immediately and fully disclose the nature of the situation or relationship to the Executive Director so a determination can be made as to whether an actual or potential conflict exists, and if so, how to correct the situation.

Employees shall not be financially interested in any contract made by them in their official capacity.

PCA expects employees to devote their best efforts to the interests of our school. PCA recognizes your right to engage in activities outside of your employment, which are of a private nature and unrelated to our business. However, outside activities (second jobs, side businesses, clubs, etc.) must not interfere with your ability to fully perform your job duties at PCA or create a conflict of interest with your statutory duty of loyalty to the School. The School prohibits employees from working with another School or external organization that competes with PCA whether as a regular employee or as a consultant.

If you have any questions whether an action or proposed course of conduct would create a conflict of interest, you should immediately contact the Executive Director to obtain advice on this issue. A violation of this policy will result in immediate and appropriate discipline, up to and including, immediate termination.

This policy is in addition to PCA's Revised Nonprofit Conflict of Interest Policy and Conflict of Interest Code.

Outside Employment

If you are a full time employee we expect that you devote your full professional effort to your position at PCA. If you wish to participate in outside work activities you are required to obtain written approval from the Executive Director prior to starting those activities. Approval will be granted unless the activity conflicts with PCA's interests. In general, outside work activities are not allowed when they:

- Prevent you from performing work for which you are employed at PCA.
- Involve organizations that are doing or seek to do business with PCA including actual or potential vendors.
- Violate provisions of law or PCA policies or rules.
- When the employee is on a medical leave (FMLA/CFRA/PDL or any other medical leave).

Your obligations to PCA must be given priority. Full time employees are hired and continue employment with the understanding that PCA is their primary employer and that other employment, commercial involvement or volunteer activity that is in conflict with the business interests of the school is strictly prohibited.

POLICY REGARDING INCONSISTENT, INCOMPATIBLE OR CONFLICTING EMPLOYMENT, ACTIVITY OR ENTERPRISE BY SCHOOL PERSONNEL

Policy Statement

It is the policy of PCA that its officers and employees may not engage in any outside activity, employment, or enterprise for compensation which is inconsistent, incompatible with, or in conflict with, his or her duties as an officer or employee of PCA. During working hours or on school premises, officers or employees shall not engage in political or religious activities, or recruit or solicit students or members of the public for political or religious activities.

An officer's or employee's outside activity, employment, or enterprise for compensation shall be determined to be inconsistent, incompatible with, or in conflict with, his or her duties as an officer or employee of PCA if any of the following apply:

1. It involves the use of PCA time, facilities, equipment, supplies, or the officer's or employee's position or influence with PCA, for private gain or advantage.
2. It involves receipt or acceptance by the officer or employee of any money or other consideration for the performance of an act that would otherwise be required within the scope of the officer or employee's duties with PCA.
3. It involves the performance of an act as part of the outside activity that involves services performed for PCA.
4. It affects the officer's or employee's work hours, interferes or conflicts with the officer's or employee's job duties, raise any ethical or conflict of interest concerns, or create any conditions that impact the officer's or employee's job performance.

Officers and employees may not use PCA's name, logo, supplies, equipment or other property in connection with any outside activities.

Procedure

In the event that an officer or employee believes that an outside activity for compensation may be inconsistent, incompatible with, or in conflict with, his or her duties as an officer or employee of PCA, the officer or employee shall obtain a written determination of the Executive Director or his or her designee that the outside activity is not in violation of this policy before engaging in such activity.

EXPENSE REIMBURSEMENT POLICY

PCA will reimburse employees for certain reasonably necessary business expenses incurred in the furtherance of PCA business. In order to be eligible for reimbursement, employees must follow the protocol set forth in the school's relevant fiscal and accounting policies and procedures. In general, the immediate supervisor must have previously approved all expenses, prior to the employee spending money. All receipts pertaining to the reimbursement must be original and detailed, and should be submitted to the appropriate supervisor for review and approval, prior to submission for final approval and payment.

POLICY CONFIRMING RESTRICTION ON THE PROVISION OF FUNDS OR OTHER THINGS OF VALUE TO STUDENTS, PARENTS OR GUARDIANS

Policy Statement

It is the policy of PCA that PCA shall not provide any funds or thing of value to any student or his or her parent or guardian that a school district could not legally provide to a similarly situated student, or his or her parent or guardian. PCA does not and shall not provide, for example, "sign up bonuses" to parents or guardians or other incentives unrelated to education.

Additionally, a student, parent or guardian shall not use his or her status as a student, parent or guardian with PCA in order to obtain funds or things of value from PCA. For example, this policy prohibits an individual from utilizing his or her status as a parent or guardian to obtain a vendor contract with PCA for compensation. It also prohibits an individual from utilizing his or her status as a parent or guardian to refer or encourage any students enrolled in PCA, or their parents or guardians, to select that individual or his or her company or another provider of services, in connection with the student's education at PCA, resulting in the individual's receipt of funds or thing of value from PCA.

Procedures

The prior approval of the Executive Director or his or her designee must be obtained for any of the following in order to ensure that it does not conflict with this policy:

1. Any funds or thing of value provided to a student, parent or guardian which has not previously been approved. This applies in any situation in which a student, parent or guardian would any funds or thing of value, whether in their capacity as a student, parent, guardian, vendor, service provider or other circumstance.

2. Any proposed incentive to be offered to students or parents.

In requesting approval, the educational purpose of any such funds, thing of value or incentive must be provided to the Executive Director or his or her designee.

SECTION 12 – SAFETY

SUBSTANCE AND ALCOHOL POLICY

It is the intent of PCA to promote a safe, healthy and productive work environment for all employees. The School recognizes that the illegal and/or excessive use of drugs and/or alcohol is not conducive to safe working conditions, employees' health, efficient operations, or School success.

For purposes of this policy, "illegal drugs" includes, but is not limited to, substances that are prohibited by law (such as cocaine, heroin, etc.), controlled substances, marijuana (including medicinal marijuana, and marijuana vaping or other recreational marijuana use), and prescription drugs (if they are not prescribed for the person using them and/or not being used as prescribed). "Drug paraphernalia" means any accessory for the use, possession, manufacture, distribution, dispensation, purchase, or sale of illegal drugs. "Under the influence" means that the employee is affected by alcohol, prescription medication that impairs cognitive or physical functions, and/or illegal drugs in any detectable manner.

The School complies with all Federal and State regulations regarding drug use while on the job. This policy prohibits the following:

- Use, possession, purchase, or offer for sale of illegal drugs, drug paraphernalia, or alcohol during working hours, including meal and break periods, or in the presence of pupils;
- Use, possession, purchase, or offer for sale of illegal drugs, drug paraphernalia, or alcohol on School property at any time;
- Use, possession, purchase, or offer for sale of illegal drugs, drug paraphernalia, or alcohol while attending a School function or event;
- Storing alcohol (if unauthorized), illegal drugs, or drug paraphernalia in a locker, desk, automobile, or other repository on the School's premises;
- Refusing to submit to an inspection or testing when requested by administration;
- Being under the influence of illegal drugs, prescription medication that impairs cognitive or physical functions and/or alcohol during working hours, while on the School's premises and/or attending a School function or event.
- Conviction under any criminal drug statute for a violation occurring in the workplace, including failure to notify the School in writing of employee's conviction for a violation of a criminal drug statute occurring in the workplace no later than 5 calendar days after such conviction; or
- Failure to keep all prescribed medicine in its original container.

Employees taking physician-prescribed medications, which impairs the employee's job performance, (including medical prescribed marijuana) should not report to work. In addition, if you are required to take any kind of prescription or nonprescription medication that will affect your ability to perform your job, you are required to report this to Human Resources. Human Resources will determine if it is necessary to temporarily place you on another assignment or take other action as appropriate to protect your safety and the safety of other employees and students. Employees taking physician-prescribed medication which will not impair their job performance may be required to present a statement from the prescribing physician to the employee's supervisor indicating the duration of the prescription and stating that the use of the prescription will not impair the employee's ability to perform his or her specific job duties. This policy does not require or request the prescribing physician or the employee to identify any prescription drug or the medical condition for which it is prescribed. No employee shall use or have in his or her possession on the School premises any prescription medication other than medications currently prescribed by a physician for the employee.

This policy will not be construed to prohibit the use of alcohol at social or business functions. However, employees must remember their obligation to conduct themselves appropriately at all times while at School-sponsored functions or while representing the School.

The School may at times conduct unannounced searches of School property for alcohol, illegal drugs, drug paraphernalia, and/or unauthorized controlled substances or to ensure compliance with any other School-related policy. This may include desks, storage areas and rooms normally used to store employees' personal property. As a result, employees do not have an expectation of privacy in this regard.

Violation of this Substance and Alcohol Policy may result in disciplinary action, up to and including termination, at the School's sole discretion.

Employees should be aware that participation in a rehabilitation program will not necessarily prevent the imposition of disciplinary action, including termination, for violation of this policy. Employees who undergo voluntary counseling or treatment and who continue to work, if any, must meet all established standards of conduct and job performance.

Compliance with this Substance and Alcohol Policy is a condition of employment at the School. Failure or refusal of an employee to cooperate fully, sign any required document, submit to any inspection, or follow any prescribed course of substance abuse treatment will result in discipline, up to and including termination.

Because the use, sale, purchase, possession, or furnishing of an illegally obtained substance is a violation of the law, the School may report such illegal drug activities to an appropriate law enforcement agency.

The School may require a test by Intoxilyzer, blood test, urinalysis, medical examination of those persons whom the School reasonably suspects of using, possessing, or being under the influence of a drug or alcohol or is acting in such manner that they may harm themselves or another employee.

Any refusal to submit to such testing will be considered a positive screen. An employee's consent to submit to such a test is required as a condition of employment, and an employee's refusal to consent may result in disciplinary action, including termination for a first refusal or any subsequent

refusal. The School shall determine the manner in which such testing is conducted with the goal being to ensure that the test results are accurate.

Such a test may be required of employees involved in any work-related accident or unsafe practice where the safety of the employee or other employees was jeopardized. Periodic retesting may also be required following positive test results or after any violation of this policy or rehabilitation.

SMOKING

All School buildings and facilities are non-smoking facilities. This includes nicotine and non-nicotine cigarettes including (herbal cigarettes) as well as e-cigarettes, **cigars, pipes**, vaping and/or (both tobacco and marijuana products). Smoking is prohibited within 20 feet of a school building and within 25 feet of a school playground or event location, **whichever is farther**.

SECURITY

All employees are responsible for helping to maintain a secure workplace. Be aware of persons loitering for no apparent reason. All staff is expected to question any unknown person seen in the workplace who does not have a visitor's pass. If you are leaving late at night or are in any other situation that presents security concerns or where you do not feel comfortable, please seek the assistance of your Executive Director, other employees or call 911. Report any suspicious persons or activities to your Executive Director. Never attempt to force an individual to leave the workplace if s/he is uncooperative. Immediately contact your supervisor or school administrators for assistance or call 911. Secure your desk or work area at the end of the day or when called away from your work area for an extended length of time, and do not leave valuable and/or personal articles that may be accessible in or around your work area. Employees shall not use their cell phone or similar device to engage in any form of audio or video recording on school property without the prior written approval of the Executive Director and the written consent of the individual being recorded. Please report any problems with our security systems to your Executive Director.

VIDEO SURVEILLANCE FOR DANIELSON STREET OFFICE

Pacific Coast Academy ("Charter School") is committed to maintaining a safe and healthy learning environment for all members of the school community. In furtherance of this goal, Charter School has installed security cameras in the hallways, entry ways, inventory rooms, and other locations throughout the administrative office at 13915 Danielson Street, Suites **100**, **101**, **102** and 200, Poway, California 92064 ("Office") for the safety of visitors and to secure Charter School property.

These systems have visual recording capabilities and the recordings may be retained in Charter School's sole discretion. There are no cameras in restrooms and other similar sensitive locations ("Sensitive Locations").

While in or around the Office, Charter School employees are subject to video surveillance and recording and do not have an expectation of privacy other than while in Sensitive Locations.

PARKED VEHICLES

Employees are responsible for their own parked vehicles and the personal possessions within while parked on PCA property. Be cautious: keep school property and/or personal possessions out of sight and lock your car. Insuring your vehicle and personal property against loss and damage is recommended for your protection.

PERSONAL AUTOMOBILE

Employees who use their own automobiles for travel on authorized school business will be reimbursed for mileage at the rate established by the Internal Revenue Services and in accordance with the School's Reimbursement policies. Employee must have prior supervisory approval for the use of personal vehicles and must carry, at their own expense, the minimum insurance coverage for property damage and public liability.

PERSONAL PROPERTY

PCA cannot be responsible and will assume no liability for any loss or damage to employee personal property resulting from theft, fire, or any other cause on PCA's premises, including the parking area, or away from school property while on school business. PCA employees are prohibited from using personal property for work-related purposes unless approved in advance by the Executive Director.

SAFETY POLICY

PCA is firmly committed to maintaining a safe and healthy working environment. All employees of the School are expected to be safety conscious on the job at all times. All unsafe conditions or hazards should be corrected immediately. Report all unsafe conditions or hazards to your supervisor or Executive Director immediately, even if you believe you have corrected the problem. If you suspect a concealed danger is present on School premises, or in a product, facility, piece of equipment, process, or business practice for which the School is responsible, bring it to the attention of your supervisor or Executive Director immediately. Supervisors should arrange for the correction of any unsafe condition or concealed danger immediately and immediately contact the Executive Director regarding the problem.

All workplace injuries and illnesses must be immediately reported to your supervisor and Human Resources.

PCA has in place a written Injury and Illness Prevention Program as required by law. Please contact Human Resources for further information.

ERGONOMICS

PCA has invested in providing a work environment that is safe for all employees. To lessen the risk of ergonomic hazards, the School will make necessary adjustments to an individual's workstation, educate employees on ergonomic safety, and modify processes when deemed necessary to ensure the well-being and safety of our employees. You should report any ergonomic concerns to your Executive Director.

CHEMICAL EXPOSURE WARNING

Employees should be aware that work areas might contain chemicals known to the State of California to cause cancer or to cause birth defects or other reproductive harm. If you have any questions or concerns about possible chemical exposure in your work area, contact your Executive Director.

SECTION 13 – TERMINATION

VOLUNTARY TERMINATION

PCA will consider an employee to have voluntarily terminated his or her employment if the employee does any of the following: (1) elects to resign from PCA; (2) fails to return from an approved leave of absence on the date specified without notifying the school for the need for continued leave including failure to communicate with the School; or (3) fails to report for work without notice to PCA for three consecutive work days. PCA requests that employees provide at least two weeks written notice of a voluntary termination. All PCA property must be returned immediately upon terminating employment. PCA retains the right to accept resignation immediately and pay the amount of straight time compensation an employee would have earned in lieu of further performance.

INVOLUNTARY TERMINATION

An employee may be terminated involuntarily for, among other reasons, poor performance, misconduct or other violations of PCA's Rules of Conduct as set forth herein. Notwithstanding the foregoing, or anything else contained in this handbook, PCA reserves the right to terminate any employee at any time, with or without advance notice and with or without cause.

EXIT INTERVIEWS

All employees who leave employment at PCA may be asked to take part in an exit interview with their supervisor to communicate their challenges and growth while employed at PCA. Information shared during an exit interview will be treated as confidential to the extent possible.

VERIFICATION AND REFERENCE POLICY

All requests for employment verification, references or personal information verification or disclosures must be directed to Human Resources. Only Human Resources is authorized to provide verifications or references, or disclose personal information, pertaining to current or former employees.

With respect to verification requests, PCA will disclose only the dates of employment and the title of the last position held. PCA will verify or disclose an **employee's salary history** only if the employee provides written authorization for PCA to provide the information. However, PCA will provide information about current or former employees as required by law or court order. PCA will not provide any letters of reference for current or former employees. Please refer all questions about this policy to Human Resources.

EMPLOYEE HANDBOOK ACKNOWLEDGEMENT

By my signature below, I acknowledge that I have received a copy of Pacific Coast Academy's ("PCA") Employee Handbook, on the date indicated below and agree to my at-will employment as described below. I acknowledge that it is my responsibility to read and review the Employee Handbook carefully. I also acknowledge that it is my responsibility to ask for clarification if I do not understand any of the policies included in the Employee Handbook.

I understand that the Employee Handbook contains important information regarding PCA's expectations, policies and guidelines and that I am expected to comply with these expectations, policies and guidelines at all times. I understand that the Employee Handbook does not provide a binding contract, but provides guidelines for personnel concerning some of PCA's policies.

In particular, I have read and understand PCA's Anti-Nepotism Policy, Policy Regarding Inconsistent, Incompatible or Conflicting Employment, Activity or Enterprise by School Personnel, Policy Confirming Restrictions on the Provision of Funds or Other Things of Value to Students, Parents or Guardians, and restrictions and procedures to avoid Conflicts of Interest.

Just as I am free to terminate the employment relationship with PCA at any time, PCA, in its sole discretion, also reserves the right to modify or terminate the employment relationship with me at any time for any or no reason and with or without notice. Further, there is no agreement, express or implied, written or verbal, between the employee and PCA for any specific period of employment, for continuing or long-term employment, or for guaranteed terms and conditions of employment. No one other than the Executive Director of PCA, with the approval of the Board of Directors, has the authority to alter my employment at-will status, to enter into an agreement for employment for a specified period of time, or to make any agreement contrary to this policy. Further, any such agreement must be in writing and must be signed by the Executive Director. This is the entire agreement between PCA and me regarding this subject. All prior or contemporaneous inconsistent agreements are superseded. If I have an individually negotiated written employment agreement with PCA, then the terms and conditions of that agreement will prevail to the extent it differs from the policies in this Handbook.

PCA reserves the right to modify, alter, add to or delete any of the policies, guidelines or benefits contained in this handbook at any time with or without notice.

Other than PCA Board of Directors, no other entity or person has the authority to modify this employee handbook.

Employee Name (print): _____

Employee Signature: _____

Date: _____

Cover Sheet

Compensation Policy

Section: II. Consent Agenda
Item: D. Compensation Policy
Purpose:
Submitted by:
Related Material: PCA Compensation Policy 2021-22_v4.pdf

BACKGROUND:

Our currently adopted Compensation Policy has been revised to reflect updated salary schedules, which includes a COLA increase and update to pay scales (in appendices) and the Payroll Advance Policy has been removed. All updates to the pay scales have been reflected in the current budget. Staff recommends approving the Compensation Policy. The proposed changes have been vetted by our counsel, Jennifer McQuarrie.



Compensation Policy

Dedication to Non-discrimination

It is the policy of Pacific Coast Academy not to discriminate on the basis of race, religious creed (which includes religious dress and grooming practices), color, national origin (which includes, but is not limited to, national origin groups and aspects of national origin, such as height, weight, accent, or language proficiency), ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex (which includes pregnancy, childbirth, breastfeeding, and related medical conditions), gender, gender identity, gender expression, age, sexual orientation, military or veteran status (including state and federal active and reserve members as well as those ordered to duty or training), immigration/citizenship status or related protected activities (which includes undocumented individuals and human trafficking), protected medical leaves, domestic violence victim status, political affiliation, or any other consideration made unlawful by federal, state, or local laws, ordinances, or regulations.

Important Information

- This summary does not alter the at-will nature of the employment relationship and nothing in this summary shall limit the School's right to terminate employment at-will or limit the School's right to transfer, demote, suspend, administer discipline, and change the terms and conditions of employment at its sole discretion. This includes, without limitation, the School's right to modify the compensation of any employee at any time, with or without notice and with or without cause.
- The School Board adopts this compensation schedule for Pacific Coast Academy. Pay increases are not granted automatically each year; therefore, neither past nor future compensation can be calculated, assumed, or predicted on the basis of this schedule or any information contained herein. Compensation of any employee may also be adjusted at any time based on operational needs of the School.
- The Executive Director shall recommend compensation for all School staff, consistent with the budget approved by the School Board. -An employee's regular compensation is paid on a semi-monthly basis in accordance with the School's payroll practices and policies.
- The School reserves the right to change, suspend, revoke, terminate, or supersede provisions of this compensation schedule at any time. To the extent any of provisions herein differ from the terms of an employee's employment agreement, the terms of the agreement shall prevail.

Compensation Philosophy

A compensation philosophy is a statement that defines what an organization offers and chooses to reward via its compensation system. The School's compensation philosophy places emphasis on equity,

transparency, excellence, and commitment. These five key values are the foundation for all School compensation structures and practices.

We offer...

- comprehensive compensation packages for all staff, including base salary and benefits. Certain employees may be eligible for bonuses and stipends, as set forth herein
- a dynamic culture and vibrant community of colleagues united by shared dedication to students, a commitment to innovation, and a strong growth mindset
- unique career pathways, growth and development opportunities, and leadership roles that encourage staff to challenge themselves
- equitable compensation, regardless of gender, race/ethnicity, national origin, sexual orientation, age, religion, disability or any other consideration made unlawful by federal, state, or local laws, ordinances, or regulations
- a transparent and clearly communicated compensation system, so that staff understand what factors may determine individual compensation and how and when potential changes to compensation will be affected

We recognize and reward...

- exceptional performance and contributions that enable excellent student outcomes
- commitment of staff who contribute to the long-term success of our students and our organization

For teachers...

Given the role they play in providing educational services, teachers are particularly critical to the success of our mission. As such, we offer teacher compensation to attract and retain talented educators, and we specially recognize and reward:

- exceptional teacher performance that leads to growth and excellence for students
- commitment of teachers who develop deep, high-quality educational experience (within or outside of the School) and assume critical leadership responsibilities

CERTIFICATED COMPENSATION

Certificated Definition:

For the purpose of this policy, certificated is defined as any position that requires a certificate and/or credential as defined by the California Teaching Commission (CTC).

Teacher Definition:

For purposes of this schedule, a Teacher is defined as a person who has a valid credential or certificate that allows them to teach a specific subject matter or special education

Salary Placement Guidelines:

Upon hire, each employee's salary placement will be calculated based on the YEAR an employee fits, and in accordance to the professional and teaching experience gathered in previous years in the institutions outlined in this manual and on other factors such as prior performance (which includes a rehired employee).

The starting salary of a new employee may exceed the salary of a current employee in the same position based on the new employee's years of experience.

Creditable Years of Experience:

- The School has the option to grant one (1) YEAR for each one (1) year of approved creditable teaching or professional experience up to 5 (five) years with placement on year 5 (five).
- An additional year may be granted for teachers who have school-desired experience in what the school determines to be "hard-to-staff" positions.
- One year of creditable professional or teaching experience will be granted for full-time employment, which is employment for 100% of an institution's normal work schedule during the school year
- A partial year of creditable professional or teaching experience can be granted for up to a year of part-time employment, which is less than 100% of an institution's normal work schedule during the school year.
- Creditable professional or teaching experience may be earned in:
 - California and US public, charter, and private elementary and secondary schools
 - Accredited foreign public, charter, and private elementary and secondary schools
 - California, US, and foreign accredited universities and colleges
 - Non-public special education contract schools for special education teachers
 - Other regionally accredited educational institutions
- Creditable teaching experience is experience as a teacher in one of the institutions outlined above.
- A maximum of 2 years of substitute teaching experience in California and US public, charter, and private elementary or secondary schools may be accepted.
- Two years of teacher assistant experience in the above institutions will be equal to 1 YEAR in the salary schedule up to a maximum of 2 YEARS.
- Other relevant professional experience may be considered by the Executive Director or designee.

The Executive Director or his or her designee may adjust a rehired teacher's placement on the pay scale as appropriate based on the employee's accumulated experience following the teacher's separation from the School, which may result in a higher or lower placement on the scale than the teacher would have otherwise been placed had the teacher been continuously employed.

Credential/Certification:

- Teachers holding a valid and active credential (i.e., preliminary, clear, lifetime) California teaching certificate at the time of hiring/rehiring will generally be compensated in accordance with the applicable teacher salary table (B Basis, C Basis or Special Education) for certificated teachers.
- The School may hire teachers with a bachelor's degree who do not hold a clear teaching credential. Staff holding an alternative certification (intern, emergency, or preliminary credential) are rated on the same salary teacher table as certificated teachers.
- A teacher is eligible to advance to the proper Pay Scale level once they meet the requirement for that specific Pay Scale Level and Group based on their creditable years of service and post bachelor's degree units, if applicable. Course work is creditable for row placement and advancement if it is a

course taken for credit at an accredited institution, reasonably related to the employee's assignment or future assignment, and posted as semester, quarter, or trimester units on an official transcript in the institution's graduate course number series.

- During the rate-in-process for new hires Executive Directors may approve additional units earned beyond post-baccalaureate credits equivalent to 4-semester units for each year starting with year 15. A candidate can earn a maximum of 60 credits for experience based on Executive Director approval.
- For any given school year, teachers must submit any successfully completed post-BA units no later than October 31 in order for the units to be applied to the teacher's salary in that school year. Any proof of successfully completed post-BA units submitted to the School after October 31 will not result in an adjustment to compensation until the following school year.
- Any increase in pay resulting from an advancement on the Pay Scale based on the successful completion of post-BA units will not take effect until after the School's receipt of sufficient documentation supporting the advancement. Pay increases for post-BA units will not be paid retroactively. For illustration purposes, if a teacher is awarded a degree on January 15 and provides proof of the degree on May 1, any advancement on the Pay Scale and increase in pay will be effective beginning the next school year. The teacher will not be paid at the higher rate of compensation retroactively (i.e., for the periods between January 15 and July 1).
- If a teacher is awarded a degree on August 15 and provides proof of the degree on October 15, any advancement on the Pay Scale and increase in pay will be effective beginning the first pay period following October 15. The teacher will not be paid at the higher rate of compensation during the periods between August 15 and October 15.

Advanced Degree/Certificate Stipends:

- Teachers who hold a Doctoral degree are entitled to additional compensation of \$3,000 stipend in addition to their current annual salary on the Salary Table.
- The stipend is not included in your annual salary and may be processed separately from regular earnings.
- National Board Certificate (NBC) holders are entitled to a \$3,000 stipend in addition to current annual salary on the Salary.
- Proof of National Board Certificate (NBC) and Doctoral Degrees must be submitted by October 31 in order for stipend to be paid for that year. Any submission after October 31 will result in stipend for the following year.
- The stipends will be paid as set forth in the Stipend Chart below.

Signing Bonus:

If the School decides to issue signing bonuses, the following requirements shall apply.

- Signing bonuses may be offered to teachers certified in an area of critical concern as defined by the School, to promote diversity, or to address specific concerns at the school.
- The Executive Director shall designate the individuals authorized to receive the signing bonus.
- The signing bonus must be approved by the Board.
- To qualify for a signing bonus, the teacher must:
 - be certified in the field they are hired to teach.
 - teach in that field of the bonus.

Supplemental Duty Stipends:

- Stipends are assigned and approved by the Executive Director or his/her designee at the beginning of the school year or semester or as otherwise noted in the chart below.
- Staff who perform the supplemental duties outlined in the table below are eligible to receive the corresponding stipends as indicated and only if assigned/awarded to the staff member by the Executive Director or his/her designee. The number of stipends awarded under each category and/or the periods of service during the school year are at the sole discretion of the Executive Director or his/her designee.
- Supplemental duty stipends are authorized for the specific year assigned and are not renewed for the future years unless specifically authorized for those years. This means additional duties such as Student Support Coordinator, SPED Lead Teacher, etc. are assigned on a year-by-year basis and are not guaranteed responsibilities that carry over from year to year.
- Supplemental pay will cease when there is no need for the duty, the employee becomes ineligible or as otherwise determined in the sole discretion of the School.
- The School, in its sole discretion, may choose not to offer certain stipends.
- Stipend amounts and requirements will be reviewed periodically and may be modified from time to time at the sole discretion of the School.
- Supplemental duty stipends are prorated and will be paid as set forth in the below Stipend Chart once the Supplemental duty has started.
- Student stipends are paid bi-monthly based on the teacher roster from August 2 through June 6.
- The Executive Director has been delegated authority to change the stipend amounts and add or change stipends based on the need of the school throughout the year in line with the board adopted budget.

Medical Opt-Out Stipend:

- Employees may elect not to enroll in any of the medical plans offered by the Charter School. The employee must certify that they have medical coverage for themselves and eligible dependents elsewhere that is comparable to one of the plans offered by the Charter School. They will receive an employer contribution of \$250 per month.

Voluntary Transfer to Lower Role Placement or Teaching position

- Employees approved to voluntarily transfer to a position in a lower placement on the salary scale will be placed in the new salary placement or teacher salary schedule, and the salary will be calculated as it is in the new placement or schedule.

Additional Supplement Bonus (“Supplement”):

The Executive Director may recommend a Supplement for teachers as set forth in this section.

- The Executive Director, in his or her sole discretion, shall determine what duties shall be supplemented based upon the operational needs of the school.
- A supplement is not automatic, and can be provided at the discretion and approval of the Executive Director, based on additional work beyond the regular work responsibilities.
- A supplement will be paid to the employee in accordance with the schedule provided by the School at the time of supplement award.
- The supplemental award shall not exceed \$35,000 or 50% of annual salary.
- All supplements listed are paid for the performance of duties beyond the regular work day and normal job responsibilities and are not approved solely on the basis of position classification or previous

supplement payment. Additional time spent fulfilling job duties does not constitute a basis for compensation beyond the teachers' regular salary.

- Teacher supplements will be set forth in a Supplement Performance Order. The Supplement Performance Order Request shall be completed and signed by the teacher and the Executive Director prior to performing the supplemental duties.
- Supplements will be paid in installments or one lump sum if less than \$1,001. However, this option will not be available where it would cause the employee to receive compensation prior to providing the service.
- Additional Supplements may include things such as Winter Break Coverage, Extra Student Pay and Enrollment Milestones.
- To qualify for an extended duty supplement, the following criteria must be met as requested and assigned by the Executive Director:
 - 1. The Executive Director must first agree with the teacher on the terms
 - 2. The supplemental work must be separate from the normal job responsibilities.
 - 3. The work must be completed or in the progress of being completed.

Part-time Teachers:

For all part-time teachers.

- Part-time/Full time Status: Compensation for part-time teachers will be \$30.00 per hour. Estimated hours for part-time teachers each week includes a maximum of 10 hours per week for approved non-instructional activities (recruiting, planning, grading, parent conferences, etc.) and one (1) additional hour per week per enrolled student. Part-time teachers are pre-approved for the hours according to the chart below. This allotted time should be sufficient to complete each part-time teacher's duties. All time worked will be compensated at the part-time teacher's hourly rate. Part-time teachers will work no more than the number of approved hours per week specified in the chart for the 5 floating days in July. If a part-time teacher anticipates exceeding the number of approved hours per week due to the attendance in the back to school training sessions, the teacher must obtain prior approval.

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Part Time Teacher Hourly Table																				
Number of regularly enrolled students	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
Number of approved hours per week	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	
Please Note:																				
No more than your max approved hours should be worked in one calendar week without prior approval																				
No more than 8 hours can be worked in one day																				
Any time over 5 hours in a day must include a scheduled lunch																				
No hours may be worked on Holidays																				
No hours are approved over school breaks																				
(ex. Thanksgiving, Winter, Presidents Week, Spring Break)																				

- Part-time teachers must accurately record and timely submit records of all time worked and observe all lunch and rest breaks as outlined in the School's employee handbook. Part-time employees may not work overtime (i.e., over 8 hours in a workday or 40 hours per workweek) without written authorization from their direct supervisor.

- When a case load of 20 students is reached, employees may be rated in and placed on a salary table and given health care benefits contingent upon the teacher's expected maintenance of a case load at the norm of 28 students for full-time teachers. Carrying a caseload of less than 28 students over a course of three (3) consecutive months may result in a return to part time status.

CLASSIFIED COMPENSATION

Experience and Placement

- Each classified employee will be placed on the salary schedule based on their creditable years of experience, which will be categorized as equivalent or applicable experience.
- Equivalent experience is the directly related experience of an employee to the position held or hired. Applicable experience is the other administrative, teaching, or professional experience which is not directly related to the position held or hired.
 - Example: Office Manager experience at a private school is accepted as equivalent experience for a person in the Office Manager position, but teaching experience will be applicable experience.
 - Example: SPED instructional aide at a school district, or a company may be equivalent experience for the SPED instructional aide position, but SPED center aide will be applicable experience.
- The evaluation of prior experience and placement on the Salary Scale will be recommended by the Human Resources Department and the Executive Director or designee makes the final decision, consistent with the School's approved budget.
- The following criteria will be considered in the evaluation of prior experience:
 - The number of days worked in a year must be at least 180 days as a full-time employee
 - The percentage of days worked
 - Position held
 - Type of the organization and accreditation
- Each equivalent year of creditable experience will be equal to 1 YEAR, and each year of creditable applicable experience will be equal to a 0.5 YEAR. If the total years of experience is a fraction of a whole, it will be rounded up.
 - Example: 3.5 YEARS will be rounded to 4.0 YEARS of experience.
- Rehired employee's years of experience in the same or higher salary placements will be treated as equivalent experience.
- The starting salary of a new employee may exceed the salary of a current employee in the same position based on the creditable years of experience as defined herein.
- Creditable experience may be earned from other schools, districts or any other employer.
- The Executive Director shall recommend the creation of new positions as needed and will evaluate and recommend placement of the new positions in the appropriate role, together with any necessary budget adjustments required, to be approved by the School Board

Role/Salary Placements

- All positions are classified according to the corresponding role and/or salary placements based on the required set of skills, education, effort, and responsibility of the job assignment as indicated in the specific job description. All positions may be reclassified as necessary by the Executive Director or designee. Some hard-to-staff positions may be compensated out of the salary schedule as approved by the Executive Director.

Advancements on Pay Scale

- An advancement on the Pay Scale is the placement of an employee from a position in a lower salary placement to a position in a higher salary placement and will be determined on the same basis and factors articulated herein.

Lateral Transfer

- A lateral transfer is the movement of an employee from one position to another within the same salary placement. The employee may continue to progress in the same salary placement as experience in the position is accumulated. Prior experience will not be re-evaluated for purposes of placement or advancement in the new salary placement.

Partial Assignments

- In cases where a classified employee has been given multiple assignments (e.g. a SPED coordinator with partial ESL duties), the employee will be placed on the salary schedule (or salary placement) with the higher salary.

Reassignments

- Employees approved to voluntarily transfer to a position in a lower placement on the salary scale, if applicable, will be placed in the new salary placement, and the salary will be calculated as it is in the new placement or schedule
- When an employee is reassigned for any reason to a position in a lower salary placement, the employee's salary will be lowered during the next payroll cycle, or when determined by the Executive Director to avoid disruption so long as it is not earlier than the next payroll period.

Rehires

- A former employee who returns to a position similar to the role held prior to separation will be placed on the salary scale as follows:
 - The converted grade and step of individuals who separated employment will be identified for appropriate entry placement on the salary scale.
 - All applicable work experience earned outside of Pacific Coast Academies, subsequent to separation, may be identified and used for credit as equivalent experience in accordance with the creditable years of service as described herein.

Experience – Nonexempt Employees

- Each nonexempt employee will be placed on the salary schedule based on their years of relevant experience. Although non-exempt employees may be paid a monthly salary (paid on a semi-monthly basis), all non-exempt salaried employees will be paid for all hours worked and are eligible for overtime in accordance with applicable law. Employees should receive approval from their supervisor before working overtime.
- The evaluation of prior experience will be made by the Executive Director or his/her designee. The following criteria, among others, may be considered in evaluation of prior experience:
 - The number of days worked in a year must be at least 180 days as a full time employee
 - The percentage of days worked
 - Position held
 - Type of the organization and accreditation
- Experience including secretarial, clerical, teaching, professional, and substitute experience may be credited.

- Each year of experience may be 1 YEAR in the schedule.
- The starting salary of a new employee may exceed the salary of a current employee in the same position based on their years of experience.
- Experience may be earned in other districts or other companies.
- The Executive Director or his or her designee may adjust a rehired non-exempt employee's placement on the pay scale as appropriate based on the employee's accumulated relevant experience following the employee's separation from the School, which may result in a higher or lower placement on the scale than the employee would have otherwise been placed had the employee been continuously employed. Adjustments to an employee's salary may be made in any subsequent school year.

Additional Supplement Bonus ("Supplement"):

The Executive Director may recommend a Supplement for classified staff members as set forth in this section.

- A Executive Director, in his or her sole discretion, shall determine what duties shall be supplemented based upon the operational needs of the school.
- A supplement is not automatic, and can be provided at the discretion and approval of the Executive Director, based on additional work beyond the regular work responsibilities.
- A supplement will be paid to the employee in accordance with the schedule provided by the School at the time of supplement award.
- The supplemental award shall not exceed \$35,000 or 50% of annual salary.
- All supplements awarded are paid for the performance of duties beyond the regular work day and normal job responsibilities and are not approved solely on the basis of position classification or previous supplement payment. Additional time spent fulfilling job duties does not constitute a basis for compensation beyond the classified staff members' regular salary.
- Classified staff member's supplements will be set forth in a Supplement Performance Order. The Supplement Performance Order Request shall be completed and signed by the classified staff member and the Executive Director prior to performing the supplemental duties.
- Supplements will be paid in installments or one lump sum if less than \$1,001. However, this option will not be available where it would cause the employee to receive compensation prior to providing the service.
- Additional Supplements may include things such as Winter Break Coverage and Enrollment Milestones.
- To qualify for an extended duty supplement, the following criteria must be met as requested and assigned by the Executive Director:
 - 1. The Executive Director must first agree with the classified staff member on the terms
 - 3. The supplemental work must be separate from the normal job responsibilities.
 - 4. The work must be completed or in the progress of being completed.

~~PAYROLL ADVANCE POLICY~~

~~POLICY BRIEF AND PURPOSE~~

~~Our payroll advance policy describes our terms for advancing pay to our employees as an emergency short term loan.~~

SCOPE

~~This policy applies to all employees, with the exception of the Executive Director and officers of Pacific Coast Academy. In addition, temporary employees with contracts that are less than one year will not be eligible for Payroll Advances.~~

POLICY ELEMENTS

~~“Payroll advance” refers to employees receiving a portion of their pay before their next normal payday. This does not include any money paid to the employee for work-related expenses.~~

~~The School is not obliged to pay employees in advance and may choose to do so if employees have qualifying reasons.~~

CONDITIONS FOR REQUESTING A PAYROLL ADVANCE

~~Employees can ask for a pay advance if they:~~

- ~~• Have been employed with the school for three consecutive months.~~
- ~~• Have not taken any other company-sponsored loan.~~
- ~~• Do not have any current negative evaluations or disciplinary actions.~~

~~These conditions apply to all eligible employees without discrimination against protected characteristics.~~

~~Employees should have a legitimate reason to ask for advance pay, usually an unexpected or unavoidable occurrence. Examples of such reasons, although not conclusive, are for:~~

- ~~• Family or personal emergencies (e.g. being victims of a robbery or fire, having to pay funeral fees)~~
- ~~• Hospital bills not covered by medical insurance~~
- ~~• Car repairs not covered by insurance~~
- ~~• To save a family home~~

~~Examples of non-qualifying reasons, include but are not limited to:~~

- ~~• Taking a planned vacation~~
- ~~• Entertainment expenses~~
- ~~• Gambling~~
- ~~• Fines~~

PAYROLL ADVANCE TERMS

~~Subject to approval, the maximum advance pay may be up to \$5,000. If employees find themselves in need of more frequent or larger pay advances than they are allowed, they should discuss the situation with their Executive Director. The Executive Director may decide to make exceptions on a case-by-case basis.~~

~~We will deduct the amount of the advance pay from an employee's future paychecks. This may mean:~~

- ~~• Depending on the amount, deducting the full amount from their next paycheck.~~
- ~~• Repaying the amount in small installments out of a number of future paychecks.~~

~~The repayment terms must be in writing and signed by employees and will comply with applicable laws.~~

~~We will not charge any administrative fees or interest.~~

~~If an employee resigns or is terminated before they repay their payroll advance, HR, subject to approval by the Executive Director, is responsible for reaching a new agreement with the employee. Any relevant legal requirements (whether federal, state or local) must be followed.~~

PAYROLL ADVANCE AGREEMENTS

~~Employees who want to request a payroll advance should request a Payroll Advance form from HR. They must:~~

- ~~• Indicate their reasons for filing the form.~~
- ~~• State the amount of money they want to receive in advance.~~
- ~~• Sign to accept this policy's terms.~~

~~This procedure must be followed:~~

- ~~1. Employees should submit the form to their Executive Director or their Supervisor, if the Executive Director is unavailable.~~
- ~~2. The Executive Director should first review the form. If they approve, they must sign the form and submit it to HR.~~
- ~~3. HR and the CFO or designee must also review the form and decide whether to grant the employee's request in consultation with the Executive Director. If they approve, HR must create an agreement form for the pay advance and repayment terms taking any applicable taxes into account. This agreement must be signed by HR, the CFO or designee and the employee and include relevant dates.~~
- ~~4. HR must forward the signed agreement to the accounting department. The accounting department will generally give employees their advance pay through check or bank transfer within a week, if possible, after receiving the form.~~

~~If the request is denied, the Executive Director must inform the employee.~~

~~The advance must be paid back within one year of the initial payment to the employee, subject to applicable law. If there is a problem with meeting the requirement then the employee must sign an agreement that moves them toward quickly meeting that requirement.~~

NOTICE TO BOARD

~~The Board must be informed by the Executive Director if an employee resigns prior to repaying their payroll advance.~~

APPENDICES

- A. Stipend Chart**
- B. Salary and Pay Schedules**

2021-2022 Stipend Chart

DESCRIPTION	AMOUNT	ELIGIBILITY	ELIGIBILITY START	PERIOD PAID
Elevate Lead Teacher	\$3,000.00	Assigned Position: Paid to a certificated teacher who facilitates online instruction and regular events for the Elevate Program	Eligibility starts at the beginning of the school year.	Paid bimonthly over 10 months; August-May. Will be prorated based on period of service during the school year.
Elevate Lead Teacher Summer Stipend	\$300.00	Assigned Position: Paid to certificated teachers (12) who will develop and plan the Elevate program for the start of the school year.	Eligibility starts at the beginning of June.	Paid bimonthly for the month of June.
Student Support Coordinator	\$15,000.00	Assigned Position: Paid to certificated teachers who facilitate SST meetings	Eligibility starts at the beginning of the school year and once the supervising begins.	Paid bimonthly over 10 months; August-May. Will be prorated based on period of service during the school year.
504 Coordinator	\$15,000.00	Assigned Position: Paid to certificated teachers who facilitate 504 meetings	Eligibility starts at the beginning of the school year and once the supervising begins.	Paid bimonthly over 10 months; August-May. Will be prorated based on period of service during the school year.
Intervention Support Coordinator	\$15,000.00	Assigned Position: Paid to certificated teachers who facilitate direct instruction classes for students who are identified for tier 1, 2, and 3 intervention.	Eligibility starts at the beginning of the school year and once the supervising begins.	Paid bimonthly over 10 months; August-May. Will be prorated based on period of service during the school year.
ELD Teacher	\$15,000.00	Assigned Position: Paid to credentialed teacher who applied and received the position to facilitate designated ELD instruction for EL students.	Eligibility starts at the beginning of the school year and once the supervising begins.	Paid bimonthly over 10 months; August-May. Will be prorated based on period of service during the school year.
Testing Team Lead	\$3,000.00	Assigned Position: Paid to a credentialed teacher who applied and received the position to be the lead for their RC team.	Eligibility starts at the beginning of the school year.	Paid bimonthly over 10 months; August-May. Will be prorated based on period of service during the school year.
Professional Development (PD) Coordinator	\$2,000.00	Assigned Position: Paid to a designated HST	Eligibility starts at the beginning of June.	Paid bimonthly over 2 months; June - July.

Summer Stipend		who applied and received the position to plan and develop PD for the start of the 2021-22 school year.		Will be prorated based on period of service during the school year.
SPED Lead Teacher	\$1,000.00	Assigned Position: Must be in a leadership role and an authority in compliance, training and support in the field of special education.	Eligibility starts at the beginning of the school year.	Paid bimonthly over 10 months of the student calendar. Will be prorated based on period of service during the school year.
Extended School Year (ESY)	\$3,500.00	Paid to special education teachers who provide services during ESY	Eligibility is earned after service has been completed from start date to end date.	Paid in 2 installments during each of the 2 pay periods of ESY.
Extra Student Stipend	\$100/month/student over required roster limit	If the Senior Director assigns additional students to the employee's full time load, the employee will receive \$100/month per student	Becomes eligible once their rosters surpass required roster limits.	Paid bimonthly over the course of the student days of attendance. Will be prorated based on period of service during the school year.
National Board Certification (NBC)	\$3,000.00	Provided to teachers who have been awarded the National Board Certification	For current employees who obtain the certification before October 31 of the current school year.	Paid in 2 installments in December and in March. The total stipend amount will only be paid to current employees.
Doctoral Degree Stipend	\$3,000.00	Provided to teachers who hold a doctorate degree	For current employees who obtain the certification before October 31 of the current school year.	Paid in 2 installments in December and in March. The total stipend amount will only be paid to current employees.
Medical Benefit Opt Out	\$3,000.00	Provided to teachers who opt out of Medical benefit coverage	Eligibility starts at the beginning of the school year.	\$125 paid bimonthly over 12 months; July - June. Will be prorated based on period of service during the school year.
CHYA Stipend	\$2,500.00	Assigned Position: Paid to a certificated teacher to provide office hours and instruction/support with CHYA curriculum	Eligibility is earned after service has been completed from start date to end date.	Paid as a lump sum after completion of the work.
Phone/ Internet/ Utilities Stipend	\$796.80	Provided to all employees for work expense, including phone, internet, and utilities costs	For all current employees. Eligibility starts at the beginning of the school year paid bimonthly July - June.	\$39.84 paid bimonthly over July - June. Will be prorated based on period of service during the school year. Payments will align with the employee's work calendar.

MOU Coordinator	\$8,400.00	Assigned Position: Paid to designated director to provide support for all employees that are on the shared staff MOU	Eligibility starts at the beginning of the school year paid July-June.	Paid bimonthly over 12 months; July - June. Will be prorated based on period of service during the school year.
Robotics Teacher (Primary Grades)	\$5,000.00	Assigned Position: Paid to a designated HST who applied and received the position to provide Robotics instruction for the Robotics team, grades K-2.	Eligibility starts at the beginning of the school year and once the teaching begins.	Paid bimonthly over 10 months August - May. Will be prorated based on period of service during the school year.
Robotics Teacher (Upper Elementary)	\$15,000.00	Assigned Position: Paid to a designated HST who applied and received the position to provide Robotics instruction for the Robotics team.	Eligibility starts at the beginning of the school year and once the teaching begins.	Paid bimonthly over 10 months August - May. Will be prorated based on period of service during the school year.
Highly Qualified Teacher Extra Course Stipend	\$4,000.00	Provided to single subject credentialed teachers who teach additional coursework beyond a full load in ChoicePlus Academy or Edgenuity programs	Eligibility starts at the beginning of the school year and once the teaching begins.	Paid bimonthly over 10 months of the student calendar. Will be prorated based on period of service during the school year.
Highly Qualified Teacher Summer School Stipend	\$30.00/hour	Provided to single subject credentialed teachers who teach additional coursework for high school summer school courses.	Eligibility starts at the beginning of June.	Paid bimonthly over 2 months; June - July. Will be prorated based on period of service during the school year.
Induction Coach Stipend	\$500/teacher/semester	Paid to credentialed teachers who work with teachers who are working toward clearing their credential.	Eligibility starts at the beginning of the school year or whenever job duties begin whichever is later.	Paid bimonthly over 10 months August - May. Will be prorated based on period of service during the school year.
Regional Coordinator - Middle School/High School	\$5,000.00	Assigned Position: Paid to a credentialed teacher who applied and received the position to be a lead for the team.	Eligibility starts at the beginning of the school year.	Paid bimonthly over 12 months; July - June. Will be prorated based on period of service during the school year.
HST - Middle School/High School	\$5,000.00	Assigned Position: Paid to a credentialed teacher who applied and received the position to be on the team.	Eligibility starts at the beginning of the school year.	Paid bimonthly over 12 months; July - June. Will be prorated based on period of service during the school year.

Special Programs Lead	\$3,000.00	Assigned Position: Paid to a credentialed teacher who applied and received the position to be the lead for their RC team.	Eligibility starts at the beginning of the school year.	Paid bimonthly over 10 months; August - May. Will be prorated based on period of service during the school year.
Spark Teacher	\$4,000.00 to \$6,000.00 range depends on enrollment in program	Assigned Position: Paid to a designated HST who applied and received the position to facilitate online instruction and regular events for the Spark Program.	Eligibility starts at the beginning of the school year and once the teaching begins.	Paid bimonthly over 10 months August- May. Will be prorated based on period of service during the school year.
New Teacher Trainer	\$1,600.00	Assigned Position: Paid to a Regional Coordinator who applied and received the position to train new teachers.	Eligibility starts at the beginning of the school year.	Paid bimonthly for the month of July.
Academic Decathlon Coach/Advisor	\$2500.00	Assigned Position: Paid to a certificated teacher to teach Academic Decathlon courses and prepare students for competition.	Eligibility starts at the beginning of the school year and once the support begins.	Paid biweekly over 10 months of the student calendar. Will be prorated based on period of service during the school year.
Academic Pentathlon Coach/Advisor	\$2500.00	Assigned Position: Paid to a certificated teacher to teach Academic Pentathlon courses and prepare students for competition.	Eligibility starts at the beginning of the school year and once the support begins.	Paid biweekly over 10 months of the student calendar. Will be prorated based on period of service during the school year.

Pacific Coast Academy
Administrator and Director
July 1, 2021 – Salary Schedule

Year	Administrator	Director Level 1	Director Level 2	Director Level 3	Senior Director
1	\$65,000	\$93,000	\$115,000	\$150,000	\$120,000
2	\$67,000	\$95,500	\$118,000	\$153,000	\$123,000
3	\$69,000	\$98,000	\$121,000	\$155,000	\$125,000
4	\$71,000	\$100,000	\$124,000	\$157,000	\$129,500
5	\$73,000	\$102,500	\$127,000	\$161,000	\$132,500
6	\$75,000	\$105,000	\$130,000	\$165,000	\$136,000
7	\$77,500	\$108,000	\$133,000	\$170,000	\$139,000
8	\$80,000	\$110,500	\$137,000	\$175,000	\$142,500
9	\$82,500	\$112,000	\$140,000	\$180,000	\$146,000
10	\$85,000	\$115,000	\$143,500	\$185,000	\$150,000
11	\$87,500	\$117,500	\$147,000	\$190,000	\$153,000
12	\$90,000	\$121,000	\$151,000	\$195,000	\$157,500
13	\$92,500	\$124,000	\$154,500	\$200,000	\$160,000
14	\$95,500	\$127,000	\$158,500	---	\$163,000
15	\$98,000	\$130,000	\$162,500	---	\$165,000

Director Level 1	Director Level 2	Director Level 3
Director of School Support	Director of HR Development	Director of Special Education
Director of Testing	Director of IT	Deputy Executive Director
Director of Accounting	Director of Technology Systems	
Director of Student Support	Director of High School	
Director of Compliance	Director of Accountability	
Director of Achievement & Accr.		
Director of Enrichment		
Director of ChoicePlus Academy		
Director of Edgenuity		
Director of Vendors		

NBC or Doctorate Differential is \$3000 paid in two installments in December and March.

*Annualized salary includes 228 work days. The 228 work days is a minimum number of work days, and team members may need to work additional days beyond the work calendar.

**Annual salary advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school Board.

**Pacific Coast Academy
Certificated Support
July 1, 2021 – Salary Schedule**

SCHOOL PSYCHOLOGIST AND PROGRAM SPECIALIST

Step	1-2	3-4	5-6	7-8	9-10	11-13+
Salary	\$82,700	\$85,760	\$90,050	\$94,560	\$99,280	\$104,250

SPEECH/LANGUAGE PATHOLOGIST

Step	1-2	3-4	5-6	7-8	9-10	11-13+
Salary	\$75,620	\$79,600	\$83,800	\$88,210	\$92,850	\$97,490

NURSE

Step	1-2	3-4	5-6	7-8	9-10	11-13+
Salary	\$71,920	\$75,510	\$78,880	\$82,850	\$86,990	\$91,340

OCCUPATIONAL THERAPIST & MENTAL HEALTH THERAPIST/SOCIAL WORKER

Step	1-2	3-4	5-6	7-8	9-10	11-13+
Salary	\$72,100	\$75,870	\$79,860	\$84,070	\$88,510	\$93,150

*NBC or Doctorate Differential is \$3000 paid in two installments in December and March.

**Annualized salary includes 201 work days. The 201 work days is a minimum number of work days, and team members may need to work additional days beyond the work calendar.

***Annual salary advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school Board.

Pacific Coast Academy
July 1, 2021 – Classified Pay Scales

Classified Pay Scale – 191

Pay Scale Group	A	B	C	D	E	F	G	H	I	J	K	L
Spec L1	\$15.32	\$15.69	\$16.06	\$16.55	\$17.04	\$17.65	\$18.14	\$18.63	\$19.86	\$21.05	\$21.70	\$21.98
Spec L2	\$18.39	\$18.88	\$19.49	\$19.98	\$20.47	\$21.09	\$21.70	\$22.31	\$22.92	\$23.54	\$29.37	\$25.01

New classified team members will be placed on this pay schedule based on:

- Experience in their field of expertise
- Education level, Degrees or Certificates
- Comparable Industry Standard Compensation

Annual pay advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school board.

Classified Pay Scale – 228

Pay Scale Group	A	B	C	D	E	F	G	H	I	J	K	L
Spec L1	\$15.32	\$15.69	\$16.06	\$16.55	\$17.04	\$17.65	\$18.14	\$18.63	\$19.86	\$21.05	\$21.70	\$21.98
Spec L2	\$18.39	\$18.88	\$19.49	\$19.98	\$20.47	\$21.09	\$21.70	\$22.31	\$22.92	\$23.54	\$24.27	\$25.01
Spec L3	\$19.62	\$20.23	\$20.84	\$21.45	\$22.07	\$22.74	\$23.42	\$24.15	\$24.89	\$25.62	\$26.27	\$26.78
Spec L4/Executive Assistant	\$24.52	\$25.26	\$25.99	\$26.85	\$27.58	\$28.44	\$29.30	\$30.16	\$31.02	\$31.88	\$32.49	\$33.15

New classified team members will be placed on this pay schedule based on:

- Experience in their field of expertise
- Education level, Degrees or Certificates
- Comparable Industry Standard Compensation

Annual pay advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school board.

Pacific Coast Academy

Counselor

July 1, 2021 – Salary Schedule

PAY SCALE GROUP

PAY SCALE LEVEL

Points*	1	2	3	4	5	6	7	8	9	10
A (Minimum)	\$59,850**	\$59,850**	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860
B (+ 14 points)	\$59,850**	\$59,850**	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$65,512
C (+ 28 points)	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$64,855	\$68,081
D (+ 42 points)	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$64,074	\$67,311	\$70,651
E (+ 56 points)	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$63,252	\$67,439	\$69,726	\$73,220
F (+ 70 points)	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$62,327	\$65,461	\$68,749	\$72,166	\$75,789
G (+ 84 points)	\$59,860	\$59,860	\$59,860	\$59,860	\$61,402	\$64,459	\$67,670	\$71,036	\$74,607	\$78,358
H (+ 98 points)	\$59,860	\$59,860	\$59,860	\$60,374	\$63,354	\$65,540	\$69,880	\$73,374	\$77,073	\$80,927

Additional Pay Scale Levels

	11	12	13	14
(continued) H (+ 98 points)	\$83,496	\$86,065	\$88,634	\$91,203

H15	H20	H25	H30
\$93,773	\$96,342	\$98,911	\$100,966

NBC or Doctorate Differential is \$3000 paid in two installments in December and March.

*Annualized salary includes 196 work days. The 196 work days is a minimum number of work days, and team members may need to work additional days beyond the work calendar.

** Staff holding an alternative certification (intern or emergency) are restricted to A1, A2, B1, and/or B2.

***Annual salary advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school Board.

Pacific Coast Academy
Highly Qualified Teacher (HQT)
July 1, 2021 – Salary Schedule

PAY SCALE GROUP**PAY SCALE LEVEL**

Points*	1	2	3	4	5	6	7	8	9	10
A (Minimum)	\$59,850**	\$59,850**	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860
B (+ 14 points)	\$59,850**	\$59,850**	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$65,512
C (+ 28 points)	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$64,855	\$68,081
D (+ 42 points)	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$64,074	\$67,311	\$70,651
E (+ 56 points)	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$63,252	\$67,439	\$69,726	\$73,220
F (+ 70 points)	\$59,860	\$59,860	\$59,860	\$59,860	\$59,860	\$62,327	\$65,461	\$68,749	\$72,166	\$75,789
G (+ 84 points)	\$59,860	\$59,860	\$59,860	\$59,860	\$61,402	\$64,459	\$67,670	\$71,036	\$74,607	\$78,358
H (+ 98 points)	\$59,860	\$59,860	\$59,860	\$60,374	\$63,354	\$65,540	\$69,880	\$73,374	\$77,073	\$80,927

Additional Pay Scale Levels

	11	12	13	14
(continued) H (+ 98 points)	\$83,496	\$86,065	\$88,634	\$91,203

H15	H20	H25	H30
\$93,773	\$96,342	\$98,911	\$100,966

NBC or Doctorate Differential is \$3000 paid in two installments in December and March.

*Annualized salary includes 196 work days. The 196 work days is a minimum number of work days, and team members may need to work additional days beyond the work calendar.

** Staff holding an alternative certification (intern or emergency) are restricted to A1, A2, B1, and/or B2.

***Annual salary advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school Board.

Pacific Coast Academy
Homeschool Teacher (HST)
July 1, 2021 – Salary Schedule

PAY SCALE GROUP**PAY SCALE LEVEL**

Points*	1	2	3	4	5	6	7	8	9	10
A (Minimum)	\$59,800**	\$59,800**	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800
B (+ 14 points)	\$59,800**	\$59,800**	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$62,121
C (+ 28 points)	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$61,463	\$64,688
D (+ 42 points)	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$60,683	\$63,917	\$67,254
E (+ 56 points)	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$60,683	\$64,071	\$66,330	\$69,821
F (+ 70 points)	\$59,800	\$59,800	\$59,800	\$59,800	\$59,800	\$59,862	\$62,069	\$65,355	\$68,769	\$72,388
G (+ 84 points)	\$59,800	\$59,800	\$59,800	\$59,800	\$59,862	\$62,069	\$64,277	\$67,640	\$71,208	\$74,955
H (+ 98 points)	\$59,800	\$59,800	\$59,800	\$59,862	\$62,069	\$64,071	\$66,484	\$69,975	\$73,672	\$77,522

Additional Pay Scale Levels

	11	12	13	14
(continued) H (+ 98 points)	\$80,089	\$82,656	\$85,223	\$87,790

H15	H20	H25	H30
\$90,357	\$92,924	\$95,491	\$97,545

NBC or Doctorate Differential is \$3000 paid in two installments in December and March.

*Annualized salary includes 196 work days. The 196 work days is a minimum number of work days, and team members may need to work additional days beyond the work calendar.

** Staff holding an alternative certification (intern or emergency) are restricted to A1, A2, B1, and/or B2.

***Annual salary advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school Board.

Pacific Coast Academy
Regional Coordinator
July 1, 2021 – Salary Schedule

Year	1	2	3	4	5	6	7	8	9
Salary	\$84,500	\$86,613	\$88,778	\$90,997	\$93,272	\$95,604	\$97,994	\$100,444	\$102,955

Regional Coordinators must hold a minimum of 16 students.

*NBC or Doctorate Differential is \$3000 paid in two installments in December and March.

**Annualized salary includes 206 work days, and team members may need to work additional days beyond the work calendar.

***Annual salary advancements are not guaranteed and are subject to the charter's operational needs and/or budget approved by the Charter Board.

Pacific Coast Academy
Special Education (SPED) Teacher
July 1, 2021 – Salary Schedule

PAY SCALE GROUP**PAY SCALE LEVEL**

Points*	1	2	3	4	5	6	7	8	9	10
A (Minimum)	\$61,510**	\$61,510**	\$61,521	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316
B (+ 14 points)	\$61,510**	\$62,165**	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$69,648
C (+ 28 points)	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$68,910	\$72,526
D (+ 42 points)	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$68,036	\$71,663	\$75,404
E (+ 56 points)	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$67,115	\$71,806	\$74,368	\$78,282
F (+ 70 points)	\$63,316	\$63,316	\$63,316	\$63,316	\$63,316	\$66,079	\$69,591	\$73,274	\$77,102	\$81,160
G (+ 84 points)	\$63,316	\$63,316	\$63,316	\$63,316	\$65,043	\$68,468	\$72,065	\$75,836	\$79,836	\$84,038
H (+ 98 points)	\$63,316	\$63,316	\$63,316	\$63,892	\$67,230	\$70,799	\$74,541	\$78,455	\$82,599	\$86,916

Additional Pay Scale Levels

	11	12	13	14
(continued) H (+ 98 points)	\$89,794	\$92,672	\$95,550	\$98,428

H15	H20	H25	H30
\$101,306	\$104,184	\$107,062	\$109,364

NBC or Doctorate Differential is \$3000 paid in two installments in December and March.

*Annualized salary includes 196 work days. The 196 work days is a minimum number of work days, and team members may need to work additional days beyond the work calendar.

** Staff holding an alternative certification (intern or emergency) are restricted to A1, A2, B1, and/or B2.

***Annual salary advancements for longevity are not guaranteed and are subject to the school's operational needs and/or budget approved by the school Board.

Pacific Coast Academy
Technology Department
July 1, 2021 – Classified Pay Scales

Job Title		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
IT Tech (ITT) or Order Fulfillment Specialist (OFS)	Hourly	\$20.00	\$20.60	\$21.22	\$21.85	\$22.51	\$23.12	\$23.75	\$24.37	\$25.00	\$25.63	\$26.26	\$26.88	\$27.51	\$28.14	\$28.77	\$29.39
	Annual																
IT Tech II or Order Fulfillment Specialist 2 or IT Administrative Assistant (ITAA)	Hourly	\$22.00	\$22.66	\$23.34	\$24.04	\$24.76	\$25.43	\$26.12	\$26.81	\$27.50	\$28.19	\$28.88	\$29.57	\$30.26	\$30.95	\$31.64	\$32.33
	Annual																
IT Support Specialist (ITSS)	Hourly	\$24.00	\$24.72	\$25.46	\$26.23	\$27.01	\$27.74	\$28.50	\$29.25	\$30.00	\$30.75	\$31.51	\$32.26	\$33.01	\$33.77	\$34.52	\$35.27
	Annual																
IT Support Specialist II or Tech Coordinator (TC)	Hourly	\$26.00	\$26.78	\$27.58	\$28.41	\$29.26	\$30.05	\$30.87	\$31.69	\$32.50	\$33.32	\$34.13	\$34.95	\$35.76			
	Annual														\$76,086.40	\$77,792.00	\$79,476.80
IT Support Specialist III or Tech Coordinator 2 or DevOps Engineer 1 (DO1)	Hourly	\$28.00	\$28.84	\$29.71	\$30.60	\$31.51	\$32.37	\$33.25	\$34.12	\$35.00	\$35.88						
	Annual											\$76,460.80	\$78,291.20	\$80,121.60	\$81,931.20	\$83,761.60	\$85,592.00
IT Administrator (ITA) or DevOps Engineer 2 (DO2)	Hourly	\$32.00	\$32.96	\$33.95	\$34.97	\$36.02											
	Annual						\$76,939.20	\$79,019.20	\$81,120.00	\$83,200.00	\$85,300.80	\$87,380.80	\$89,460.80	\$91,561.60	\$93,641.60	\$95,742.40	\$97,822.40
IT Manager (ITM)	Hourly	\$34.00	\$35.02	\$36.04													
	Annual				\$77,084.80	\$79,206.40	\$81,328.00	\$83,449.60	\$85,571.20	\$87,692.80	\$89,814.40	\$91,936.00	\$94,057.60	\$96,179.20	\$98,300.80	\$100,422.40	\$102,544.00

New classified team members will be placed on this pay schedule based on:

- Experience in their field of expertise
- Education level, Degrees or Certificates
- Comparable Industry Standard Compensation

Annual pay advancements for longevity are not guaranteed and are subject to the school’s operational needs and/or budget approved by the school board.

Cover Sheet

Non-Compliance Policy and Procedure

Section: II. Consent Agenda
Item: E. Non-Compliance Policy and Procedure
Purpose:
Submitted by:
Related Material:
2021-22 Non-Compliance Policy and Procedures - Pacific Coast.docx

BACKGROUND:

Our currently adopted Non-Compliance Policy and Procedure has been revised. Changes have been made to improve upon current practices. Staff recommends approving the Non-Compliance Policy and Procedure. The proposed changes have been vetted by our counsel, Jennifer McQuarrie, who agrees with the recommendation.



2021-2022 Non-Compliance Policy and Procedures

Pacific Coast Academy is committed to ensuring students are appropriately engaged in learning, particularly as it correlates to attendance reporting. After the Non-Compliance Process has been seen through, it may be determined that Independent Study is not the best educational placement for the student and as such, the student may be Administratively Withdrawn.

The purpose of the Pacific Coast Academy Governing Board approving this Non-Compliance Policy is to accomplish the following:

1. Outline the Non-Compliance Process
2. Outline the Student's Responsibility to complete Work/Progress, Assignments/Work Samples, and/or Student Activity Logs
3. Outline the Parent's and Student's Responsibility to Schedule, ~~and Attend, and participate in~~ Monthly Learning Periods ~~meetings~~.
4. Establish Communication Requirements for the Home School Teacher (HST).
5. Outline the Non-Compliance Procedures
6. Outline the Procedures for the HST when sending the First Non-Compliance Letter
7. Outline the Procedures for the HST when sending the Second Non-Compliance Letter
8. Outline the Procedures for the Administrative Conference Call
9. 9. Establish the Non-Compliance Timeline/Checklist
10. Outline the follow-up protocol if a student remains enrolled and falls back into non-compliance.

1. Non-Compliance Process: The school's Non-Compliance Process can be ~~initiated~~ ~~engaged~~ if a student/family is found to have one or more of the following:

- ~~Failure to provide a body of work for a learning period Two (2) missing assignments during any period of twenty (20) school days~~
- One or more missing Work Samples
- One or more missing Student Activity Logs (Attendance Logs)
- Missed or not scheduled one or more monthly learning period or other meetings
- Failure to meet ~~in person~~ with the Homeschool Teacher at least ~~four two (2)~~ times a semester for a minimum of ~~eight four (two)~~ times during the school year (unless the Senior Director has waived one of the in-person meetings).
- Has not responded to their Homeschool Teacher after three ~~separate sets of~~ attempts (phone

and email) over the course of ~~six~~ (four) school days.

- Failure to fulfill approved Travel Plan

- 2. Student Work/Progress, Assignments/Work Samples, Student Activity Logs:** It is required that all Homeschool Teachers (HSTs) review and affirm student learning and collect Student Activity Logs and Work Samples every twenty school days. It is also required that all HQTs; monitor work completion and progress for High School Students, if using an HQT. When any pupil fails to ~~provide a body of work for a learning period complete two (2) assignments during any period of twenty (20) school days;~~ or has missed ~~submitting~~ one or more work samples, the HST should then start the ~~Non-~~ Compliance Process.
- 3. Monthly Learning Period or Other Meetings:** It is the parent's and student's responsibility to make every effort to schedule and attend monthly learning period meetings every twenty school days. If the meeting is not successfully scheduled or held after two or more attempts, it could be determined that the family has not met the school's meeting expectations and the HST should start the Non Compliance Process.
- 4. Communication Requirements of the Home School Teacher:** HSTs will keep positive and open lines of communication with each family. HSTs will follow a communication pattern with a pairing of a phone call; ~~and~~ email message, ~~and document followed by documentation~~ in Contact Manager. If an initial communication pair (#1) is not responded to within two school days, the HST will attempt to reach the family again with another communication pair (#2). If the second communication pair is not successful, the HST will attempt a third communication pair (#3) and start the Compliance Process by sending Non-Compliance Letter #1.
- 5. Non-Compliance Procedures:** The compliance procedure can include two compliance letters and one Administrative Conference call. If after the Administrative Conference call, the student fails to meet expectations, ~~and the plan of success set forth for the student is not followed,)~~ the student will be withdrawn from the school for at minimum, one academic school year.
- 6. First Non-Compliance Letter (Letter #1):** Should any of the items listed in the Non-Compliance Process occur and there have been three Communication Pairs attempted, upon the third attempt, the HST will:
 - Send Non-Compliance Letter #1 to the family ~~using means that confirm receipt via certified mail (ex. Read receipt, Adobe Sign, certified mail).~~
 - Document date letter was issued ~~sent, issue, and tracking number~~ in Contact Manager
 - Remind student/family of the appropriate sections of the Master Agreement and Parent Student Handbook that specifically address the issue/concern.
 - Talk with the family to see what the issues/concerns are on both sides as well as develop a plan to support the student and resolve any issues.
 - Hold all Instructional Funds until the family is compliant.
- 7. Second Non-Compliance Letter (Letter #2):** Without satisfactory resolution or response to the issues described in the Non-Compliance Letter #1 within five school days, the HST will:
 - Attempt to call and email the family (Communication Pair #4)
 - Determine a day and time to schedule an Administrative Conference Call with the parent(s)/ guardian(s), HST, and ~~Senior~~ Director, to be specified in Non-Compliance Letter #2. Date should be no sooner than the 6th school day from the date of the letter.
 - Send Non-Compliance Letter #2 to the family ~~using means that confirm receipt via certified~~

mail (ex. Read receipt, Adobe Sign, certified mail).

- Document the date the letter was issued sent, the issue concern, and confirmation of receipt tracking number in Contact Manager.
- Remind student/family of the appropriate sections of the Master Agreement and Parent Student Handbook that specifically address the issue/concern.

Letter #2 gives the student/family the opportunity to communicate and work with their HST to address and problem-solve the issues of concern. ~~Should the family fail to communicate to their HST~~ Within five school days from the date the letter was sent, the parent/guardian must either communicate and resolve the indicated issues with their HST or attend the Administrative Phone Conference as scheduled in the letter.

8. Administrative Conference Call: Without satisfactory resolution to the issues/concerns, the HST will:

- Send out a conference call number to all participants.
- Attempt to remind/confirm the parent/guardian of the call via phone and email. Document the communication in the Contact Manager.
- Document date the Administrative Conference Call was held including a brief summary of the outcome in the Contact Manager.

A team composed of Parent(s)/Guardian(s), HST, Regional Coordinator and Senior Director must be present on the Administrative Conference Call. During this time the team will work towards resolution of the issues/concerns as well as determine if this is the best placement for the student. School Administration may determine the following:

- Independent Study is in the best interest of the student.
- The need to place the student on a student improvement plan.
- The need to implement different strategies to collect compliance documents (Student Activities Logs and or Work Samples).
- Determine that it is not in the student's best interest to remain in our independent study program.

If the Administration finds it that this is not in the best interest of the student to remain in independent study, then the student shall be withdrawn from the school by following the procedures in the school's withdrawal policy.

If the student or parent does not attend the Administrative Conference Call, the student could be withdrawn from the school by following the procedures in the school's withdrawal policy.

9. Non-Compliance Timeline/Checklist:

- Concern/Issue Arises

STEP #1

The HST will Call & Email Family (Communication Pair #1)

- Wait 2 School Days
- Resolution: Stop Process

- If No Resolution: Continue to STEP #2

STEP #2

The HST will Call & Email Family (Communication Pair #2)

- Wait 2 School Days
- Resolution – Stop Process
- If No Resolution: Continue to STEP #3
- Document all contact in Contact Manager

STEP #3

The HST will Call & Email Family (Communication Pair #3) + Send Non-Compliance Letter #1 (via read receipt, Adobe Sign, certified mail)

- Hold Instructional Funds
- Wait 5 School Days
- Resolution– Stop Process
- If No Resolution Continue to STEP #4
- Document all contact in Contact Manager

STEP #4

The HST will Call & Email Family (Communication Pair #4) + Send Non-Compliance Letter #2 that includes Administrative Conference Call (via read receipt, Adobe Sign, certified mail)

- Hold Instructional Funds
- ~~Wait 5 School Days~~
- Resolution – Stop Process
- If No Resolution Continue to STEP #5
- Document all contact in Contact Manager

STEP #5

The HST, Regional Coordinator and Senior Director will Hold Administrative Conference Call and determine best course of action.

- Follow school withdrawal policy, if applicable, and document in contact manager

If a family falls back into non-compliance within the same semester with the same issue, the noncompliance process would begin with step #4.

Cover Sheet

2020-2021 Parent Student Handbook

Section: II. Consent Agenda
Item: F. 2020-2021 Parent Student Handbook
Purpose:
Submitted by:
Related Material:
PCA_Parent_Student_Handbook_21-22_PCA_final_redline_6.23.21.docx

BACKGROUND:

Our currently adopted Parent Student Handbook has been revised to include updated information in the areas of: Proof of Residency (POR), Role of the Parent/Guardian, Zoom disclaimer, curriculum choices, vendor services, tech transfers between siblings, concurrent college enrollment, Title I and Student Travel Plan. Staff recommends approving the 2021-22 Parent Student Handbook. The proposed changes have been vetted by our counsel, Jennifer McQuarrie.



Pacific Coast Academy

Parent Student Handbook

2020-2021

*Can't redline image 2020-2021 2021-2022

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School Mission Statement

Mission Statement

The mission of Pacific Coast Academy is to develop the individual gifts of students in San Diego County and adjacent counties to become critical thinkers, responsible citizens, and innovative leaders prepared for academic and real-life achievement in the 21st Century. The mission will be accomplished through quality, personalized, standards-based education which could include online coursework, offline textbook work, project-based learning and unique hands-on and experiential learning experiences facilitated in partnership with students, parents, staff, and community.

Description of the Program

Our school respects a family's right to educate their children and strives to offer innovative, personalized learning options for all families. Our programs engage students with a truly personalized learning plan based on their own interests and specific learning needs while preparing them for success both now and in the future. Enrollment in our full-time independent study program is tuition-free.

Our programs provide students with many opportunities:

- Learn at home or on the go with options for flexible, standards-based learning pathways using choices of curriculum, online platforms, and or bundled textbook programs
- Receive guidance, support, and assistance in person and virtually from your assigned credentialed Homeschool Teacher
- Optional field trips and community events
- Numerous and diverse **educational** vendor services

Schoolwide Learner Outcomes (SLOs)

At our schools, we have goals for students that are known as Schoolwide Learner Outcomes (SLOs). SLOs are a part of our schools' culture: they reflect our school vision, the College and Career Readiness standards, and the education of the whole child.

Pacific Coast Students Are:

Inquisitive Learners - *Inquisitive learners are investigative, inquiring, ask probing questions, and desire to learn more.*

Navigators of the Digital World - Navigators of the digital world who are proficient in the use of technology, media, and online resources.

Self-Directed - Self-directed and motivated students who are able to set attainable goals to achieve academic success.

Personalized Learners - Personalized learners who are able to thrive in the style of education that best fits their individual needs.

Independent Critical Thinkers - Independent critical thinkers who have the ability to problem solve, take ownership, and apply their knowledge to a variety of problems.

Responsible Citizens - Responsible citizens who demonstrate integrity and respect while actively seeking knowledge of local and global issues.

Effective Communicators - Effective communicators who can thoughtfully articulate their thinking with confidence while collaborating with peers.

Western Association of Schools and Colleges (WASC) Accreditation

The WASC process is designed to allow us to go through an in-depth self-study of our school, focusing specifically on organization, curriculum, instruction, assessment, and school culture. We take a close look specifically at our high school students and their success. In addition, we identify and reflect on our progress towards our school-wide learning outcomes (SLOs). The WASC cycle includes targeting our areas of strength and areas of growth and the creation of an action plan to address those areas to increase student achievement.

When a school becomes accredited, it:

- Certifies to the public that the school is a trustworthy institution of learning.
- Validates the integrity of a school's program and student transcripts.
- Fosters improvement of the school's program and operations to support student learning.
- Assures a school community that the school's purposes are appropriate and being accomplished through a viable educational program.
- WASC accreditation is important because the military often requires applicants to be from accredited schools and many school districts and universities will only accept credits from WASC accredited schools.
- Allows high school students' courses, grades, and units to be accepted at more colleges and universities after graduation.

Admissions, Registration, & Intake

Required registration documentation includes: Proof of age, immunization record or waiver, and proof of residence.

The student must reside within a county our school serves and provide proof of residency prior to registration. Pacific Coast Academy serves San Diego County, Imperial County, Riverside County, and Orange County. If, while

attending our school, a family moves they must submit a new proof of residence annually and within ten days of a mid-year change in residence to their Homeschool Teacher. If a family moves outside of the service area for the school, the student will need to dis-enroll. There are accommodations for Homeless/Foster Youth and students of active military families.

Proof of Residency (POR): This will be verification of a service to the home address listed on your application. The best document to upload is a current utility bill dated within the last ~~60~~ 90 days. For example: a gas, water, electric or cable bill. If providing a utility bill, please make sure that your document has the "Service Address" specifically listed in addition to your name, the date, and the utility name. Just having the document addressed to you will not be enough, it must include the "Service Address" on the utility bill. You can also use your most current ~~property tax bill, vote-by-mail ballot, mortgage statement, correspondence from a government agency - e.g. CalWORKs, Social Security, Medi-Cal, EDD, or lease-agreement~~ rental property contract, lease, or payment receipt (Agreements must have the signature page reflecting both the renters and owner/landlord signature). Please make sure that the name, date and address are visible on the document you provide.

If you have one of the extenuating circumstances below, you would need to complete the corresponding forms:

- Living with a friend or relative: Verification of Residence
- Transitional living: Parent Residency Affidavit Form

High school transcripts are necessary for determining proper class placement and for creating Individualized Graduation Plans (IGP). Transcripts should be submitted during the registration process and can be submitted by hand, faxed, or emailed.

All information on the application must be true and correct. If misrepresentations are made or incorrect information is provided, the application may be considered as not meeting the requirements of the school and may result in the revocation or halting of registration until accurate information is provided.

Registration in our school is contingent upon the student, parent, and teacher signing an Independent Study Master Agreement Form (Master Agreement) prior to the commencement of instruction and services. Parents and students will not have access to curriculum or Planning Amounts until the Master Agreement is signed and returned.

All students will be placed in their age-appropriate grade level, unless a previous school has officially approved a retention or promotion.

Our school is a full-time, general education, independent study program; not a supplemental program or a part-time program. A student may not be dual enrolled in any other private or public school.

The Parent/Guardian's Role

- Regularly support your student in daily learning during the school day, following the educational plan you (and/or the Learning Coach) and your Homeschool Teacher agree to.
- The educational plan must include approved curriculum and materials that address state standards. Selection of curriculum will be done in collaboration with your Homeschool Teacher.
- Treat all Homeschool Teachers and school staff with respect and professionalism.
- Work in collaboration with your Homeschool Teacher, ensuring your student participates fully in their homeschool learning journey.
- Ensure ~~Make sure~~ your student participates in online or other recommended intervention supports if needed and assigned by your Homeschool Teacher. Time spent on intervention is in addition to the instructional time required to complete core courses.
- Complete and submit the monthly Student Learning Log (attendance log).
- Complete the STAR 360 online assessment up to 3 times per school year.
- Support student(s) in attending state-mandated testing (SBAC, CAST, ELPAC (if needed) and Physical Fitness Test).
- Practice consistent communication to enhance collaboration through daily checks of email and phone.
- Attend scheduled Learning Period meetings, as well as any other necessary meetings (on the phone, via web conference, or in-person), with school staff and student(s). Regularly support your student in their attendance and continual participation in any and all, Intervention, Specialized Academic Instruction, and/or related Special Education services as written into their Individualized Education Program, if applicable. Ensure your student participates in online or other recommended intervention supports if needed and advised by your Homeschool Teacher, Student Support Team, 504 Team, or Individualized Education Program Team.
- Furnish your student with a learning environment that is conducive to student learning.

Student Behavioral Expectations

Learning takes place in a variety of settings. These may include, but are not limited to:

- Online classroom sessions
- Public libraries, coffee shops, parks, community locations
- School-sponsored field trips, workshops, and community events

At our school, the primary focus is on student learning. Any behaviors that prevent all students from this focus will be reviewed and discussed with all parties involved. As a diverse community of learners, students must strive to work together in a setting of civility, tolerance, and respect for each other in an environment that does not distract from the mutual commitment to academic inquiry and reflection. To that end, the following student behavioral expectations have been established.

1. When participating in group dialogue, no one monopolizes discussions to the exclusion of others, either in terms of time or opinions expressed.
2. Conflicting opinions among members of a group are respected and responded to in a polite and respectful manner.
3. No side conversations or other distracting behaviors are engaged in during group discussions or presentations.
4. No offensive comments, language, or gestures are part of the learning environment.
5. Impersonating another person on an online platform is prohibited.
6. Use only your own username and password for online platforms and do not share these with others.
7. Do not post personal information in online environments (Phone number, social media usernames, physical address, email address, passwords, etc.)

Infraction of these expectations that is deemed to be disruptive of the learning environment, is cause for removal

of a student from an activity and may result in disciplinary action.

Zoom Disclaimer:

"The purpose of the Zoom Disclaimer (Student/Parent Zoom Acceptable Use Policy) is to build trust, respect and have safeguards in place for students to abide and adhere to the guidelines set forth by the school.

The goal is to prevent Zoom violations from occurring in our school organization by:

1. Protecting data, student privacy and IT Security.
2. Protecting students and staff from Cyberbullying, Abuse, Threats and Sensitive Content.
3. Protecting unauthorized access data loss protection against security breaches and impersonating.
4. Protecting unauthorized disclosure and dissemination of data from cybersecurity attacks.

Zoom Acceptable Use Policy

In order to create a safe, trustworthy, and respectful environment for students when taking part in online Zoom meetings, the following considerations must be observed and adhered to:

1. By accepting the Zoom meeting ID and joining the meeting you agree to the terms set out in this document and Zoom Community Standards Guidelines.
2. Participants should be dressed appropriately.
3. The meeting ID is to remain confidential and not to be shared to anyone that it was not designated to.
4. Recording, photos or screenshots of the Zoom meeting are not allowed by participants.
5. Participants will be held in the Zoom 'lobby' until the teacher is available to meet with them.
6. For participants some Zoom facilities will be disabled by the host teacher. This includes but is not limited to the screen record function, chat and screen share.
7. Zoom Community Standards conduct policies apply to Zoom meetings, and the teacher retains the right to terminate a meeting or a specific student's attendance in the event of a violation of the above has occurred.
8. A student (participant) could be in violation of the law by doing the following in Zoom Meetings:
 - Abuse - harass, intimidate, cyberbullying, silence someone else, or encourage others to do so
 - Hateful conduct - You may not promote violence against, threaten, or harass other people on the basis of race, ethnicity, national origin, caste, sexual orientation, gender, gender identity, religious affiliation, age, disability, or serious disease.
 - Sensitive Content - sensitive content as content that depicts or promotes graphic violence, adult content, inappropriate content, gratuitous gore, hateful imagery, and child exploitation material.
 - Violence - to threaten or call for violence, serious physical harm, death, or disease to an individual or group of people. We also prohibit the celebration of any violent act that may inspire others to replicate it or that targets people because of their membership in a protected group. Examples of violent threats are the following;

- threatening to kill someone;
- threatening to sexually assault someone;
- threatening to seriously hurt someone and/or commit a violent act that could lead to someone's death or serious physical injury;
- asking for or offering a financial reward in exchange for inflicting violence on a specific person or group of people.
- Illegal or certain related goods and services -
 - Counterfeit goods and services;
 - Drugs and controlled substances;
 - Human smuggling or trafficking;
 - Products made from endangered or protected species;
 - Sexual services;
 - Gambling, betting or wagering activities;
 - Unauthorized multi-level marketing businesses;
 - Stolen goods; or
 - Weapons, including firearms, ammunition, and explosives, instructions on making weapons (e.g., bombs, 3D printed guns, etc.).
- Copyright, trademark, defamation, right of publicity, and impersonation
 - Copyright is a form of legal protection for original works, like books, movies, photos and music. Copyright law prevents others from copying or displaying another's work without permission subject to a few exceptions, most commonly fair use. "Fair use" is typically a use for criticism, comment, news reporting, teaching, scholarship, or research.
 - A trademark is a word, logo, phrase, or design that distinguishes a trademark owner's good or service in the marketplace. Trademark law prevents someone from using a trademark to confuse others about whether a product or service is authentic, or to suggest that there is a relationship with the trademark owner when there is not.
 - Defamation (slander/libel) is to make false statements about someone that damage that person's reputation.
 - The "right of publicity" is using someone else's name, persona, or image for marketing or advertising purposes without their permission.
 - Impersonation is pretending to be someone you are not.

Consequences

Staff shall enforce disciplinary rules and procedures fairly and consistently. Discipline includes, but is not limited to, advising and counseling students, conferring with parents/guardians, and the use of behavior plans, alternative educational environments, suspension, and expulsion. Suspended or expelled students shall be excluded from all school and school-related activities unless otherwise agreed during the period of suspension or expulsion.

School Calendar

As a public charter school, we offer families full-time, continued enrollment throughout the entire school year.

2021-2022 School Calendar



August 2021						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

September 2021						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

October 2021						
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

November 2021						
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28	29	30				

December 2021						
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January 2022						
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23	24	25	26	27	28	29
30	31					

School Year Dates

Aug 16 First Day of School

Jan 7 Last Day of 1st Semester

Jan 10 First Day of 2nd Semester

May 27 Last Day of School

School Calendar: 08/16-05/27

Instructional Days

87 Days Semester 1

88 Days Semester 2

175 Days Total Instructional Days

Holidays

Sep 06 Labor Day

Nov 11 Veterans Day

Nov 22 - 29 Thanksgiving Break

Dec 20 - 31 Winter Break

Jan 17 Martin Luther King Day

Feb 21 Washington/President's Day

Feb 25 Lincoln's Birthday

Feb 22 - 24 School Recess

Apr 15 - 22 Spring Break

May 30 Memorial Day

July 4 - 5 Independence Break

Learning Periods

LP 1 08/16/2021-09/13/2021 (20)

LP 2 09/14/2021-10/15/2021 (24)

LP 3 10/18/2021-11/12/2021 (19)

LP 4 11/15/2021-01/07/2022 (24)

LP 5 01/10/2022-02/04/2022 (19)

LP 6 02/07/2022-03/11/2022 (20)

LP 7 03/14/2022-04/08/2022 (20)

LP 8 04/11/2022-05/27/2022 (29)

February 2022						
S	M	T	W	T	F	S
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March 2022						
S	M	T	W	T	F	S
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12	13	14	15	16	17	18
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April 2022						
S	M	T	W	T	F	S
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10	11	12	13	14	15	16
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May 2022						
S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June 2022						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July 2022						
S	M	T	W	T	F	S
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3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

School Accountability

Every LP Attendance Logs

Every LP Student Conference

Every LP AWRs

Every LP Collect & upload work samples

School Closed

Teacher In-service

LP Start Dates

First & Last Day of School/Semester

Assessment Windows

Feb-Mar PFT Testing

Mar-May CAASPP Testing

Curriculum Choices & Learning Paths

Our academic program is designed to be flexible and customizable. Working together, credentialed teachers and parents design a learning plan that can incorporate:

- A variety of **grade level appropriate** curriculum options and platforms
- Academic support including interventions
- A child's optimal learning modalities
- A wide variety of enrichment resources, materials, and experiences
- School-sponsored learning enrichment, field trips, and student activities
- A blend of virtual, **synchronous, asynchronous**, and in-person support

If you are looking for an engaging, easy-to-follow learning platform, explore ~~the school-adopted options~~ in-house curriculum options, such as Calvert Learning, K12, ALEKS, Redbird, EdOptions Academy, Edgenuity, eDynamic Learning, and Choice Plus Academy. ~~below managed by our Curriculum Department. Other~~ Additional curriculum options such as Timberdoodle, Bookshark, Moving Beyond the Page, BYU Independent Study, UC Scout, and many more can be ordered through ~~the school's ordering system. Enrichment Ordering System.~~

Our school curricula include learning paths and platforms designed to address the needs of all students including:

- Active Military
- English Language Learners
- Gifted & Talented
- Homeless/Foster Youth
- Socioeconomically Disadvantaged Youth
- Students in Special Education
- Students with 504 Plans

Objectionable Materials

If your family finds certain lessons or materials in a particular unit of study to be objectionable for various personal reasons, please contact your Homeschool Teacher and she/he will work with you to identify alternative lessons to meet the lesson objectives.

Curriculum: Transitional Kindergarten - 8th Grade

Transitional Kindergarten through 8th grade students have many options including various online curriculum with built-in pacing, bundled textbook programs, or unlimited choices of homeschool curriculum for a personalized learning path. A discussion with your credentialed Homeschool Teacher will help pinpoint how to gain the most from your curriculum.

Transitional Kindergarten:

- [EmbarK12 by K12](#) - Online & Offline
- ~~Other curriculum can be ordered through the school's ordering system~~
- ~~Lincoln Empowered - Online & Offline~~
- ~~McGraw Hill - Textbook with online resources and online teacher's editions~~
- ~~Other Curriculum - Can be ordered through the [Enrichment Ordering System](#)~~

Kindergarten-2nd Grade:

- ~~McGraw Hill - Textbook with online resources and online teacher's editions~~
- ~~Lincoln Empowered - Online & Offline~~
- [K12](#) - Online & Offline

- [Redbird](#) - Online Math (Grades K-2) and Language Arts/Writing courses (2nd Grade)
- ~~[Acellus](#)—Online, customizable option that can be completed when teaming with the Homeschool Teacher~~
- ~~[Calvert Learning by Edmentum](#)—Online and Print~~
- Other Curriculum - Can be ordered through the school's ordering system ~~Enrichment Ordering System~~

3rd-5th Grade:

- [K12](#) - Online & Offline
- ~~[Lincoln Empowered](#)—Online & Offline~~
- ~~[Odysseyware](#)—Online~~
- ~~[McGraw-Hill](#)—Textbook with online resources and online teacher's editions~~
- [ALEKS](#) - Online math courses
- ~~[StrongMind](#)—Online~~
- [Redbird](#) - Online Math and Language Arts/Writing courses
- ~~[Acellus](#)—Online, customizable option that can be completed when teaming with the Homeschool Teacher~~
- ~~[Calvert Learning by Edmentum](#)—Online and Print~~
- Other Curriculum - Can be ordered through the school's ordering system ~~Enrichment Ordering System~~

6th-8th Grade:

- ChoicePlus Academy - Uniquely-designed courses taught live twice weekly in an online classroom. Internet access is required to attend scheduled courses and submit work.
- ChoicePlus Academy – Online (not available for 6th grade)
- ~~[Odysseyware](#)—Online (Highly qualified instructor optional through Odysseyware Academy)~~
- Edgenuity - Online, engaging, video-based curriculum
- ~~[Edgenuity](#)—Online (Highly qualified instructor)~~
- [Edmentum EdOptions Academy](#) - Online with a highly qualified instructor
- ~~[McGraw-Hill](#)—Textbook with online resources and online teacher's editions~~
- ~~[K12](#)—Online & Offline~~
- ~~[Lincoln Empowered](#)—Online & Offline~~
- ~~[FuelEducation](#)—Online (Highly qualified instructor optional)~~
- [ALEKS](#) - Online math courses
- ~~[StrongMind](#)—Online~~
- [Redbird](#) - Online Math and Language Arts/Writing courses (Grades 6 & 7 not available for 8th Grade)
- ~~[Acellus](#)—Online, customizable option that can be completed when teaming with the Homeschool Teacher~~
- ~~[ChoicePlus Bridge](#)—Online~~
- ~~[ChoicePlus Academy](#)—Online (not available for 6th grade)~~
- Junior High Virtual Academy (JHVA)—7th and 8th Grade Language Arts, Math, and Science
- Other Curriculum - Can be ordered through the school's ordering system ~~Enrichment Ordering System~~

Curriculum: High School

Our school offers an Individualized Graduation Plan (IGP) for all high school students. Upon enrollment, students will discuss and create an IGP with their Homeschool Teacher or a High School Counselor, based on the student's short and long-term academic goals. We provide high school students with various homeschool curricula and educational vendor options, including college prep, "a-g," and AP courses. Students have the freedom to choose courses in:

9th-12th Grade:

Taught by our school's content teachers:

- ChoicePlus Academy - Uniquely-designed courses taught live twice weekly by a highly qualified instructor in an online classroom. Internet access is required to attend scheduled courses and submit work.
- [Edgenuity](#) - Online, teacher supported, engaging, video-based curriculum ~~Online (Highly qualified instructor)~~

Offered by external providers:

- [Edmentum EdOptions Academy](#) - Online with a highly qualified instructor. Recommended for Career Technical Education (CTE)
- eDynamic Learning - Career ready and elective courses that can be parent-led or taught by a highly qualified instructor
- ~~FuelEducation~~ - Online with a highly qualified instructor
- ~~McGraw-Hill Textbook~~ - Offline with online supplemental videos and office hours. Internet access is required to turn in assignments. (High qualified instructor attached)
- ~~Odysseyware~~ - Online (Highly qualified instructor optional through [Odysseyware Academy](#))
- [ALEKS](#) - Pre-Algebra & Math Foundations Elective Online math courses
- ~~Acellus~~ - Online, customizable option that can be completed when teaming with the Homeschool Teacher.
- ~~StrongMind Digital Learning~~ - Online
- A combination of the above
- Other Curriculum - Can be ordered through the ~~school's ordering system~~ [Enrichment Ordering System](#)

9th - 12th Grade [AP Courses offered in Edgenuity](#) (offerings may vary annually due to interest and instructor availability):

- ~~Biology~~
- Calculus AB
- English Language & Composition
- ~~English Literature and Composition~~
- ~~Environmental Science~~
- ~~French Language & Culture~~
- ~~Human Geography~~
- ~~Psychology~~
- Spanish Language & Culture
- U.S. Government & Politics
- U.S. History
- World History

~~AP courses are also offered.~~

We offer AP and honors courses through Edgenuity. We also adopt AP and honors courses from Apex Learning, k12, BYU, and UC Scout. If you are interested in an AP or honors course from a different vendor, please contact your HST.

For the 21-22 school year, we provide the following honors courses:

- History/Social Studies: all levels
- English: English 9-12
- Math: Algebra II and higher
- Science: Biology, Chemistry, & Physics
- World Language: Year 3 and higher

*Please note that the UC/CSU system calculates their own GPA for admissions purposes. Their calculation does not allow for a GPA boost for honors courses taken in 9th grade. Students should check with their individual colleges and review how their GPAs will be recalculated on the application. To review the GPA calculation for the UC/CSU system, please check [here](#).

Graduation Requirements

High school graduation requirements and college entrance requirements are not the same. Course selection should be based on academic, career, and personal interest. Student interests and goals should guide the path through high school.

College admission requirements will vary from school to school, it is recommended that students check admission requirements before applying to their college of choice. Students can always reach out to their high school counselor if they have questions about graduation requirements or the college admission process.

Subject Area	Graduation Requirements	Total Credits
Social Studies	6 semester courses <i>(Must include 1 year of US History, 1 year World History, 1 semester of Government, and 1 semester of Economics)</i>	30
English	6 semester courses	30
Math	4 semester courses <i>(Algebra 1 must be completed)</i>	20
Science	4 semester courses <i>(Must include 1 year of Physical Science and 1 year of Biological Science)</i>	20
Visual & Performing Arts	2 semester courses	10
World Language		
Electives	18 semester courses	90
Total =		200 Credits

* Please note that once a subject area graduation requirement has been fulfilled, all excess credits will be rolled over to the Electives category.

Suggested Course Sequence			
9 th Grade	10 th Grade	11 th Grade	12 th Grade

- English 9 - Algebra 1 ~~Physical Science~~ or Earth Science - Elective / Elective - Elective / Elective	- World History - English 10 - Math - Biology - Elective / Elective	- US History - English 11 - World Language or Visual & Performing Arts - Elective / Elective - Elective / Elective	- Economics and Government - Elective / Elective - Elective / Elective - Elective / Elective - Elective / Elective

4-Year College Entrance Requirements

Students who plan to apply to a 4-year college right after high school graduation should plan to meet “a-g” requirements. These requirements are mandatory for students who apply to the CSU or UC systems, and recommended for students who plan to apply to private and out-of-state colleges and universities. The “a-g” requirements are summarized below:

A-G	Subject Area	Subject Requirement
a	History Social Science	2 years <i>(1 year of World History and 1 year of US History, or ½ year of US History and ½ year of Government)</i>
b	English	4 years
c	Mathematics	3 years (4 years recommended) <i>(Algebra or higher)</i>
d	Laboratory Science	2 years (3 years recommended) <i>(At least 2 of the 3 disciplines of Biology, Chemistry, and Physics)</i>
e	Language Other Than English	2 years (3 years recommended) <i>(Must be 2+ years of the same language)</i>
f	Visual & Performing Arts	1 year
g	College-Preparatory Elective	1 year

Students who plan to apply to the UC or CSU systems will need to take courses that are “a-g” approved. All “a-g” courses must be completed with a grade of C or better. There are alternative ways to meet “a-g” requirements through testing and community college courses. Students can check the progress of their “a-g” requirements by consulting with their high school counselor.

Subject requirements will vary for private and out-of-state colleges and universities. However, most students who are eligible for UC admission and fulfill the “a-g” requirements will also likely meet the admission requirements for most of the private and out-of-state colleges and universities.

Students should also plan to take the SAT or ACT. SAT Subject Tests are usually optional; however, students who are applying to specific departments or highly selective schools will want to check with the admissions office of the college or university of interest to verify requirements.

For more information, please visit the sites below:

- [“a-g” Requirements](#)
- [“a-g” Course List](#)
- [SAT Information](#)
- [ACT Information](#)

High School Elective Credit for ~~Middle School Students~~ 7th & 8th Graders

Our school will grant high school elective credit for high school math, world language, and CTE pathway courses taken by ~~middle school 7th and 8th grade~~ students. As a parent-choice school, we allow ~~middle schoolers 7th and 8th graders~~ to take high school courses, but it is important to consider how taking courses in middle school will affect high school and college before choosing this option for your student. Please contact your Homeschool Teacher to discuss starting high school courses early prior to enrolling in high school level courses ~~or using high school curriculum.~~

Academic Expectations

TK-8th Grade

Families choose to enroll at our school for a variety of reasons, but at the cornerstone of each decision is a supportive partnership between the family and their credentialed Homeschool Teacher. Our school provides the tools and guidance for students to experience a high-quality education by providing access to personalized curriculum and instruction. Students need to be engaged in learning each school day. Families and credentialed Homeschool Teachers work together to provide support for struggling students. Families are required to meet with their Homeschool Teacher, at minimum, once every 20 school days.

High School

All high school students enrolled at our school will discuss and create an Individualized Graduation Plan (IGP) with their Homeschool Teacher, ~~developed to ensure graduation within 4 years of starting high school.~~ Short and long term goals will be created based on the needs of each student. A guidance counselor is also assigned to each student and will review the IGP. ~~Our ultimate goal is to help students meet graduation requirements. It is incredibly important for students to pass courses so that graduation is attainable within 4 years of high school.~~

The minimum number of credits that should be earned at the end of each semester is listed below:

	Grade 9	Grade 10	Grade 11	Grade 12
Semester 1	25 credits	75 credits	125 credits	175 credits
Semester 2	50 credits	100 credits	150 credits	200 credits

Students and parents should work with their Homeschool Teacher and guidance counselor if they wish to graduate high school early. Students ~~must who have surpassed the minimum number of credits that should be earned at the end of each semester must still~~ be enrolled in a minimum of four courses (20 credits) each semester. Students must complete a minimum of 5 courses each semester (25 credits) to remain on track for graduation. Students who fail a

course will earn 0 credits for the course and could potentially no longer be “on track” for graduation. Students who become credit deficient should work with their teacher and guidance counselor to adjust the Individualized Graduation Plan. Students are expected to meet with their Homeschool Teacher(s) regularly to ensure adequate progress is made toward completing courses.

I Can Statements

I Can Statements are family-friendly guides that can be used to help your family and ensure your students are on track for their grade level. All learning objectives for Math, Language Arts, Science and Social Studies are provided, written in family-friendly language. I Can Statements help make grade level learning targets clear for families and they address the standards students of the same grade learn in all public schools.

The school is committed to empowering each student to reach their full potential. Our students are engaged learners capable of deep understanding, creative thinking, and innovative approaches to problem solving. Using the I Can Statements (State Standards), the student interests, talents and learning styles profile as their guide, as well as hands-on experiential learning, field trips, park days, and activities in the local community, credentialed teachers partner with parents to develop unique Personalized Learning Plans for each student.

Assignment & Work Records (AWR)

Assignment & Work Records are a digital checklist created for each student and work parallel to the I Can Statements/Standards. AWR is personalized for each student and is a strategic plan that helps ensure appropriate progress through the standards is achieved.

Academic Integrity

Our school urges students to conduct themselves ethically and honorably. It is expected that the grade a student earns is based upon work that the student has completed.

By definition, Academic Integrity is the moral code or ethical policy of academia. This includes values such as avoidance of cheating or plagiarism; maintenance of academic standards; honesty and rigor in academic work.

The following behaviors may be considered as acts that do not uphold Academic Integrity:

- Plagiarism
- Talking during a proctored exam
- Copying another student's test/assignment
- Allowing others to copy your work
- Exchanging assignments with other students (either handwritten or computer-generated)
- Using a computer or other means to translate an assignment/part of a World Language assignment to another language
- Using summaries or commentaries (Cliff Notes, Spark Notes) in lieu of reading the assigned materials
- Submitting purchased papers
- Altering a grade (on a computer, on a report card, on an assignment)
- Taking an exam for someone else
- Using bribery/blackmail/threats

Any student known to have acted without academic integrity will be subject to disciplinary action in the following manner:

- **First offense:** For the first offense of academic dishonesty, students will receive an ‘unofficial’ warning. The goal is to educate students to ensure they have a comprehensive understanding of academic honesty. Students will receive a grade of F and/or 0% on the assignment/exam with a chance to resubmit within 1 week. The parent/guardian will be notified

- **Second offense:** For the second offense of academic dishonesty, students will receive a grade of F and/or 0% on the assignment/exam with a chance to resubmit within 1 week. The parent/guardian will be notified, and students will sign an Academic Integrity contract. The offense will be documented for staff use.
- **Third offense:** For the third offense of academic dishonesty, students will receive a grade of F and/or 0% on the assignment/exam with no option to resubmit. The Homeschool Teacher will also conference with the parent/guardian and school administrator. The offense will be documented for staff use.

Fourth offense: For the fourth offense of academic dishonesty, students will receive a grade of F in the class. The school will also hold another conference, and the student will be placed on Academic Probation for one year. Students placed on Academic Probation may be subject to the following consequences:

- Copy of cheating referral placed in permanent cumulative file
- Proctored unit tests and finals by a staff member (HST)
- Restricted from participating in school activities (field trips, prom, graduation)
- Ineligible to receive letters of recommendation from staff and faculty

Students may be subject to the suspension and expulsion policy after any further offenses.

Report Cards

Review of Student Work

Families share all of the learning that has occurred during their monthly meetings with their teachers. Teachers work with the family to review and reflect on student learning. Teachers will use the shared information to determine mastery of standards and match these to the I CAN statements.

AWRs- Assignment and Work Records

Each Learning Period, the homeschool teacher will work with their families to plan assignments based on the California Common Core Standards. After the assignments have been completed by the student, the teacher will grade and record the work done in the Pacific Coast Academy Student Information System. These records are called AWRs and are available to the parent on the PCA Parent Portal.

Report Cards - TK-8th

At Pacific Coast Academy Charter School, students, parents, and teachers work in partnership to design personalized learning plans and goals. The credentialed Homeschool Teacher affirms the learning plan and is guided by the I CAN statements.

Report Cards are required for grades TK-8. Report cards reflect the hard work our students do each semester and are sometimes necessary for other student endeavors such as sports teams, insurance, government verifications, etc. Parents will receive a copy of their child's report card at the end of each semester. A copy of each report card will also be placed in the student's cumulative file.

Review of Student Work

Families share all of the learning that has occurred during Learning Period meetings with their teacher(s). Teachers work with the family to review and reflect on student learning. Teachers will use the shared information to determine mastery of standards and match these to the I Can Statements.

It is our school's policy and practice that individual student data is never shared with anyone other than the parent and teacher. The data is used solely to show grade level and school-wide trends for accreditation purposes.

AWRs- Assignment and Work Records

Each Learning Period, the homeschool teacher will work with their families to plan assignments based on the California Common Core Standards. After the assignments have been completed by the student, the teacher will grade and record the work done in the Pacific Coast Academy Student Information System. These records are called AWRs and are available to the parent on the PCA Parent Portal.

Report Cards - High School

All 9th-12th grade students are required to have a report card issued at the conclusion of each semester. Semester report cards will be based on progress made in the student's assigned high school courses.

Students in high school earn letter grades. High school students need to complete requirements and lessons as outlined by their Homeschool Teacher or by the High School Content Teacher, as applicable.

The chart below shows the grading rubric for quality of assigned work:

Percentage	Grade
90-100%	A
80-89%	B
70-79%	C
60-69%	D
59% and below	F

Attendance

- Parent/Guardian is responsible for ensuring that their child is actively engaged in learning each school day.
- Monthly Student Learning Log (Attendance Log) must be signed and submitted to your Homeschool Teacher at the end of each month. The Homeschool Teacher will communicate with individual families/students on the collection process of this document.
- The following are acceptable reasons for not logging attendance: Illness and hospitalization not to exceed ~~10 percent or more of the three~~ school days in a learning period, exclusive of Saturdays and Sundays, in the school year, bereavement, family emergency, and natural disaster. In such cases, the absences would be considered excused. Some instances may require verification, such as a doctor's note, to be provided to your teacher.
- Homeschool Teachers will be knowledgeable of student progress, learning, and engagement in school. This can occur at regularly scheduled meetings, calls, emails, and or other methods.
- If the Homeschool Teacher is unable to obtain knowledge of the progress, learning, and engagement in school, attempts to contact will be documented and a non-compliance letter may be sent. After multiple failed attempts to contact a family, the school may deem that enrollment in the school is not in the best interest of the student and he/she may be subject to withdrawal. (Refer to Non-Compliance Policy)

Withdrawing Your Student

To withdraw your student, please provide your Homeschool Teacher with the following information:

- Last date of attendance in our school
- Name of school or school district your student will be enrolling in
- Reason for withdrawal

- Submit your last attendance log and work sample
 - The last day of documented attendance is the last day of enrollment

Once this information is received your Homeschool Teacher will assist you with the materials return process. All school property must be returned upon withdrawal, with the exception of assistive technology devices required by a student's Individual Education Plan (IEP). In that instance, such materials must be returned to the School when alternative arrangements are made or until two months have elapsed from the date of withdrawal. Families may be billed for any items not returned and student transcripts may be held until all materials are returned.

Please Note: Enrichment Certificates for services beyond the student's withdrawal date will be canceled and any services attended/continued, again after the student's withdrawal date, will be at the family's expense.

Educational Materials & Restitution Policy

This policy supports Pacific Coast Academy's efforts to remain a sound steward of public funds and ensure students continue to have access to educational materials.

The purpose of the Pacific Coast Academy Governing Board approving this Educational Materials and Restitution Policy is to accomplish the following:

1. Provide an Overview for the Educational Materials and Restitution Policy
2. Outline the Procedures for the Restitution Process

Overview: Students attending Pacific Coast Academy may receive access to certain school property during the course of the school year, including educational technology and textbooks, and they are responsible for ensuring the educational materials are returned (with reasonable wear and tear). California law states that the parent or guardian of a minor can be held liable to a school for all property loaned to and failed to be returned, or willfully damaged by a minor. The liability shall not exceed \$10,000.

Pacific Coast Academy shall seek restitution when a student, among other things, willfully cuts, defaces, or otherwise damages any property, or loses or fails to return property, borrowed or personal belonging to Pacific Coast Academy. This includes but is not limited to, installing unauthorized software applications, modifying, adding or deleting software or any alteration to the configuration of any and all IT computing devices - such as laptops and other devices.

Pacific Coast Academy, after affording the student due process rights, may withhold the grades, diploma, and official transcripts of a student until the student or parent/guardian pays for the lost or damaged school property (e.g., educational technology, textbooks, etc.). Pacific Coast Academy may also withhold full privileges of participation in school activities.

Withholding Grades, Diploma and Transcripts and Transferring Students

The authority to withhold grades, diploma, or official transcripts applies only to situations where the student, parent or guardian has requested a copy of the student's records. When a student transfers to another K-12 school, the student's permanent record must be sent to the requesting K-12 school. The permanent record, or copy, must be sent even though there may be charges or fees owed by the student, parent, or guardian. In such cases, upon sending the permanent student record to the new (receiving) school, the new school shall be notified of the restitution debt.

Procedures:

1. Pacific Coast Academy shall use inventory systems that clearly identify the student and type of school property issued to the student.
2. Pacific Coast Academy shall implement a restitution process by which students are afforded the opportunity to return the missing property or pay for the damages. Assuming the student returns the missing property or pays for damages, the debt is discharged and any withheld grades, diploma, or official transcripts of the student shall be released and the full privileges of participation in school activities shall be restored. Parents are responsible to pay out of pocket to return items that are taken out of state.
3. Pacific Coast Academy shall follow the due process procedure listed below that allows the parent/guardian or student an opportunity to review and respond to the imposition of any fees or charges resulting from this policy.
 - a. Pacific Coast Academy shall provide the parent/guardian written notice of alleged loss or damage of school property ("Written Notice").
 - b. The Written Notice will inform families that Pacific Coast Academy may contact law enforcement and/or refer the debt to a collections agency.
 - c. If the parent/guardian disagrees with Pacific Coast Academy's Written Notice, they may appeal the Written Notice in writing to the school. The parent/guardian's appeal should explain why a fee or charge should not be imposed in response to the Written Notice.
 - d. After reviewing any information provided by the parent/ guardian, the Executive Director (or his/her designee) shall decide whether or not to withhold grades, diploma, or official transcripts and/or

impose the fee for damages. The parent/guardian shall be notified in writing of the decision. The written decision of the Executive Director is final. There is no appeal beyond the school level.

4. Upon receiving notification of Pacific Coast Academy's decision ("Second Written Notice"), the parent or guardian must address the outstanding obligation payable to Pacific Coast Academy or return missing property.
5. If the parent/guardian does not respond to the Written Notice or if a parent/guardian loses their appeal, Pacific Coast Academy may withhold the transcript, diploma, and grades until the debt is resolved. The Second Written Notice shall explain if Pacific Coast Academy is withholding the transcript, diploma, and grades until the parent/guardian pays or remedies the outstanding debt.
6. Upon receiving payment or the unreturned educational materials in satisfactory condition (e.g., reasonable wear and tear), Pacific Coast Academy shall ensure the debt is discharged. If Pacific Coast Academy withheld student's grades, diploma, and/or official transcripts, Pacific Coast Academy shall release grades, diploma, and/or transcripts.
7. The purpose of this policy is to provide families a reasonable opportunity to return missing educational equipment or pay for damaged and missing school property to avoid Pacific Coast Academy having to seek a legal recourse. If the Second Written Notice is unsuccessful, Pacific Coast Academy may consider referring the debt to a collections agency as a last resort.

Special Education

School personnel are committed to identifying and serving students who have exceptional needs and are eligible to receive Special Education supports and services. Our commitment is based on the belief that all students shall have access to a high-quality public education.

In cooperation with the El Dorado County Special Education Local Plan Area (SELPA), our school will work to ensure that a Free and Appropriate Public Education (FAPE) is provided to all eligible students with exceptional needs in the student's Least Restrictive Environment (LRE). Specifically, our school will comply with all applicable state and federal laws in serving students with disabilities, including, but not limited to the Individuals with Disabilities Education Improvement Act of 2004 (IDEA), Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act, and any other civil rights enforced by the U.S. Department of Education Office of Civil Rights (OCR), and applicable Special Education policies and practices of the SELPA.

Common Questions

Following are the most common questions that the Special Education department receives from families regarding Special Education at our school. Please review and contact the Special Education Team if you would like to discuss these topics further.

What is Special Education?

Special Education is specially designed instruction, support, and services to meet the unique educational needs of individuals with disabilities, which cannot be met in the general education program. It is an integral part of the total public education system, and Special Education services are provided:

- In a way that promotes interaction between students with and without exceptional needs;
- At no cost to families; and
- Include a full range of program options to meet the educational and service needs in the least restrictive environment (LRE). --California Education Code Section 56031

Who should you contact when you believe your child may need additional academic support?

Your assigned Homeschool Teacher is the best person to initially discuss any academic questions or concerns with. Your Homeschool Teacher will most likely recommend interventions and/or accommodations for you to use with your child if appropriate.

In the event that you and your Homeschool Teacher need additional guidance in supporting your child, you may request for a Student Study Team (SST) meeting be held. This meeting will document the concerns of school staff and families, identify interventions attempted, and possibly recommend additional interventions. Interventions should be attempted for six to eight weeks and a second SST meeting should be held to document the student's response to intervention. Depending on the successful implementation of the intervention, the SST will contact the Assessment Team for additional support or recommendations.

How is it determined that a student is eligible to receive Special Education?

Assessments are the basis for Special Education eligibility, placement, and service decisions. The assessments will be done by professionals who have had specialized training and required certification/licensure. General Education, Homeschool Teachers, and parents, who know the students well, play a critical role in understanding a student's academic strengths and struggles and are essential in the process of documenting/identifying areas of needs.

When Pacific Coast Academy receives a referral for Special Education, the child's legal guardian will be sent an assessment plan that details the types of assessments being proposed. The child will receive a "full and individual initial evaluation" to determine if the child has a disability and determine the child's educational needs. A full evaluation means that the child shall be assessed in all areas of suspected disability within 60 calendar days of parental consent received by Pacific Coast Academy via signature on an assessment plan (timelines adjusted for

student breaks over five consecutive days).

What is an Individual Education Program (IEP)?

An IEP is a contractual, legal obligation, on the part of Pacific Coast Academy stating how Pacific Coast Academy plans to assist a student once they have been determined eligible for Special Education supports and services. The IEP document is written following the determination of a student's need and eligibility for Special Education.

The Individual with Disabilities Education Act (IDEA) requires that an IEP include a "statement of measurable annual goals" which allow the child to be involved in and make progress in the general education curriculum and meet each of the child's other educational needs that result from the child's disability." The IEP team develops the IEP document annually and identifies the child's needs, annual goals, objectives, adaptations, services and placement.

What is the role of the parent in an IEP meeting?

Parents are encouraged to participate in the IEP meeting by providing information on which supplementary aids and services, program accommodations, and support for the parent's role as learning coach are needed to help the child progress toward attaining progress in general education curriculum and on their IEP goals. Please speak with your Special Education teacher further regarding the structure of IEP meetings and if you have any questions or concerns.

How are Special Education services provided at our independent study school?

Students with IEPs are required to participate in Special Education services as indicated in their IEP documents.

- Specialized Academic Instruction (SAI) is usually delivered virtually and is taught by experienced and credentialed Special Education Teachers. The format of these sessions are determined by the student's IEP team and based on their academic IEP goals.
- Related Special Education services, such as occupational therapy, speech and language therapy, etc. may be provided by qualified School staff or via non-public agencies (NPA) contracted with the school. NPAs have a certification with the California Department of Education to work with school-aged students and they are carefully selected by Pacific Coast Academy.

May a family maintain the same Special Education NPA Providers/individual therapists, if they are enrolled in the same school from year to year?

Each NPA oversees the scheduling and availability of their services providers. Our Special Education Department will confirm an NPA's certification with the California Department of Education and establish a contract with that NPA to start services.

Please note: The Special Education Department is happy to work with families, however, we are not able to guarantee that they may maintain the same NPA providers/individual therapists.

Should Special Education Teachers be included in the development of a student's education plan, designed by the Homeschool Teacher?

Whenever possible, it is recommended that a Special Education Teacher be included in the development of a student's education plan, which is designed by the learning coach and Homeschool Teacher. While it is not a requirement, the involvement of the Special Education Teacher provides an opportunity for the team to get a different perspective on how to help support a student's needs, challenges, and strengths.

Shall your Homeschool Teacher collect work samples for students with an IEP?

Pacific Coast Academy Work Sample policy is the same for all students.

Does my Special Education student need to return assistive technology devices when we disenroll from the school?

Yes. On a case-by-case basis, the School may purchase assistive technology devices for use in a child's home or other setting if the child's IEP team determines that the child needs access to those devices in order to receive a FAPE. When a child disenrolls from the School, the School is responsible for providing a Special Education student with the continued use of an assistive technology device, or a comparable device. The continued access to the assistive technology device can be had for up to two months after the student has disenrolled from the School. If the student is provided an alternative assistive device, or a comparable device from a new school, or upon expiration of the two month period, the student is required to return the assistive technology device to the Pacific Coast Academy.

Planning Amounts

Program Description

We focus on Personalized Learning, a philosophy that truly puts every student first by supporting them in honoring and exploring their unique skills, special gifts, talents, and aspirations. In furtherance of this philosophy and Pacific Coast Academy's educational mission, families and staff together carefully select educational items and services for students to fit their goals and education plan. The Governing Board of Pacific Coast Academy adopted Educational Vendor Policies and Procedures to ensure Pacific Coast Academy funds are budgeted and expended on Pacific Coast Academy-approved educational items and services.

For the ~~2020-2021~~ 2021-2022 school year, the Planning Amounts are as follows*:

- Transitional-Kindergarten-8th Grades: ~~\$2,600~~ ~~\$2,300~~ (~~\$1,200 upon enrollment and \$1,100 on 12/01/20*~~)
- 9th-12th Grades: ~~\$2,800~~ ~~\$2,700~~ (~~\$1,600 upon enrollment and \$1,100 on 12/01/20*~~)

**All planning amounts may be adjusted to accommodate changes in the state budget that affect the school budget. Planning amounts are prorated based on period of time enrolled and the date upon which the Master Agreement is signed.*

Key requirements detailed in this policy include:

- The Homeschool Teacher and Executive Director (terms defined policy) must approve all requests for educational items or services to ensure they are aligned with the charter petition and student's personalized learning plan.
- The ~~Charter School Executive Director~~ must approve all **educational** vendors before they can provide educational items or services to students.
- No family may spend, or obligate Pacific Coast Academy to spend, any Pacific Coast Academy monies on educational items and services. Pacific Coast Academy is responsible for making purchases of approved educational items and services.
- Parents make requests for educational items and services to Pacific Coast Academy. The Executive Director can deny any request for educational items or services in his or her sole discretion for any reason. The Homeschool Teacher and Executive Director shall ensure purchased educational items and services meet the following requirements:
 - From approved **educational** vendors only.
 - Support the requesting student's personalized curriculum and education plan.
 - Must be aligned with State standards, student's course of study, and student's independent study master written agreement.
 - From an **educational** vendor who is not related to the family requesting the educational items or services and otherwise does not present conflict of interest concerns.

- The Homeschool Teacher and Executive Director must ensure students have access to all necessary “core subject curriculum” – education items/services necessary for the student to complete his/her State standards-aligned course of study – before approving any extracurricular activities or supplemental educational or enrichment items.
- Pacific Coast Academy establishes a planning amount for students for educational items and services per full school year. Pacific Coast Academy developed the planning amount to help ensure the school provides educational items and services aligned with its budget and to help ensure fair and equal treatment of students, to the extent consistent with individual needs. This planning amount cannot be transferred to any other student. This planning amount does not carry over from year to year.
- All educational items requested through the **school’s ordering system Enrichment-Ordering-System** are the property of Pacific Coast Academy. Families must return all educational products upon disenrollment or upon request by the Executive Director or Homeschool Teacher. In accordance with applicable law, parents are responsible for replacing lost, stolen, damaged, or otherwise unreturned educational items. Certain items are “consumable”, meaning they are not functional after use (e.g., workbooks). These items can be discarded by families after use.
- Students must attend regular learning period meetings with their Homeschool Teacher to discuss progress, turn in quality work samples, and complete their Student Activity Logs (Attendance Logs) in order to make requests for extracurricular educational activities (e.g., non-core curriculum items) through the **school’s ordering system Enrichment-Ordering-System**.

**The Technology Acceptable Use Acknowledgement must be signed in order to receive the technology equipment. All families receive this form through email at the beginning of the year.*

How to Request Services/Products

1. Visit the **school’s ordering system Enrichment-Ordering-System (EOS)** to request educational services and products.
2. Services may only be requested through approved educational service vendors.
3. The first time a family uses an **educational** vendor for service, they will need to sign and submit an **online** waiver form **through the EOS**.
4. If services are approved by the Homeschool Teacher, an Enrichment Certificate will be created and sent via email to the parent. Parents can also access Enrichment Certificates **through the school’s ordering system on the EOS**. Students cannot receive educational services without an Enrichment Certificate, and backdated services may not be approved.
5. Families will present the Enrichment Certificate to the **educational** vendor. Services must not begin prior to providing the **educational** vendor with an Enrichment Certificate.
6. Each **educational** vendor will invoice the charter school for the approved educational services approved on the certificate.
7. The school pays **educational** vendors directly. Parents must not pay **educational** vendors for student services as we cannot provide payment/reimbursement to families.
8. Technology devices can be requested from an approved list through the **school’s ordering system Enrichment-Ordering-System**. Please reach out to techhelp@pacificcoastacademy.org with any questions.
9. The Technology Acceptable Use Acknowledgement must be signed in order to receive approved technology equipment. All families receive this form through email at the beginning of the year.

How to Request a New Educational Service Vendor

If you would like to suggest a new **educational** service vendor, we have a form you can submit here: [Suggest a Vendor](#). This can only be filled out by the parent or the teacher. Please include as much information as possible, including a contact person and email address to reach the vendor.

We have the most success when the family or teacher reaches out to the potential vendor first. Letting them know that your child's lessons or classes could be covered with planning amounts and could bring more students their way can spark interest.

Once the Vendor Support Team receives the survey response, they will verify if we can move forward with the newly suggested educational vendor. If eligible, the vendor will receive an email requesting additional information and eventually the documents that need to be completed and returned for approval.

If your vendor suggestion has been declined, the Vendor Support Team is unable to disclose the reason(s) a vendor may be ineligible.

Once the vendor has completed the onboarding process, they will be listed as an approved vendor in our school's ordering system **Enrichment Ordering System**.

Pacific Coast Academy is responsible for approving Educational Service Vendors and requests for educational services to ensure such services align with the charter, state law, school budget, and a student's course of study. Pacific Coast Academy may approve or reject educational vendors and parent/student requests for educational services from vendors in its sole discretion. Vendor requirements include, but are not necessarily limited to:

- Educational services must be non-sectarian and non-discriminatory.
- Vendors are required to execute the Charter School's Vendor Agreement as part of providing educational services to students. The Charter School may terminate Vendor agreements and partnerships in its sole discretion based on the needs of the school.
- Vendor must not be affiliated with a private school. Vendor must not be, or appear to be, a private school offering services through a part-time program (e.g., afterschool programs) or a parent-organized group (also known as "co-op").
- Vendors must follow all applicable health and safety guidelines provided by both the State and County authorities and any health and safety requirements set forth by the Charter School to ensure student safety. This includes any guidelines related to COVID-19.
- Services must be available to any/all students and should not have tryouts, auditions, testing requirements, etc. to access the services.
- Vendor must have a current and functioning website that outlines services.
- Vendor must not require any additional out-of-pocket expenses for families in order to participate in services.
- ~~The Executive Director is responsible for approving vendors, and must ensure the vendor meets guidelines, including, but not limited to the following:~~
- ~~Vendor must have the qualifications, skills and, if applicable, the certification and licenses necessary to perform the requested services in a competent and professional manner.~~
- ~~Vendor conducts background checks in compliance with applicable law to ensure Vendor (if an individual), its employees, and agents who interact with students have not committed a serious or violent felony.~~
- ~~Vendor services and/or products must be non-sectarian. Vendor's services and products must not discriminate on the basis of disability, gender, gender identity, gender expression, nationality, race or ethnicity, religion, sexual orientation or any other protected basis under California law.~~
- ~~Vendor must not be a private school offering services through a part-time program (e.g., after school programs) or a parent-organized group (also known as "co-op").~~

Field Trips & Events

We believe in inspiring our community and learning through educational experiences through school-organized field trips and events. All field trips and events are optional and require Homeschool Teacher approval based on the student's educational plans.

Student Supervision

Students are required to be accompanied by a parent and/or designated guardian for all school-organized field trips. Parents and/or guardians are responsible for ensuring the safety and behavior of their students.

Liability

All families will be required to sign a liability waiver releasing Pacific Coast Academy from any and all liability or costs associated with or arising from their participation in each field trip.

How to Request School-Organized Field Trips & Events

All school-organized field trips and events are booked through the Field Trips & Events System (FTE). Families will log into the FTE site to search for available field trips and submit their field trip requests to their Homeschool Teacher for approval.

Technology Team

Requesting educational technology can be overwhelming. The Tech Team helps simplify the process by providing a curated list of qualified devices, items, and software. All items offered meet internal standards of quality, performance, value, availability, and support. These items can be obtained as part of a student's Planning Amount as it aligns with his/her learning plan.

Some technology items (e.g. computers, laptops, tablets and printers) require specific configurations, must meet certain standards or be purchased through select suppliers, channels, or agreements.

Tech Costs

These items can be requested through the **EOS school's ordering system** and the Charter School may grant the request using Planning Amount funds from a student's Planning Amount. Most devices offered by the Tech Team are business-class devices and are not found in local retail stores. The cost of devices includes taxes (e.g. sales tax) and fees (e.g. shipping, CA e-waste disposal) are also included in the amounts you see deducted from a Planning Amount-.

Pacific Coast Academy's provision of educational technology may include software and device licenses, school compliance features, management services, enhanced warranties and damage protection, solid state drives (SSD), protective cases, asset tagging and inventory, packaging materials, shipping both ways, and lifetime support for the device. These items are factored into the Planning Amount fund cost of educational technology items.

The following limits have been placed for tech devices assigned to students and families:

- 1 computer per student
- 1 tablet per student
- 1 printer per student

Please note: Pacific Coast Academy is not obligated to grant any parent request for educational technology, as the school must ensure any such request aligns and supports a student's course of study.

How to Make a Request

Parents/guardians can make requests for educational technology through the **school's ordering system Enrichment Ordering System** (<https://www.icsinspirationstation.com/login>), and can be requested in the same fashion as other enrichment items. For a read-only catalog of current offerings, you may visit the **Tech Catalog** (<https://techhelp.charter.academy/help/en-us/7/4>).

Tech Center Returns

All Tech items are the property of Pacific Coast Academy and returns should be submitted to the Tech Team. Please contact us at techhelp@pacificcoastacademy.org for detailed directions on how to return items.

Pacific Coast Academy does not sell any enrichment/technology items to families.

Please retain any boxes that technology items were shipped in, so that materials can be returned using the same boxes. This will help avoid damage upon the items return to the school.

For Tech Team assistance or questions, please email techhelp@pacificcoastacademy.org or call 619-749-1928 and choose Option 3.

All items purchased using Planning Amount funds is Pacific Coast Academy's property and must be returned to Pacific Coast Academy. Refunds/credit for devices purchased through Planning Amounts may be given at the discretion of Pacific Coast Academy. Worn, misused, or damaged items may not qualify for refund/credit.

To return an item for full or partial credit to a student's Planning Amount, the following minimum requirements must be met:

1. 100% Credit: For a Tech Order to be eligible for a full refund/credit:
 1. Refund request is initiated within 30 days of receiving the device by submitting a ticket
 2. Device must not be damaged and must be in the same condition as when it was received
 3. Devices must be returned with all accessories
2. 50% Credit: Partial credit of 50% may be given within 30 to 90 days of when the Tech Order was originally processed. After 90 days, no credit will be given. The device must be returned to Pacific Coast Academy and evaluated by a member of the IT Department before being issued a credit. Worn, abused, misused, or damaged items may or may not qualify for credit.

Notwithstanding anything to the contrary herein, the Executive Director and/or designee retains sole discretion to determine whether a credit is applicable to a student's Planning Amount and the amount of such credit.

Return Process for Students

Upon withdrawal, students are required to immediately return all school-owned devices. The IT Department will evaluate the device to determine if there are any damages. If damages are beyond normal wear and tear, applicable charges may be applied.

To return an item for any reason, please:

- **Coordinate the return of the school issued tech device with your HST (Home School Teacher).**
- **You can drop the tech device(s) off at the Poway Tech Office - 13915 Danielson St. #100, Poway, CA 92064. Hours are from 9am-3:30pm. Note: The Poway Lending Library (across the hall) is an Enrichment return location.**
- **Request a UPS shipping label from the Tech Dept.**
- **Please pack the tech device(s) appropriately and drop off at a UPS shipping location.**
- **Link to instructions: ["How to pack tech devices for return shipping."](#)**

~~1. Contact our helpdesk at:~~

1. Email: techhelp@pacificcoastacademy.org
2. Phone: 619-749-1928 and choose Option 3
1. Please include:
 1. The reason for the return
 2. School Asset Tag number or EOS order placement number
 3. Your mailing address
 4. Your current phone number
 5. Student's name and associated email address

Upon receipt of such notification, the IT Department will provide a return authorization. Pacific Coast Academy will provide a shipping label at no cost if shipped from within the state of California. Item(s) will be returned to the School's IT Department in Poway, California. (Devices should not be given to any individual than as instructed). Once returned, the item will be evaluated. A credit or replacement will be issued, if eligible. If an item is not returned within the allotted time, the Educational Materials and Restitution Policy will apply.

Requests to Transfer Devices

Students may not "transfer devices" amongst enrolled family members without express permission from the IT Department, and in some instances, the Executive Director. Pacific Coast Academy acknowledges a device transfer may be suitable to support both students' course of study. Students must comply with the following guidelines to request a device transfer:-

1. Parent/guardian requesting to transfer their child's device must inform their assigned teacher.-
2. The school will only consider transfer requests between currently enrolled siblings.-
3. The receiving sibling must not already have a device in the same category as the device being transferred.-
4. Any and all damages to the device will be the responsibility of the transferee.-
5. No credits will be made to the previous student's account.-
6. The following charges to Planning Amounts will generally apply based on the IT Department's review:-
 - o If the date of the transfer request is within 180 days of the original purchase date of the device, 100% original device price will be charged to the receiving student's Planning Amount.-
 - o If the date of the transfer request is after 180 days of the original purchase date, 50% original device price will be charged to receiving student's Planning Amount to more accurately reflect the cost of the educational technology.-
2. A helpdesk ticket must be submitted requesting to transfer a device to another student. Details must include the current student's name, assigned teacher, technology serial and asset number, and name of the sibling.-

The IT Department has a responsibility to update and track the inventory systems and data regularly. For safety regulations, it is important to always stay informed about the usage of each device. Properly updating information is a part of ensuring all safety precautions are taken at all times.

If the IT Department has concerns/questions about transferring devices, they shall seek review from the Executive Director.

Requests to Transfer Devices

Withdrawing or graduating students may not "transfer devices" amongst enrolled family members without express permission from the Senior Director. Students must comply with the following guidelines to request a device transfer:

1. Parent/guardian requesting to transfer their child's device must inform their assigned teacher.
2. The school will only consider transfer requests between currently enrolled siblings.

3. The receiving sibling must not already have a device in the same category as the device being transferred.
4. Any and all damages to the device will be the responsibility of the transferee.
5. No credits will be made to the previous student's account.
6. If the device was purchased within the same school year as the proposed transfer, the following charges to Planning Amounts will apply based on the IT Department's review:
 - o If the date of the transfer request is within 90 days of the original purchase date of the device, 100% original device price will be charged to the receiving student's Planning Amount.
 - o If the date of the transfer request is after 90 days but before 180 days of the original purchase date, 50% original device price will be charged to receiving student's Planning Amount to more accurately reflect the cost of the educational technology.
7. If the device was purchased in a previous school year and the student whose device is being transferred remained enrolled the entire year, the device may be transferred to the sibling at no charge.
8. A helpdesk ticket must be submitted requesting to transfer a device to another student. Details must include the current student's name, assigned teacher, technology serial and asset number, and name of the sibling.

Parent-Student Information Technology Acceptable Use Policy

It is Pacific Coast Academy's mission to empower students with access to technology, information, and digital resources while fostering safe, responsible, and ethical learning environments.

We are committed to upholding important security, privacy, and safety regulations, protocols, and standards. Users of school devices, networks, accounts, and other resources must adhere to Pacific Coast Academy policies. Users are expected to fully comply with local, state, and federal regulations. Failure to adhere to these policies or regulations may result in discipline, legal action, or other remedies determined to be within the rights of the school. Relevant regulations include (but are not limited to):

- The Family Educational Rights and Privacy Act (FERPA)
- Children's Internet Protection Act (CIPA)
- Individuals with Disabilities Education Act (IDEA)
- Children's Online Privacy Protection Act (COPPA)

To the extent practical, minor students' online access to inappropriate materials and materials harmful to minors is restricted. To the extent practical, steps shall be taken to promote the safety and security of users of Pacific Coast Academy's online computer network when using electronic mail, chat rooms, instant messaging, and other forms of direct electronic communications. Specifically, as required by the Children's Internet Protection Act, prevention of inappropriate network usage includes: (a) unauthorized access, including so-called "hacking," and other unlawful activities; and (b) unauthorized disclosure, use, and dissemination of personal identification information regarding minors.

DEFINITIONS:

1. School, Organization, and or We – PCA and its subsidiaries, programs, and divisions
2. TD - Technology Department
3. You, Your, and or I - The parent/guardian, student, and signer of this Acceptable Use of Technology Policy
4. Resources - Devices, systems, services or networks owned, operated or issued by the school
5. User - Any person(s) accessing or utilizing school resources that is not a resource operator
6. AUP - Parent/Student Information Technology Acceptable Use Policy

USER RESPONSIBILITIES:

Access to school technology, resources, and support is a privilege that offers a wealth of educational benefits. To maintain these privileges, all users must agree to, learn about, and comply with all information within this Acceptable Use Policy (AUP) document.

1. You agree to learn about and comply with all the information outlined in this AUP document.
2. Persons to whom items are assigned are expected to exercise reasonable care to protect those items against damage, loss and theft. "Reasonable care" is defined as:
 - a. Never leaving items unattended
 - b. Never lending, giving or releasing items to a person other than an authorized school employee, such as a Tech Team member
 - c. Never removing protective accessories or features (e.g. cases, bumpers)
 - d. Keeping items away from dangerous conditions (e.g. liquids, heat sources, unstable surfaces or items) and preventing actions which promote damage beyond normal wear and tear
 - e. Maintaining student supervision by parent/guardian during access and usage
3. You must immediately report damaged, lost or stolen items/resources. Items reported stolen or missing will require a police report.
4. Parents/guardians are expected to provide supervision and monitor device/Internet access and usage.
5. You are expected to make a reasonable effort to protect your passwords, information and data.
6. You must safeguard internal safety and security policies, such as authentication methods and password conventions.
7. You are obligated to notify TD of continued access to resources beyond student departure (e.g. withdrawal, graduation, expulsion) in the event TD has not contacted you to do so.
8. Items, devices and resources issued by the school are school property and must be returned or relinquished to the school upon request.

ACCEPTABLE USE OF PCA RESOURCES BY USERS:

1. All school-issued accounts are intended solely for use by the person authorized to use the account.
2. When sharing or exposing personal information or data online, extreme caution should be exercised.
3. Any information or communication accessible via any school network should be assumed as private property.
4. The school reserves the right to verify whether specific uses of school technology or networks are consistent with this acceptable use policy.
5. The school is bound by certain licensing agreements. Users are expected to comply with those agreements.
6. Educational and instructional use as related to the school only.

UNACCEPTABLE USE OF SCHOOL RESOURCES:

1. All commercial or for-profit usage is prohibited.
2. The access, use or transmission of objectionable material (e.g. materials that are obscene, bullying, profane, lewd, threatening, disrespectful, hateful, pornographic) is prohibited.
3. Violation of any local, state or federal laws as well as School, board or administrative policies are prohibited. Example: Federal copyright laws ([Title 17](#), USC)
4. Any attempt to circumvent PCA security measures, content filters or access restricted resources is prohibited.
5. All malicious and nefarious activities are prohibited. Examples include (1) unauthorized trespassing or infiltration of a network or device, (2) the intentional distribution of malware, (3) any attempt to deny a remote service. Malicious actors may also be in violation of *California's unauthorized computer access law, Penal Code 502(c) PC*.
6. The intentional collection, mining or uncovering of personal information, files, passwords belonging to a user other than yourself is prohibited.
7. Publicly advertising internal authentication methods and/or password conventions.
8. Impersonation of any user other than yourself is prohibited.

9. Unauthorized falsification or modification of any school records is prohibited.
10. The collection or transmission of personal information (e.g. home address, phone number, personal email) which may be useful to identify an individual without written consent is prohibited.
11. Political lobbying or advertising is prohibited.
12. Unauthorized maintenance, service, repairs, or upgrades are prohibited. school-owned or operated resources must be maintained by TD or authorized third parties.

Damage Caused by Carelessness

Students are expected to exercise reasonable care to protect school-owned devices to prevent damage. Damage caused by carelessness is not considered "Accidental Damage." Device damage resulting from carelessness will be assessed by the IT Department. Examples of student carelessness would be: iPad (pens) that are noticeably damaged, latches that hold the lid closed being pulled out of the computer case, sticky devices from liquid spills, broken LCD screens that result from shutting the lid with objects still in the keyboard, and the continual loss of keys from the keyboard. When asked how the damage occurred, the answer "I don't know", or "it was fine when I put it in my bag" will be considered damage caused by carelessness. *Habitual damage is considered abuse of school property.*

EXPECTATION OF PRIVACY:

For email, networks, systems and other resources owned or operated by the school, users should have no expectation of privacy. The school reserves the right to manage and monitor all aspects of its own resources. The following are examples of actions which may be performed for reasons deemed legitimate by the school:

1. Obtain emails, messages and their attachments transmitted to or through school-owned or operated email systems
2. Monitor an individual's use of school-owned resources
3. Locate or track the location of a school-owned resource
4. Confiscate, search, disable or wipe any school-owned device, item or their contents/data

Personal devices are private. The TD does not and will not access personal devices.

CYBERBULLYING:

Cyberbullying is the use of technology resources to willfully harm either a person or persons through electronic systems (e.g. texts, photos, videos, messages, and social media). Examples of this behavior include but are not limited to:

1. Transmitting false, cruel, hateful or embarrassing information or media targeting others
2. Creating posts or websites that have stories, cartoons, pictures, or jokes ridiculing others
3. Unauthorized access to any resource (e.g. social media, email) for purposes of downloading or transmitting vicious or embarrassing materials
4. Engaging someone in electronic communication, tricking that person into revealing sensitive personal information and transmitting that information or media to others
5. Posting a student picture without their permission.
6. The use of derogatory comments, including those regarding race, age, gender, sexual orientation, religion, ability, political persuasion, body type, physical, or mental health.

STUDENT DEPARTURE:

1. Upon student departure (e.g. withdrawal, graduation, or expulsion) from Pacific Coast Academy, all issued

items must be returned upon disenrollment. Please contact your Homeschool Teacher to make arrangements to return items to the school.

2. For information regarding technology returns, please review our *Technology Agreement* or contact techhelp@pacificcoastacademy.org.

CONTACT INFORMATION:

Technology Department

- Phone: 619-749-1928 and choose Option 3
- Email: techhelp@pacificcoastacademy.org

DISCLAIMER & ACKNOWLEDGEMENTS:

1. Pacific Coast Academy reserves the right to modify its policies at any time.
2. All items, devices, and resources issued by Pacific Coast Academy are school property. School property must be returned or relinquished to the school upon request or departure from the school.
3. Pacific Coast Academy reserves the right to issue penalties (e.g. denial of access to resources) or seek legal remedies in response to non-compliance.
4. Access to school technology, resources and support is a privilege, not a right. These privileges are offered at the discretion of the school.
5. Pacific Coast Academy will not be held liable for the information or data retrieved, stored, or transmitted by means of the school-owned or operated resources, devices, networks, or systems.
6. Users should not have an expectation of privacy in the use of school resources, email, systems, or networks.
7. Illegal activities performed using school devices, networks, and systems may be reported to the proper authorities when discovered.
8. Pacific Coast Academy will not be held responsible for losses or damages suffered by any user, including loss of data, interruption of service, delays, or non-deliveries.
9. School issued property reported as lost, missing or stolen may be remotely tracked, located and/or disabled at the discretion of the school.
10. Pacific Coast Academy may confiscate and search any school technology in the event of policy
11. Pacific Coast Academy is not in any way an Internet Service Provider.
12. Internet hotspots will only be active during the student calendar and deactivated during the summer recess. Charges for hotspots are annually recurring.
13. Tech devices do have an end of service date. While the school and tech department prefer to keep tech devices in circulation, Pacific Coast Academy and the Tech Dept reserve the right to declare a tech device as End Of Service and request it be returned. The typical end of service span for a tech device is 3 years.

USER AGREEMENT:

I have read, understand, and will abide by the above PARENT/STUDENT ACCEPTABLE USE OF TECHNOLOGY POLICY while using any school technology and other electronic resources issued, owned or operated by the school. I also give permission to collect verifiable personal information from my child (under 13 years of age) to the extent required to comply with the Children's Online Privacy Protection Act (COPPA). I further understand that any violation of the policies above are considered unethical and in some cases may constitute a criminal offense. Should I violate any of the policies outlined in this agreement, I understand my access to any school resource may be limited or revoked, and disciplinary and or legal action may be taken.

BY SIGNING THE PARENT/STUDENT HANDBOOK SIGNATURE OF RECEIPT AND ACKNOWLEDGEMENT SECTION, PARENT(S)/GUARDIAN(S) & STUDENT AGREE THEY HAVE READ, UNDERSTOOD, AND ACCEPT THE TERMS WITHIN THIS PARENT/STUDENT ACCEPTABLE USE OF TECHNOLOGY POLICY.

Non-Compliance Policy

Homeschool Teachers partner with families to educate students enrolled in our school. The partnership is effective if students and parents/guardians are actively participating in our program and meeting enrollment requirements.

Indications that a student is not actively participating in our program include:

- Non-attendance
- Missing or refusing to schedule meetings
- Unable to contact
- Not meeting enrollment requirements
- Not submitting requested work samples and attendance logs
- ~~Making inadequate progress-Failure to show the body of work~~

In these instances, the school may:

- Contact the family by phone, **text**, and email requesting resolution within two school days.
- Two school days later, if there is not a satisfactory resolution, the Homeschool Teacher will attempt to contact the family again by phone, email, **and text**, and a letter of non-compliance will be sent to the address on file. The letter will request a resolution within five school days.
- If the issue is resolved, the parent/guardian and teacher will confer to review expectations and create a plan to maintain compliance.
- If the issue is not resolved, the Homeschool Teacher will attempt to contact the family again by phone, **text**, email, and a second letter of non-compliance will be sent to the address on file. The letter will request a resolution within five school days. In addition, an Administrative Conference Call will be scheduled to be held no sooner than six days of the date the letter was sent.
- It may be deemed, at that time, that independent study is not the best educational placement for the student and the student may be withdrawn.

Work Samples

To meet California Independent Study Guidelines, Work Samples will be required and collected at the end of each Learning Period. Students are required to submit work samples as requested by their Homeschool Teacher to demonstrate and document student learning. Failure to provide work samples may jeopardize your child's enrollment status at the school.

Acceptable Work Sample Criteria:

- Original or scanned PDF version
- Demonstrates neat and organized work
- Demonstrates a good reflection of your child's learning and abilities
- Includes student's name and date in the top right-hand corner
- The sample needs to be completed and dated within the collection Learning Period
- Must be non-sectarian (non-religious)
- Photographs must include a summary from the student's perspective
- Samples may be typed or handwritten by the student. Younger students may dictate to the parent to write or type for them

Non-Compliant Work Samples Include:

- Missing student first and last name
- Scanned documents that are difficult to read or are very light
- A scanned or printed document of a certificate of completion or report from an online learning platform
- Samples completed and dated not within the Learning Period
- A photograph which does not include the student's summary of the project/concept

- Incomplete worksheets or work

Testing & Assessment

Assessment data is critical to Pacific Coast Academy. Essentially, assessments are one indicator of student learning. Using assessment data is not only a healthy thing to do internally as a school community, but also a required part of the WASC accreditation process and the charter renewal process.

WASC accreditation shows that a school has met and is maintaining a high level of standards. Furthermore, having WASC accreditation validates the integrity of the school's program for transfer students and transcripts for university acceptance. Many of our families put great value on WASC accreditation. In order to receive WASC accreditation, a school must go through a rigorous process of describing, demonstrating, and evaluating its instructional program through a school-wide action plan.

It is a wonderful accomplishment for a school to be accredited, but the work is not finished. Maintaining accreditation is an ongoing cycle of managing change and improvement through regular assessment, planning, implementing, monitoring and reassessing.

Assessment data is also an important piece in our charter renewal process. All charter schools are authorized by a sponsoring school district. The authorizer is granting permission to the petitioning organization to make their own independent decisions and operate their own school. In return, the charter school needs to demonstrate compliance with the essential terms of the charter, which include Ed Code, student achievement, governance, reporting requirements, etc. Pacific Coast Academy must remain in good standing with each authorizer. Without authorization, we have no charter! Authorizers gauge compliance and achievement with assessment data. Scores at the individual student level are never shared, and privacy of student names is maintained according to federal laws that protect students.

It is very important to Pacific Coast Academy that all students participate in school-wide assessment. We do our very best to listen to the needs of parents and students. We hope this year there are positive changes for you and your child with the different assessments.

State Standardized Tests – California Assessment of Student Performance and Progress (CAASPP)

As students of a public charter school, our students participate in the following state standardized tests:

- Grades 3 – 8 and 11: Smarter Balanced Assessment Consortium (SBAC)
- Grades 5, 8, and one time in High School during the year of their last science course: California Standards Test for Science (CAST)
- Grades 5, 7 and 9: Physical Fitness Test (PFT)
- ELPA: English Language Proficiency Assessments for California (English Learners only)

Participation rates are critical to the success of our school. A public school is required to achieve a participation rate of 95% on any state testing. If a school has less than 95% of its students participate in any assessment, the school receives an academic performance penalty by the state of California.

School staff administers all state standardized tests at facilities located within driving distance of your home. A testing schedule will be provided to you from your teacher. Individual student performance results on statewide achievement testing are available to parents that would like a copy through our Parent Portal.

Often our families have questions or concerns about the SBAC/CAST assessments. We want our families to feel informed about assessments so they are prepared and feel more comfortable partaking. We also ask that you work closely with your teacher so your student can be assigned any designated supports that would help them during their testing session.

ELPAC: Testing for English Language Learners

California state law requires that the English Language Proficiency Assessments for California (ELPAC) be given each year to English Learners. The ELPAC is a test that measures how well a student can listen, speak, read, and write in English. The purpose of ELPAC is to ensure all students receive adequate support to succeed.

New students that have declared another language besides English on their home language survey must be assessed. This includes TK students. Students that have been previously designated as English Learners at another public school (even if it was years ago) must be tested by law every year until they reach a level of proficiency and are reclassified. At that point, they will no longer need to take the test.

Internal Diagnostic: Star 360

Pacific Coast Academy believes that ongoing assessments will help to inform instructional practices. The Star 360 is not designed to find flaws, but rather to build strength and skills necessary to become successful in the student's educational career.

We chose Star 360 because of its adaptive and non-adaptive nature and the diagnostic tool pinpoints students' needs down to the sub-skill level. Star 360 provides data-driven insights and support for successful implementation of standards. Pacific Coast Academy will provide the parents with the results of Star 360, so the parent and teacher can work together to create a personalized learning plan for each student.

Assessments allow our teachers to monitor student growth and performance. The questions will automatically change the level of difficulty, thus "adaptive," based on student response patterns. The non-adaptive paper and pencil version of Star 360 will allow students to show mastery in standards over the course of the year and we can still measure growth and use these assessments to drive our instruction.

Star 360 Testing will occur up to three times a year, once in the fall, winter, and spring of each year.

COVID-19

As a non-classroom-based independent study school, Pacific Coast Academy's academic model is in line with Distance Learning Guidance provided by the California Department of Education. Pacific Coast Academy continues to provide homeschooling families with a variety of curriculum delivery options, including online instruction courses led by credentialed teachers, offline courses, and virtual courses that employ built-in accommodations, teacher support, performance tasks, and progress monitoring. Families select the combination of systems that best suit student learning needs and interests. We ensure students are engaged in appropriate educational activities on instructional days, assess the time value of independent work, and the quality of contemporaneous work samples.

Records Department

The Records Department supports families by maintaining student records and will process requests for various documents such as work permits, enrollment verification, report cards, and transcripts.

Document Requested	Expected Time of Processing
Work Permit	2-3 Business Days
Enrollment Verification	2-3 Business Days
Copies of Grades & Official/Unofficial Transcripts	3-5 Business Days
Copies of CUME (Student Records)	3-5 Business Days

Work Permits

There are two types of work permits: Entertainment and Non-Entertainment

- **Entertainment Work Permits** are obtained from the entertainment industry employer, filled out, and sent to records@pacificcoastacademy.org records@inspireschools.org
- **Non-Entertainment Work Permits** are different. Before the Records Department can fill out a regular work permit, the employer needs to provide the student a **B1-1** permit (think of this as the permit to attain a permit). This is important because it tells our department where the student wishes to work. Once the **B1-1** permit is sent to records@pacificcoastacademy.org records@inspireschools.org, one of our Records specialists will fill it out and provide a **B1-4** at the same time. The **B1-4** is the actual permit.

Concurrent, College Community College Enrollment

~~For all concurrent, college enrollment requests, please send applications and inquiries to your Guidance Counselor. There is a minimum five business day turnaround for these applications, so please plan accordingly.~~

- Concurrent enrollment means a high school student takes college courses while remaining a full-time high school student.
- High School students must remain full-time high school students in good academic standing. Students must take a minimum of 15*-20 credits per semester in high school. (*College course must be on Master Agreement for students to drop down to 15 credits)
- High School students can take a maximum total of 11 college credits per semester.
- Students may take core academic or elective courses at the college.
- Students should consult with their high school counselor before enrolling in a college course. The counselor will advise on college courses and check graduation requirements.
- Please send any community college forms to your student's high school counselor for signatures. Please note, concurrent enrollment application forms may take 3-5 business days to process.
- Not all 4-year, private, and online colleges will require permission forms for high school students. Please make sure to check in with your high school counselor before signing up for a college course.
- The high school counselor will take into consideration the student's academic standing and overall GPA when approving a concurrent enrollment. Please ensure that all official transcripts from previous college courses have been sent to the Records Department, the counseling team cannot sign concurrent enrollment forms when there are missing transcripts from previous semesters.

Title 1

Your child is attending a school receiving Title I federal funds through the Elementary and Secondary Education Act (ESEA). At the beginning of each school year, local educational agencies receiving Title I funds are required to notify parents whose student(s) attend a Title I school that they may request, and the agency will provide the parents on request (and in a timely manner), information regarding the professional qualifications of the student's classroom teachers, including at a minimum:

1. Whether the student's teacher:

- Has met State qualification and licensing criteria for the grade levels and subject areas in which the teacher provides instruction;
- Is teaching under emergency or other provisional status through which State qualification or licensing criteria have been waived; and
- Is teaching in the field of discipline of the certification of the teacher.

2. Whether the child is provided services by paraprofessionals and, if so, their qualifications.

If you would like this information, please contact the Title 1 Coordinator at (619) 749-1928.

Educational Records

An education record is any written or computerized document, file, entry, or record containing information directly relating to a student that is compiled and maintained by Pacific Coast Academy. Such information includes but is not limited to:

- Date and place of birth, parent and/or guardian's address, and where the parties may be contacted for emergency purposes;
- Grades, test scores, courses taken, academic specializations and school activities;
- Special education records;
- Disciplinary records;
- Medical and health records;
- Attendance records and records of past schools attended;
- Personal information such as, but not limited to, student identification numbers, social security numbers, photographs, or any other type of information that aids in identification of a student. Please note that, as of January 1, 2017, Pacific Coast Academy shall not collect or solicit social security numbers or the last four digits of social security numbers from students or their parents/guardians, unless otherwise required to do so by state or federal law.

Pacific Coast Academy shall not use any school resources or data to be used to create a registry based on race, gender, sexual orientation, religion, ethnicity or national origin. An education record does not include any of the following:

- Records that are kept in the sole possession of the maker, are used only as a personal memory aid, and are not accessible or revealed to another person except a temporary substitute for the maker of the record;
- Records maintained by a law enforcement unit of Pacific Coast Academy that were created by that law enforcement unit for the purpose of law enforcement;
- Records relating to a Pacific Coast Academy employee that are made and maintained in the normal course of business, relate exclusively to the individual in that individual's capacity as an employee; and are not

available for use for any other purpose;

- Records on a student who is 18 years of age or older, or is attending an institution of postsecondary education, that are: a) made or maintained by a physician, psychiatrist, psychologist, or other recognized professional or paraprofessional acting in his or her professional capacity or assisting in a paraprofessional capacity; b) made, maintained, or used only in connection with treatment of the student; and c) disclosed only to individuals providing the treatment. For the purpose of this definition, “treatment” does not include remedial educational activities or activities that are part of the program of instruction at Pacific Coast Academy.
- Records that only contain information about an individual after he or she is no longer a student at Pacific Coast Academy.
- Grades on peer-graded papers before they are collected and recorded by a teacher.

Parents and eligible students that they have the right to:

- Inspect and review the student’s education records;
- Seek amendment of the student’s education records that the parent or eligible student believes to be inaccurate, misleading or otherwise in violation of the student’s privacy rights;
- Consent to disclosures of personally identifiable information contained in the student’s education records, except to the extent that FERPA and the Code of Federal Regulations authorize disclosure without consent;
- File with the Department of Education a complaint concerning alleged failures by Pacific Coast Academy to comply with the requirements of FERPA and its promulgated regulations.
- Request that Pacific Coast Academy not release student names, addresses and telephone listings to military recruiters or institutions of higher education without prior written parental consent.

Student Mental & Physical Health

The school is committed protecting the health and well-being of all Pacific Coast Academy students, including vulnerable youth populations, by having procedures in place to prevent, assess the risk of, intervene in, and respond to suicide and self-harming behavior. Vulnerable youth populations include LGBTQ (lesbian, gay, bisexual, transgender, questioning) youth, youth living with mental and/or substance use disorders, youth who engage in self-harm or have attempted suicide, youth in out-of-home settings, youth experiencing homelessness, American Indian/Alaska Native youth or youth that identify with other racial minority groups, youth bereaved by suicide and youth living with medical conditions and disabilities.

Pacific Coast Academy recognizes that:

- a) Physical, behavioral, and emotional health is an integral component of a student's educational outcome
- b) Suicide is a leading cause of death among young people
- c) The school has an ethical responsibility to take a proactive approach in preventing deaths by suicide
- d) The school's role in providing an environment which is sensitive to individual and societal factors that place youth at greater risk for suicide and one which helps to foster positive youth development. In recognition of the need to protect the health, safety and welfare of its students, to promote healthy development, to safeguard against the threat or attempt of suicide among school aged youth, and to address barriers to learning, Pacific Coast Academy has adopted a policy, which corresponds with and supports other federal, state and local efforts to provide youth with prevention education, early identification and intervention, and access to all local resources to promote health and prevent personal harm or injury.

Suicide Prevention Policy

The school's Suicide Prevention Policy can be found on the school website under Boards and Board Policies.

With the intention of creating a safe and nurturing educational entity that minimizes suicidal ideation in students, we also recognize our duty to protect the health, safety, and welfare of our students, and aim to safeguard students and staff against suicide attempts, deaths and other trauma associated with suicide. These safeguards include ensuring adequate supports for students, staff, and families affected by suicide attempts and loss. Because the emotional wellness of students greatly impacts learning, motivation, and educational success, the current policy shall be paired with other policies that support the emotional and behavioral wellness of students.

Pacific Coast Academy's policy is based on research and best practices in suicide prevention, and has been adopted with the understanding that suicide prevention activities decrease suicide risk, increase help-seeking behavior, identify those at risk of suicide, and decrease suicidal behaviors. Empirical evidence refutes a common belief that talking about suicide can increase risk or "place the idea in someone's mind." In an attempt to reduce suicidal behavior and its impact on students and families, Pacific Coast Academy has developed strategies for suicide prevention, intervention, and postvention, and the identification of the mental health challenges frequently associated with suicidal thinking and behavior. These strategies shall include professional development for parents/guardians, caregivers, students, and school personnel who regularly interact with students or serve in a position to recognize the risk factors and warning signs of suicide.

Harassment

It is school policy to prohibit harassment by any means, including but not limited to: sexual, physical, verbal, written, electronic, mental, emotional and visual harassment, intimidation, bullying, and cyberbullying. Whether direct or indirect, such intentional acts substantially harm and interfere with a student's education, threaten the overall educational environment, and disrupt the operation of school.

Harassment for any reason including, but not limited to: race, religious creed (including religious dress and grooming practices), color, national origin (including language use restrictions), immigration status, citizenship status,

ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex (including pregnancy, childbirth, breastfeeding and medical conditions related to pregnancy or childbirth), gender, gender identity, gender expression, age, sexual orientation, military and veteran status, or association with a person or group with one or more of the aforementioned characteristics or any other legally protected category is a violation of both state and federal law. Verified harassers may face loss of computer or other special privileges, suspension, or expulsion. Any disciplinary action will be determined by the school administrators and board of directors. In addition, when any kind of threat is communicated or when a hate crime is committed, the administration will report such crimes to local law enforcement officials. Harassers may also be subject to civil and criminal liability for any such unlawful behavior.

Pacific Coast Academy will take measures against harassment. This includes any act that takes place on or immediately adjacent to the location of any school event, at any school-sponsored activity, on school-provided transportation, or off-campus activities that cause or threaten to cause a substantial and material disruption at school or interfere with the rights of students to be secure.

In situations in which electronic or cyberbullying originates from a non-school computer, but is brought to the attention of school officials, any disciplinary action shall be based upon whether the conduct is determined to be so severely disruptive of the educational process that it markedly interrupts or severely impedes the student learning.

It is important to understand that jokes, stories, cartoons, nicknames, the sending or posting of inappropriate and hurtful email messages, instant messages, text messages, digital pictures or images, or website postings, including blogs and comments that violate school, state, and federal law may be offensive to others and will not be tolerated.

If you feel you have been a victim of harassment or are being bullied, inform your Homeschool Teacher or school administrator immediately. Keeping quiet or ignoring the problem will not make it go away. The teacher or school administrator will document the events, contact the appropriate parties, and appropriate steps will be taken.

Definition of Expulsion

Expulsion shall be defined as permanent dismissal from PCA, without re-enrollment privileges, and must be approved by the PCA Charter Board or their authorized designee.

Definition of Suspension

Suspensions shall be defined as a temporary leave of absence from PCA that may occur at the discretion of the individual PCA Homeschool Teacher, Regional Administrator, or the PCA Charter Board.

Grounds for Suspension and Expulsion

A student may be subject to suspension and/or expulsion when it is determined that he/she, while on or within view of the ~~Preferred Vendor Program~~, Educational Vendor Locations, at a school sponsored activity/field trip, or online.

- Caused, attempted to cause, or threatened to cause physical injury to another person or willfully used force or violence upon another person, except in self-defense.
- Possessed, sold, or otherwise furnished any firearm, knife, explosive, or other dangerous object.
- Unlawfully possessed, used, sold, or otherwise furnished, or was under the influence of, any controlled substance as defined in Health and Safety Code 11053-11058, alcoholic beverage, or intoxicant of any kind.
- Unlawfully offered, arranged, or negotiated to sell beverage or intoxicant of any kind, and then sold, delivered, or otherwise furnished to any person another liquid, substance or material and represented the same as a controlled substance, alcoholic beverage or intoxicant.
- Committed or attempted to commit robbery or extortion.
- Caused or attempted to cause damage to school property or private property.
- Stole or attempted to steal school property or private property.

- Possessed or used tobacco or any products containing tobacco or nicotine products, including but not limited to: cigars, cigarettes, miniature cigars, clove cigarettes, smokeless tobacco, snuff, chew, and packets. This restriction shall not prohibit a student from using or possessing his/her own prescription products.
- Committed an obscene act or engaged in habitual profanity or vulgarity.
- Unlawfully possessed or unlawfully offered, arranged, or negotiated to sell any drug paraphernalia, as defined in Health and Safety Code 11014.5.
- Disrupted school activities or otherwise willfully defied the valid authority of supervisors, teachers, administrators, other school officials, or other school personnel engaged in the performance of their duties.
- In no event shall any pupil in kindergarten or any of grades 1 to 12 be recommended for expulsion for any of these acts. In no event shall any pupil in kindergarten or any of grades 1 to 8 be suspended for any of the acts specified above relating to disrupting school activities and defiance.
- Knowingly received stolen school property or private property.
- Possessed an imitation firearm, i.e., a replica of a firearm that is so substantially similar in physical properties to an existing firearm as to lead a reasonable person to conclude that the replica is a firearm unless, in the case of possession of any object of this type, the student had obtained written permission to possess the item from a certificated school employee, Charter School's Board of Directors, or designee(s)'s concurrence.
- Committed or attempted to commit a sexual assault as defined in Penal Code 261, 266c, 286, 288, ~~288a~~ ~~or~~ 289, or former section 288a, or committed a sexual battery as defined in Penal Code 243.4.
- Harassed, threatened, or intimidated a student who is a witness or complaining witness in a school disciplinary proceeding for the purpose of preventing that student from being a witness and/or retaliating against that student for being a witness.
- Made terrorist threats against school officials, students, and/or school property.
- For students in grades 4 to 12, committed sexual harassment as defined in Education Code 212.5.
- Caused, attempted to cause, threatened to cause, or participated in an act of hate violence as defined in Education Code 33032.5.
- Intentionally harassed, threatened or intimidated a student or group of students to the extent of having the actual and reasonably expected effect of materially disrupting classwork, creating substantial disorder, and invading student rights by creating an intimidating or hostile educational environment including, but not limited to, acts outlined in the Harassment section.
- Discriminated against, harassed, intimidated, and/or bullied any person or groups of persons based on the following actual or perceived characteristics: disability, gender, nationality, race or ethnicity, religion, sexual orientation, gender identity, gender expression or association with one or more of these actual or perceived characteristics. This policy applies to all acts related to school activities/field trips or school attendance.
- Engaged in an act of bullying, including, but not limited to, bullying committed by means of an electronic act. "Bullying" means any severe or pervasive physical or verbal act or conduct, including communications made in writing or by means of an electronic act, and including one or more acts committed by a student or group of students which would be deemed hate violence or harassment, threats, or intimidation, which are directed toward one or more students that has or can be reasonably predicted to have the effect of one or more of the following:
 - Placing a reasonable student or students in fear of harm to that student's or those students' person or property.
 - Causing a reasonable student to experience a substantially detrimental effect on his or her physical or mental health.
 - Causing a reasonable student to experience substantial interference with his or her academic performance.
 - Causing a reasonable student to experience substantial interference with his or her ability to participate in or benefit from the services, activities, or privileges provided by the Charter School.

A. "Electronic act" means the creation or transmission originated on or off the school site, by means of an electronic device, including, but not limited to, a telephone, wireless telephone, or other wireless communication device, computer, or pager, of a communication, including, but not limited to, any of the following:

- (i) A message, text, sound, video, or image.
 - (ii) A post on a social network internet website, including, but not limited to:
 - (I) Posting to or creating a burn page. "Burn page" means an internet website created for the purpose of having one or more of the effects listed in paragraph (1).
 - (II) Creating a credible impersonation of another actual pupil for the purpose of having one or more of the effects listed in paragraph (1). "Credible impersonation" means to knowingly and without consent impersonate a pupil for the purpose of bullying the pupil and such that another pupil would reasonably believe, or has reasonably believed, that the pupil was or is the pupil who was impersonated.
 - (III) Creating a false profile for the purpose of having one or more of the effects listed in paragraph (1). "False profile" means a profile of a fictitious pupil or a profile using the likeness or attributes of an actual pupil other than the pupil who created the false profile.
 - (iii)
 - (I) An act of cyber sexual bullying.
 - (II) For purposes of this clause, "cyber sexual bullying" means the dissemination of, or the solicitation or incitement to disseminate, a photograph or other visual recording by a pupil to another pupil or to school personnel by means of an electronic act that has or can be reasonably predicted to have one or more of the effects described in subparagraphs (A) to (D), inclusive, of paragraph (1). A photograph or other visual recording, as described in this sub clause, shall include the depiction of a nude, semi-nude, or sexually explicit photograph or other visual recording of a minor where the minor is identifiable from the photograph, visual recording, or other electronic act.
 - (III) For purposes of this clause, "cyber sexual bullying" does not include a depiction, portrayal, or image that has any serious literary, artistic, educational, political, or scientific value or that involves athletic events or school-sanctioned activities.
 - (iv) Notwithstanding paragraph (A) and subparagraph (i), an electronic act shall not constitute pervasive conduct solely on the basis that it has been transmitted on the internet or is currently posted on the internet.
- B. "Reasonable pupil" means a pupil, including, but not limited to, a pupil with exceptional needs, who exercises average care, skill, and judgment in conduct for a person of that age, or for a person of that age with the pupil's exceptional needs.

Note: Pursuant to Education Code 48900.7, the making of a terrorist threat includes any written or oral statement by a person who willfully threatens to commit a crime which will result in death, great bodily injury to another person or property damage in excess of \$1,000, with the specific intent that the statement is to be taken as a threat, even if there is no intent of actually carrying it out.

The above list is not exhaustive and depending upon the offense, a student may be suspended or recommended for expulsion for misconduct not specified above.

Suspension & Expulsion for Students with Disabilities

A student identified as an individual with disabilities pursuant to the Individuals with Disabilities Education Act or Section 504 of the federal Rehabilitation Act of 1973 is subject to the same grounds for suspension and expulsion which apply to general education students. All the procedural safeguards established by Charter School policies and regulations shall be observed in considering the suspension or expulsion of students with disabilities. In the case of a suspension or an expulsion of a student identified as having special education needs, PCA shall comply with federal and state law.

Due Process Statement

Pacific Coast Academy shall provide for the fair treatment of students facing suspension and expulsion by affording them due-process rights. Rules regarding suspension and expulsion shall be revised periodically as required by any changes in school policy, regulation, or law.

In all cases, school disciplinary policies shall afford students due process. To this end, the school board shall develop rules and regulations governing the procedures by which students may be suspended or expelled.

In the event of an expulsion, a student will be entitled to written notice of the grounds for their proposed removal and will be given a full due-process hearing in regard to the proposed expulsion. Parent(s)/guardian(s) will also be given written notice in advance of said hearing so that they may attend. The school will maintain a record of the notice and of the hearing. The student will also be entitled to appeal a decision to expel said student, pursuant to the appeal procedures established by the school board.

Grievance Policy and Procedure

Pacific Coast Academy is committed to achieving student/family satisfaction. The following procedure was developed to ensure that student, family and staff grievances are addressed fairly by the appropriate persons in a timely manner. Discrimination against students/families on the basis of ethnicity, sex, ancestry, physical or mental disability, race, color, gender, national origin, sexual orientation or religion is prohibited.

The parent/guardian will address in writing any concern or grievance initially with the student's Homeschool Teacher and supervisor. Both Homeschool Teacher and supervisor will respond within ten school days.

If the concern or grievance is not resolved, the parent/guardian may, within ten school days, request a meeting with school leadership to discuss the concern or grievance. Pacific Coast Academy leadership will investigate and respond within 10 school days. A written email and letter will be sent to the family that will address the concern and outcome.

Family Educational Rights and Privacy Act (FERPA)

Notification of Rights under FERPA for Elementary and Secondary Schools

FERPA affords parents and students who are 18 years of age or older ("eligible students") certain rights with respect to the student's education records. These rights are:

1. The right to inspect and review the student's education records within 45 days after the day the school receives a request for access.

Parents or eligible students should submit to the school Executive Director [or appropriate school official] a written request that identifies the records they wish to inspect. The school official will make arrangements for access and notify the parent or eligible student of the time and place where the records may be inspected.

2. The right to request the amendment of the student's education records that the parent or eligible

student believes are inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA.

Parents or eligible students who wish to ask the school to amend a record should write to the school Executive Director [or appropriate school official], clearly identify the part of the record they want changed, and specify why it should be changed. If Pacific Coast Academy decides not to amend the record as requested by the parent or eligible student, Pacific Coast Academy will notify the parent or eligible student of the decision and of their right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the parent or eligible student when notified of the right to a hearing.

3. The right to provide written consent before Pacific Coast Academy discloses personally identifiable information (PII) from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

One exception, which permits disclosure without consent, is disclosure to school officials with legitimate educational interests. A school official is a person employed by Pacific Coast Academy as an administrator, supervisor, instructor, or support staff member (including health or medical staff and law enforcement unit personnel) or a person serving on the school board. A school official also may include a volunteer or contractor outside of the school who performs an institutional service of function for which the school would otherwise use its own employees and who is under the direct control of the school with respect to the use and maintenance of PII from education records, such as an attorney, auditor, medical consultant, or therapist; a parent or student volunteering to serve on an official committee, such as a disciplinary or grievance committee; or a parent, student, or other volunteer assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

Upon request, Pacific Coast Academy discloses education records without consent to officials of another school district in which a student seeks or intends to enroll, or is already enrolled if the disclosure is for purposes of the student's enrollment or transfer. [Note: FERPA requires a school to make a reasonable attempt to notify the parent or student of the records request unless it states in its annual notification that it intends to forward records on request.]

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by Pacific Coast Academy to comply with the requirements of FERPA. The name and address of the Office that administers FERPA are:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202

FERPA permits the disclosure of PII from students' education records, without consent of the parent or eligible student, if the disclosure meets certain conditions found in §99.31 of the FERPA regulations. Except for disclosures to school officials, disclosures related to some judicial orders or lawfully issued subpoenas, disclosures of directory information, and disclosures to the parent or eligible student, §99.32 of the FERPA regulations requires the school to record the disclosure. Parents and eligible students have a right to inspect and review the record of disclosures. A school may disclose PII from the education records of a student without obtaining prior written consent of the parents or the eligible student –

- To other school officials, including teachers, within the educational agency or institution whom the school has determined to have legitimate educational interests. This includes contractors, consultants, volunteers, or other parties to whom the school has outsourced institutional services or functions, provided that the conditions listed in §99.31(a)(1)(i)(B)(1) - (a)(1)(i)(B)(2) are met. (§99.31(a)(1))
- To officials of another school, school system, or institution of postsecondary education where the

student seeks or intends to enroll, or where the student is already enrolled if the disclosure is for purposes related to the student's enrollment or transfer, subject to the requirements of §99.34. (§99.31(a)(2))

- To authorized representatives of the U.S. Comptroller General, the U.S. Attorney General, the U.S. Secretary of Education, or State and local educational authorities, such as the State educational agency in the parent or eligible student's State (SEA). Disclosures under this provision may be made, subject to the requirements of §99.35, in connection with an audit or evaluation of Federal- or State-supported education programs, or for the enforcement of or compliance with Federal legal requirements that relate to those programs. These entities may make further disclosures of PII to outside entities that are designated by them as their authorized representatives to conduct any audit, evaluation, or enforcement or compliance activity on their behalf. (§99.31(a)(3) and 99.35)
- In connection with financial aid for which the student has applied or which the student has received, if the information is necessary to determine eligibility for the aid, determine the amount of the aid, determine the conditions of the aid, or enforce the terms and conditions of the aid. (§99.31(a)(4))
- To State and local officials or authorities to whom information is specifically allowed to be reported or disclosed by a State statute that concerns the juvenile justice system and the system's ability to effectively serve, prior to adjudication, the student whose records were released, subject to §99.38. (§99.31(a)(5))
- To organizations conducting studies for, or on behalf of, the school, in order to: (a) develop, validate, or administer predictive tests; (b) administer student aid programs; or (c) improve instruction. (§99.31(a)(6))
- To accrediting organizations to carry out their accrediting functions. (§99.31(a)(7))
- To parents of an eligible student if the student is a dependent for IRS tax purposes. (§99.31(a)(8))
- To comply with a judicial order or lawfully issued subpoena. (§99.31(a)(9))
- To appropriate officials in connection with a health or safety emergency, subject to §99.36. (§99.31(a)(10))
- Information the school has designated as "directory information" under §99.37. (§99.31(a)(11))

Title 1 Part A

Parent and Family Engagement Policy

Learning and Educational Agencies and schools receiving federal funding are required to implement a parent and family engagement policy under federal law. See 20 U.S.C. § 6318. The purpose of the Pacific Coast Academy's Governing Board approving this Parent and Family Engagement Policy is to accomplish the following:

- I. Identify the purpose of the policy and define "parent"
- II. Outline parents and family member involvement in drafting of the School Plan
- III. Establish the ways the School will provide for coordination, technical assistance, and other supports
- IV. Establish the annual meeting content and timeline
- V. Outline the content, delivery method, and other details of the Notice to parents
- VI. Establish ways parents will participate in the planning, review and improvement of Title I Programs
- VII. Establish the ways in which the School will build capacity for parent involvement
- VIII. List and describe how the School will coordinate with other programs
- IX. Establish the annual evaluation process for the policy
- X. Establish the School-Parent Compact
- XI. Establish the means to involve parents of Limited English Proficient Student, Disabled
- XII. Parents, and Parents of Migratory Children

- XIII. Establish the notices that will be provided to parents of participating students
- XIV. Ensure that information and materials are provided in ways, so they are accessible to all

I. Introduction

Research has shown that the attitudes, behavior, and achievement of children are enhanced when parents or other caregivers are involved in their children's education. To that end, the Pacific Coast Academy (the "School") has adopted this parent and family engagement policy in order to promote learning and provide a more positive learning experience for students. Within this policy, the word "parent" is intended to reach any caregiver of students enrolled in the School, including but not limited to, parents, guardians, grandparents, aunts, uncles, foster parents, stepparents, etc. This policy will be incorporated into the School's plan pursuant to federal law and submitted to the California Department of Education with the School's Consolidated Application.

II. Involvement in Drafting the School Plan

Parents and family members of participating children will be involved in the development of the School plan required by federal law. On an annual basis, the School will submit the School plan to the Governing Board for review and suggested changes after holding a parent meeting and before the plan is submitted to the California Department of Education ("CDE") with the Consolidated Application. In addition, all parents of participating children will annually be invited to review the School plan and submit comments.

If the School plan is not satisfactory to the parents of participating children, the School will submit any comments from parents of participating children with the School plan when it is submitted to the CDE.

III. Coordination, Technical Assistance, and Other Support

The School will ensure the coordination, technical assistance, and other support necessary to planning and implementing effective parent and family engagement activities to improve student academic achievement and school performance in the following ways:

- The School will distribute 95% of the funds reserved pursuant to federal law (20 U.S.C. § 6318(a)(3)(A)) to the school for parent involvement activities.
- The School (board and school leaders) will collaborate to devise a timeline for parental involvement activities throughout the school year and create a follow up tool to ensure that the activities occur.
- The School will develop the necessary technical assistance for planning and implementing effective parent involvement activities to improve student academic achievement and school performance.

IV. Annual Meeting

Within 60 days of the first day of school, the School shall convene an annual meeting to which all parents of children participating in Title I, Part A programs are invited and encouraged to attend. The School will hold two additional meetings to ensure the maximum parental participation, providing the same information, to be offered at flexible times, such as in the morning or evening.

The information provided at the meetings will inform parents of the School's receipt of Title I, Part A funds and the specific requirements of Title I, Part A. Additionally, parents shall be informed of their rights to be involved in Title I, Part A programs.

V. Notice

Within 60 days of the beginning of school, the School will send through electronic methods a notice to all parents containing, but not limited to, the following information:

- Information about Title I, Part A programs.
- An explanation of the requirements of Title I, Part A programs.
- A description of the parent rights for participation in Title I, Part A programs.
- A description (including timing of meetings, location, etc.) of how parents can participate in the planning, review and/or improvement of the parent involvement policy and the schoolwide program.
- A description and explanation of the curriculum in use at the School, the forms of academic assessment used to measure student progress and the achievement levels of the challenging State academic standards.
- An invitation to attend the annual meeting and additional meetings, providing information about the purpose of the meetings and the dates and times.
- A copy of the most current Parent and Family Engagement Policy and a feedback process for parents to comment on its content.

In addition to mailing this notice to parents of participating children, the School will post the information on its website.

VI. Title I, Part A Program Involvement

In order to involve parents in an organized, ongoing and timely way in the planning, review and improvement of Title I, Part A programs, the parent involvement policy and the school-wide program plan, the School will involve parents of participating students as follows:

- The School will conduct two of Family Learning Nights each year where all parents of participating children will be invited to the School to learn about the different Title I, Part A programs, details of this policy and the school-wide program plan. These meetings will be held at flexible times.
- Parents not attending the Family Learning Nights will be contacted to encourage participation and inform them of future Family Learning Nights.
- The School will publish a regular Newsletter with notification of upcoming participation opportunities.
- Each year, the School will hold an End of School Night, at which parents of participating children will be invited to review Title I, Part A programs, the parent involvement policy and the school-wide program plan and recommend any changes.
- If requested by parents of participating children, the School will schedule regular meetings where parents are able to formulate suggestions and to participate, as appropriate, in decisions relating to the education of their children. The School will respond to such suggestions within 60 days.
- If the school-wide program plan is not satisfactory to parents of participating children, the School will submit any parent comments on the plan when it submits the plan.

VII. Building Capacity for Involvement

A. Standards, Assessments, Title I Requirements, Monitoring Progress and Improving Student Achievement

In order to ensure effective parental involvement and support a partnership among the School, parents, and the community to improve student academic achievement, the School will provide the following programs to assist parents in understanding the challenging State academic standards, State student academic achievement standards, State and local academic assessments, Title I requirements, and how to monitor their child's progress and work with educators to improve the academic achievement of their children (collectively referred to "Standards and Requirements"):

- The School will include one parent on its board of directors.
- The School will regularly publish in its Newsletter, and/or on its website, descriptions and explanations of State academic content standards and State student academic achievement standards, State, and local academic assessments, Title I requirements, and how to monitor their child's progress and work with educators to improve the academic achievement of their children.
- Regular meetings will be held by the School to discuss how parents can work with educators to improve their child's academic achievement.
- The School will hold one Family Math and Science Event and one Family Literacy Event to introduce parents to the School's curriculum and its correlation to the State's academic content standards and academic achievement standards.
- Parents will be invited to attend regular classes to learn about State and local academic assessments and to take sample tests.

B. Helping Parents to Work with their Children

In an effort to foster parental involvement, the School will provide materials and training to help parents to work with their children to improve their children's achievement through the following programs:

- The School will hold quarterly classes for parents and students to learn how to use computers and the internet in accordance with the School's internet use policy. The training will enable parents to access their children's schoolwork, communicate with teachers, and review information posted about the School.
- The School will provide parents with access to literacy programs that bond families around reading and using the public library.
- The School will provide quarterly seminars on parenting skills and parent child communication.

C. Education on Parent Involvement

The School will annually educate teachers and other school staff, with the assistance of parents, in the value and utility of contributions of parents, and in how to reach out to, communicate with, and work with parents as equal partners, implement and coordinate parent programs and build ties between parents and the School. The training shall take place each year in staff orientations, annual staff development materials, and other in-service trainings held throughout the school year.

In order to better understand what works best for the current parents of participating children attending the School, the education will take place after the following research is done (which shall be accomplished within the first 90 days of the commencement of the School year):

- A survey will be sent home to parents of participating students that solicits information on what skills each parent has to offer the School and what types of parental involvement programs in which parents would most likely participate.

VIII. Coordination with Other Programs

The School shall, to the extent feasible and appropriate, coordinate and integrate parent involvement programs and activities with other federal, state, and local programs, including public preschool programs and conduct other activities, such as parent resource centers, that encourage and support parents in more fully participating in the education of their children.

The School will coordinate and integrate parent involvement programs and activities with these programs as follows:

1. Requiring that the school conduct meetings involving parents, kindergarten or elementary school teachers, and Head Start teachers or, if appropriate, teachers from other early childhood development programs such as the Early Reading First program, to discuss the developmental and other needs of individual children.
2. developing and implementing a systematic procedure for receiving records regarding such children, transferred with parental consent from a Head Start program or, where applicable, another early childhood development program such as the Early Reading First program.

IX. Annual Evaluation

The School, with the involvement of parents, shall conduct an annual evaluation of the content and effectiveness of this family involvement policy in improving the academic quality of the schools served under Title I, Part A, including identifying barriers to greater participation by parents in activities under federal law. The School will pay particular attention to parents who are economically disadvantaged, are disabled, have limited English proficiency, have limited literacy, or are of any racial or ethnic minority background. The School will use the findings of such evaluation to design strategies for more effective parental involvement and to revise, if necessary, this family involvement policy.

X. School-Parent Compact

At the beginning of each school year, the School will enter into School-Parent Compacts with parents of participating children. The School-Parent Compact will outline how parents, the entire school staff and students will share the responsibility for improved student academic achievement and the means by which the School and parents will build and develop a partnership to help children achieve the State's high standards.

The School will seek out input from parents to annually evaluate the effectiveness of the School-Parent Compact and provide feedback and suggestions for revision.

XI. Involvement of Parents of Limited English Proficient Students, Disabled Parents, and Parents of Migratory Children

The School shall implement an effective means of outreach to parents and family members of limited English proficient students to inform them regarding how they can be involved in the education of their children and be active participants in assisting their children to attain English proficiency, achieve at high levels in core academic subjects and meet challenging State academic achievement standards and State academic content standards expected of all students. To accomplish this goal, the School will do the following:

- The School will hold regular meetings, and send notice of these meetings, for the purpose of formulating and responding to recommendations from parents of participating children.
- The School will provide language translators at parent meetings to the extent practicable.
- The School will schedule meetings to enable families to share information about culture, background, children's talents, and particular needs for the schools.
- The School will provide parents of limited English proficiency with access to English as a Second Language (ESL) classes to increase their English language proficiency to assist their children with homework. The school's administrative staff will visit the classes to interact with the parents.

The School will provide full opportunities for participation of parents with disabilities and parents of migratory children. To accomplish this goal, the School will do the following:

- If any parent needs a disability-related modification or accommodation, including auxiliary aids or services, to participate, they need only contact the School at least 72 hours before the scheduled event so every reasonable effort can be made to provide the accommodation.

XII. Notices

In accordance with federal law, the School will provide the following notices to parents of children attending Title I, Part A schools:

- Annual report card
- A notice regarding the parent's right to request information regarding the following:
 - Professional qualifications of the student's teacher(s);
 - The level of achievement and academic growth of the student, if applicable and available, on each of the State academic assessments and timely notice that the student has been assigned, or has been taught for four or more consecutive weeks by, a teacher who does

not meet applicable State certification or licensure requirements at the grade level and subject area in which the teacher has been assigned.

- Information regarding any State or School policy regarding student participation in any assessments mandated by federal law and by the State and School, which shall include a policy, procedure, or parental right to opt the child out of such assessment, where applicable.
- The notice regarding language instruction programs.
- Any other notices required by law.

XIII. Miscellaneous

The School shall ensure that all information related to School and parent programs, meetings, and other activities is sent to the parents of participating children in a format and, to the extent practicable, in a language the parents can understand.

The School will provide other reasonable support for parental involvement activities as requested by parents.

Parent Notification of Teacher Qualifications

To Parents/Guardians:

Your child is attending a school receiving Title I federal funds through the Elementary and Secondary Education Act (ESEA). At the beginning of each school year, local educational agencies receiving Title I funds are required to notify parents whose student(s) attend a Title I school that they may request, and the agency will provide the parents on request (and in a timely manner), information regarding the professional qualifications of the student's classroom teachers, including at a minimum:

1. Whether the student's teacher:
 - Has met State qualification and licensing criteria for the grade levels and subject areas in which the teacher provides instruction;
 - Is teaching under emergency or other provisional status through which State qualification or licensing criteria have been waived; and
 - Is teaching in the field of discipline of the certification of the teacher.
2. Whether the child is provided services by paraprofessionals and, if so, their qualifications.

If you would like this information, please contact Human Resources at hrhelp@pacificcoastacademy.org

PCA Student Travel Plan

Student Name	
Student ID	
Student Grade Level	
Traveling To	
Traveling Contact Number	
Traveling Contact Email	
Date of Departure	
Date of Return	
<i>If the student will not be returning by the specified date, please contact his/her teacher immediately. If the student does not return by the specified date and a new Travel Plan is not in place, the student may be withdrawn.</i>	



ENROLLMENT REQUIREMENTS

- Request and receive approval for a travel plan from your PCA teacher 2 weeks prior to any extended family travel (1 week/5 school-days).
- During travel time student must be attending school and parent/guardian and/or Learning Coach must be available by phone and/or internet for communication.
- Student cannot be on vacation or extended travel longer than two months per semester (61 consecutive days or 61 cumulative days throughout the semester), or they will be deemed to have lost California residency and therefore will be withdrawn from Pacific Coast Academy.



CONTACT

PCA's Enrollment Requirements state that parent, guardian and/or learning coach must stay in contact with the PCA teacher and the parent/guardian is responsible for responding to the PCA teacher within 48 hours of contact. While traveling it is very important to keep in contact with your student's PCA Teacher.



MEETINGS

PCA's Enrollment Requirements state that parent, guardian and/or learning coach and student must be available to attend regularly scheduled in person meetings with the PCA teacher at a mutually agreed upon location. If the time/date/location does not work it must be rescheduled within seven days in order for the PCA Teacher to meet deadlines.

MEETING AND/OR TESTING SCHEDULE

List specific dates and locations of required meetings and/or testing while on Travel Plan (STAR 360, CAASPP, LP meetings)



CURRICULUM

During travel time a student must be working daily in their curriculum and be able to turn in any of the work as requested by your PCA teacher. PCA will follow all compliance policies and failure to meet attendance and work sample requirements will result in starting the non-compliance process.



WORK SAMPLES

In order to meet state independent study guidelines, work samples will be required and collected each learning period. While you are traveling, your PCA teacher will request to receive your child's work samples by the dates indicated below.

Mailing Schedule: (only list those LPs and dates that student will be traveling)

LP ____ samples:

LP ____ samples:

Student Signature	Date
Parent/Guardian/LC Signature	Date
PCA Teacher:	Date
Teacher Signature:	

Parent-School Compact

The Pacific Coast Academy, and the parents of the students participating in activities, services and programs funded by Title I, Part A, agree that the-Parent-School Compact outlines how the parents, the entire school staff, and the students will share in the responsibility for improved student academic achievement and the means by which the school and parents will build and develop a partnership that will help children achieve the State high academic standards (ESSA Section 1116[d]).

As a school, staff at Pacific Coast Academy will:

1. Provide a high-quality curriculum and instruction in a supportive and effective learning environment that enables students to meet the state standards as follows:
 - Provide a positive atmosphere for learning, including models of respectful behavior and positive attitudes toward work.
 - Provide multiple alternative modes of instruction so that students have a clear understanding of concepts.
 - Supply clear evaluations of student progress to students and parents/guardians, including timely feedback to students about their school work.

- Reinforce the partnership between parent/guardian, student, and staff by providing strategies to assist learning at home.
- Provide training and workshops, as appropriate, for teachers and parents/guardians.
- Provide a process that includes students, parent/guardians, and school staff for ongoing planning, reviewing, and improving school activities and programs.
- Convene an annual meeting to explain our Title 1 program and inform families annually of opportunities to participate in it.
- Seek parent input related to our Title 1 program, including but not limited to our School Site Council.

2. Provide ongoing communication between parents/guardians and teachers as follows:

- Access to schedule a meeting with a teacher to discuss an individual student's achievement.
- Family Learning Events will be held once in the fall and again in the spring.
- The school will support families of students having academic or behavioral problems when these problems are in danger of affecting a student's academic achievement.

3. Provide parents with frequent reports on their child's progress:

- High school students will receive a progress report twice per year and all students will receive a report card at the end of each semester
- Teachers will meet, a minimum of every 20 school days, with families to

discuss the student's academic progress and achievement.

Parent/Guardian Responsibilities:

We, as parents/guardians, will support our child's learning in the following ways:

- Monitoring my child/teen's school attendance
- Supporting the school discipline codes
- Communicating with teachers and staff whenever I have a concern
- Making every effort to attend school events such as DELAC meetings, LP meetings, Annual Title I meetings, Parent workshops, and other parent engagement events.
- Making sure that assignments and schoolwork are completed
- Staying informed about my child's education and communicating with the school by promptly reading all notices from the school.
- Participating in decisions relating to my child's education.
- Promoting positive use of my child's extracurricular time.
- Serving to the extent possible on parent advisory committee

Student responsibilities:

As a student, I will:

- Show respect and cooperate with all individuals at school
- Follow school rules
- Be prepared and engaged in daily academic activities

- Complete all assignments to the best of my ability and on time
- Respecting the rights of others to learn without disruption
- Asking for help when I do not understand

By signing this agreement, I acknowledge that I have read and understand the preceding pages that outline the policies and rules of Pacific Coast Academy. I also acknowledge that I have discussed this information with my child.

Student Signature

Date

Parent/Guardian Signature

Date

Signature of Receipt & Acknowledgement

By signing, you are agreeing to the policies and procedures of the Parent Student Handbook including, but not limited to:

- Registration Requirements
- Academic Expectations
- Report Cards & Grading
- Attendance
- Non-Compliance
- Work Samples
- Technology Usage
- Testing & Assessments
- Behavioral Expectations
- Zoom Acceptable Use Policy
- Planning Amounts & Learning Plans
- Academic Integrity
- Field Trip Guidelines
- COPPA Permissions
- Student Travel Plan

Student Name (Print)

Student Signature

Date

Parent/Guardian Name (Print)

Parent/Guardian Signature

Date

Cover Sheet

May Financials

Section: III. Finance
Item: A. May Financials
Purpose: FYI
Submitted by:
Related Material: 21.05-PCA - Financial Presentation.pdf

BACKGROUND:

Charter Impact developed the May Financials report for Pacific Coast Academy.



Pacific Coast Academy

Monthly Financial Presentation – May 2021

PACIFIC COAST – Highlights

Highlights

- Forecast surplus - **\$3.5M** compared to budget, includes additional CAREs Act revenue.
- Revenue forecast exceeds budget, **\$3.5M**, includes PPP forgiveness revenue **\$3.1M**
- Expense forecast exceeds budget, **\$10K**
- Cash ended month **\$5.5M**
- Currently no Title (\$490K), ESSER II (\$1.5M), or AB86 (\$2.6M) revenue included in current projections

Compliance

- SB740 Requirements:

In Compliance ✓

Cert.	Instr.
47.5%	80.1%
3,424,354	47,157

*Must exceed
40% / 80%*

In Compliance ✓

Pupil:Teacher Ratio
19.61 :1

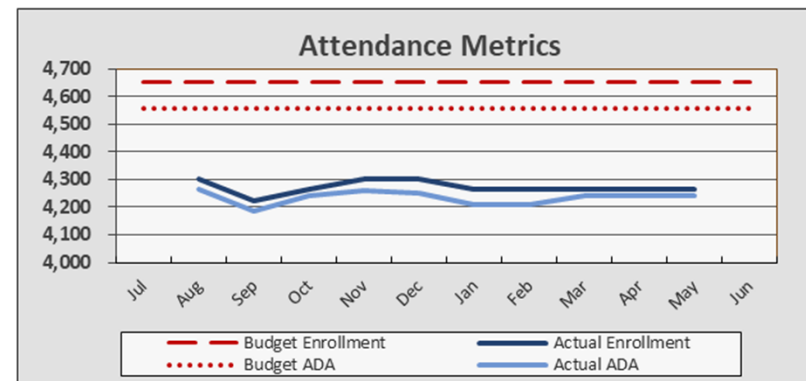
*Must be equal to or less than
25:1*

- *The above compliance projections include roll over of approx. \$1 M in unspent student funds*

PACIFIC COAST– Attendance

Enrollment & Per Pupil Data			
	Avg Actual	Forecast	Budget
Enrollment	4272	4274	4650
ADA*	4235	4074	4075
Attendance Rate	99.1%	95.3%	95.3%
Unduplicated %	40.2%	40.2%	38.7%
Revenue per ADA		\$11,054	\$9,111
Expenses per ADA		\$9,899	\$8,847

*ADA will remain fixed throughout fiscal year per SB98



- Forecasted Annual Daily Attendance (ADA) – Last Year's P2 (*Was adjusted recently from 4074.70 to 4073.94*)
- No ADA will be reported for 2020-21

PACIFIC COAST – Revenue

- Year to date (+) variance due to timing of revenue received
- Learning Loss Mitigation Funds (LMFF)
 - Coronavirus Relief Fund - **\$258K** (100% of \$258K)
 - General Fund - **\$316K** (100% of \$316K)
- PPP Revenue \$3.1M

Revenue

State Aid-Rev Limit
Federal Revenue
Other State Revenue
Other Local Revenue

Total Revenue

Year-to-Date		
Actual	Budget	Fav/(Unf)
\$ 24,873,238	\$ 24,302,090	\$ 571,148
258,013	-	258,013
2,617,828	2,814,780	(196,952)
84,712	-	84,712
\$ 27,833,791	\$ 27,116,870	\$ 716,921

Annual/Full Year		
Forecast	Budget	Fav/(Unf)
\$ 37,185,942	\$ 37,057,685	\$ 128,258
3,835,518	541,144	3,294,375
3,926,329	3,919,326	7,003
84,712	-	84,712
\$45,032,502	\$41,518,155	\$ 3,514,347

PACIFIC COAST – Expenses

- Salary forecast based on staffing as of 5/31

Main variance – Reduction in overall student spend due to less students that originally budgeted

	Year-to-Date			Annual/Full Year		
	Actual	Budget	Fav/(Unf)	Forecast	Budget	Fav/(Unf)
Expenses						
Certificated Salaries	\$ 15,185,197	\$ 15,331,938	\$ 146,740	\$ 16,554,138	\$ 16,725,750	\$ 171,613
Classified Salaries	2,071,148	2,014,262	(56,885)	2,265,082	2,197,377	(67,705)
Benefits	4,951,319	4,772,017	(179,302)	5,476,336	5,200,884	(275,452)
Books and Supplies	5,878,320	3,625,323	(2,252,996)	6,476,588	4,102,481	(2,374,107)
Subagreement Services	4,921,109	6,959,611	2,038,501	5,695,236	7,863,376	2,168,140
Operations	378,561	406,542	27,980	415,036	443,500	28,464
Facilities	175,250	58,942	(116,308)	180,617	64,300	(116,317)
Professional Services	2,466,042	2,829,079	363,037	2,928,483	3,211,819	283,336
Depreciation	-	-	-	-	-	-
Interest	339,896	453,116	113,220	335,613	508,258	172,645
Total Expenses	\$ 36,366,843	\$ 36,450,830	\$ 83,987	\$40,327,128	\$40,317,745	\$ (9,383)

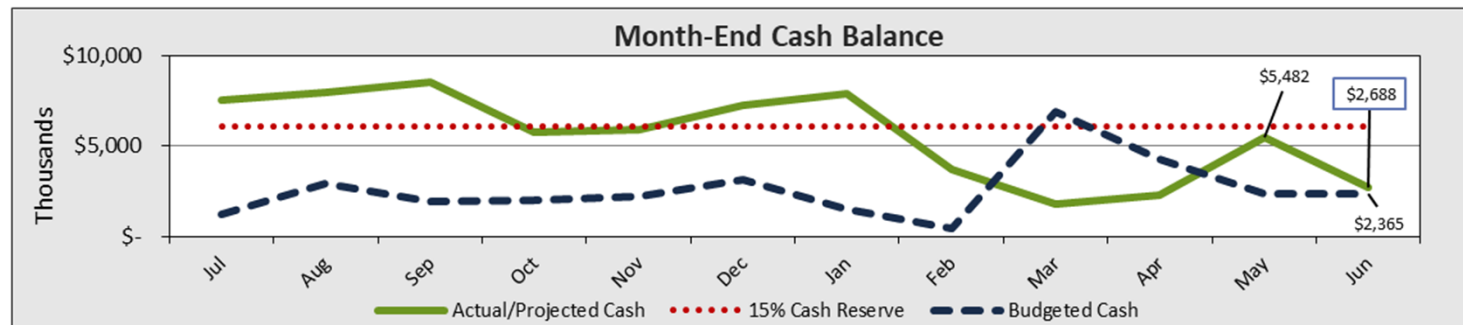
PACIFIC COAST – Fund Balance

- Year-end surplus forecasted at **10.45%** of total expenses.
- Projected end of year fund balance exceeds State requirements.
- Forecasted fund balance of is **77 days** of expenses.

	Year-to-Date			Annual/Full Year		
	Actual	Budget	Fav/(Unf)	Forecast	Budget	Fav/(Unf)
Total Surplus(Deficit)	\$ (8,533,052)	\$ (9,333,960)	\$ 800,908	\$ 4,705,374	\$ 1,200,410	\$ 3,504,964
Beginning Fund Balance	<u>3,881,641</u>	<u>3,881,641</u>		<u>3,881,641</u>	<u>3,881,641</u>	
Ending Fund Balance	<u>\$ (4,651,411)</u>	<u>\$ (5,452,319)</u>		<u>\$ 8,587,015</u>	<u>\$ 5,082,051</u>	
<i>As a % of Annual Expenses</i>	-11.5%	-13.5%		21.3%	12.6%	

PACIFIC COAST – Cash Balance

- 5/31 cash balance: **\$5.5M**
- End of year projected cash balance positive but slightly under budget
- Next projected factoring: **\$2.5M (June)**



PACIFIC COAST– Other Entities

- No change to the Inspire LA or Granite Mountain balances
- Granite Mountain payback is included in the cash forecast

Other Entities	Account Balance
Inspire LA	\$ 819,871
Inspire Charter Services (Provenance)	3,432,698
Granite Mountain Charter School	(1,001,056)
Total Due (to)/from Balance	<u>\$ 3,251,513</u>

Entities in Receivables	Account Balance
Triumph	49,329
Total Due Balances	<u>\$ 49,329</u>

PACIFIC COAST – 12 Month Cash

- Cash projected as positive for next 12 months.
- Cash deferrals are reflected in the projections.
- PPP forgiveness has been included **\$3.1M**.

	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
Total Revenue	3,197,443	1,882,899	2,062,842	3,765,156	4,286,140	3,688,062	4,202,883	4,138,988	7,830,439	3,724,967	4,086,610	3,635,683	3,646,183
Total Expenses	3,616,254	3,556,719	4,464,240	4,420,075	4,126,322	3,873,934	3,996,076	4,231,052	4,222,814	4,347,283	4,124,546	4,000,098	4,104,874
Monthly Surplus (Deficit)	(418,811)	(1,673,821)	(2,401,398)	(654,920)	159,817	(185,872)	206,807	(92,064)	3,607,625	(622,316)	(37,936)	(364,415)	(458,691)
Cash flows from operating activities													
Public Funding Receivables	22,618	1,169,378	1,994,765	2,408,097	2,398,052	2,368,226	1,920,986	2,099,742	-	-	-	-	-
Depreciation		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Due To/From Related Parties	(1,001,056)	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable	(727,455)	(344,031)	-	-	-	-	-	-	-	-	-	-	-
Cash flows from financing activities													
Proceeds from Factoring	2,453,400	2,880,835	2,880,835	-	2,880,835	-	-	-	-	-	-	-	-
Payments on Factoring	-	(1,226,700)	(1,226,700)	(4,686,835)	(1,798,500)	(5,130,635)	(1,454,300)	(2,880,835)	-	-	-	-	-
Proceeds/Payments on Debt	(3,123,116)	-	-	-	-	-	-	-	-	-	-	-	-
Total Change in Cash	(2,794,420)	808,161	1,250,002	(2,931,157)	3,642,704	(2,945,781)	675,993	(870,657)	3,610,125	(619,816)	(35,436)	(361,915)	(456,191)
Cash, Beginning of Month	5,482,180	2,687,760	3,495,921	4,745,923	1,814,765	5,457,470	2,511,689	3,187,682	2,317,025	5,927,150	5,307,335	5,271,899	4,909,984
Cash, End of Month	2,687,760	3,495,921	4,745,923	1,814,765	5,457,470	2,511,689	3,187,682	2,317,025	5,927,150	5,307,335	5,271,899	4,909,984	4,453,794

*12 Mo figures as of 6/17/21

PACIFIC COAST– Compliance Reporting

Area	Due Date	Description	Completed By	Board Must Approve	Signature Required	Additional Information
FINANCE	Jun-01	Expanded Learning Opportunities Grant Plan - must be completed by LEAs as a condition for receiving an ELO Grant. The Expanded Learning Opportunities Grant Plan must be adopted by the local governing board or body of the LEA at a public meeting on or before June 1, 2021, and must be submitted to the county office of education, the California Department of Education, or the chartering authority within five days of adoption, as applicable.	PCA with Charter Impact support	Yes	No	https://www.cde.ca.gov/is/he/hn/covidreliefgrants.asp
FINANCE	Jun-01	Executive School Leadership Review Evaluation - The board of directors is responsible for hiring and establishing the compensation (salary and benefits) of the executive director by identifying compensation that is "reasonable and not excessive". The board conducting the review should document who was involved and the process used to conduct the review, as well as the disposition of the full board's decision to approve the executive director's compensation (minutes of a meeting are fine for this). The documentation should demonstrate that the board took the comparable data into consideration when it approved the compensation.	PCA	Yes	No	This is an IRS requirement for Executive Director positions. If needed, Charter Impact can provide data on comparable salaries for your organization's Board of Directors.
FINANCE	Jun-25	Certification of the 2020-21 Second Principal Apportionment - The Principal Apportionment includes funding for the Local Control Funding Formula, which is the primary source of an LEA's general purpose funding; Special Education (AB 602); and funding for several other programs. The Second Principal Apportionment (P-2), certified by June 25, is based on the second period data that LEAs report to CDE in April and May. P-2 supersedes the P-1 Apportionment calculations and is the final state aid payment for the fiscal year ending in June.	CDE	No	No	https://www.cde.ca.gov/fg/aa/pa/
FINANCE	Jun-30	Local Control and Accountability Plan - The LCAP is a three-year plan that describes the goals, actions, services, and expenditures to support positive student outcomes that address state and local priorities. The LCAP provides an opportunity for local educational agencies (LEAs) to share their stories of how, what, and why programs and services are selected to meet their local needs. The components of the LCAP for the 2021-2022 LCAP year must be posted as one document assembled in the following order: LCFF Budget Overview for Parents Annual Update with Instructions Plan Summary Stakeholder Engagement Goals and Actions Increased or Improved Services for Foster Youth, English Learners, and Low-income students Expenditure Tables Instructions The LCAP must be presented at the same public meeting as the budget, preceding the budget hearing. LCAP and budget adoption must be at least 1 day after the public hearing.	PCA with Charter Impact support	Yes	No	https://www.cde.ca.gov/re/lc/
FINANCE	Jun-30	LCAP Federal Addendum - Explain the LEA's strategy for using federal funds to supplement and enhance local priorities or initiatives funded with state funds, as reflected in the LEA's LCAP. This shall include describing the rationale/evidence for the selected use(s) of federal funds within the context of the LEA's broader strategy reflected in the LCAP.	PCA	Yes	No	https://www.cde.ca.gov/re/lc/addendumguidance.asp
FINANCE	Jun-30	Submit Preliminary Budget Plan to Authorizer - Charter Schools are required to submit their annual budgets to their authorizer by the authorizer-imposed deadline. Authorizers then use the budget to determine if the Charter School has reasonable financial health to sustain operations. The budget must be presented at the same public meeting as the LCAP, following the budget hearing. LCAP and budget adoption must be at least 1 day after the public hearing.	Charter Impact	Yes	No	https://www.cde.ca.gov/fg/sf/fr/calendar19district.asp
OPERATIONS	Jun-30	Approve school calendar and instructional minutes - 180/175 days charter schools and are allowed to shorten instructional year by 5 days without fiscal penalty. Kindergarten ~ 600 hours; Grades 1-3 ~ 840 hours; Grades 4-8 ~ 900 hours; Grades 9-12 ~ 1080 hours	PCA with Charter Impact support	Yes	No	https://www.cde.ca.gov/fg/aa/pa/lcfitfaq.asp
GOVERNANCE	Jun-30	Review your Parental Involvement Policy - Every local educational agency (LEA) in California must have a parental involvement policy; Federal requirement (LEAs accepting Title I funds). State requirement (California Education Code [EC] for non-Title I schools). Parents must be involved in how the funds reserved for parental involvement will be allocated for parental involvement activities. Keep minutes and sign-in sheets documenting these discussions. The California Department of Education (CDE) reviews the Consolidated Application and Reporting System (CARS) to see if the required reservation has been made.	PCA	Yes	No	https://www.cde.ca.gov/sp/sw/t1/parentfamilyinvolve.asp
GOVERNANCE	Jun-30	Review your Homeless Education Policy - A Homeless Education Policy is used to ensure that your school is compliant with key provisions of the Education for Homeless Children and Youths Act. It is also used to collect the contact information for your required designated homeless liaisons at your school. All schools are required to establish a board approved Homeless Education Policy.	PCA	No	No	https://www.cde.ca.gov/sp/hs/cv/strategies.asp
FINANCE	Jun-30	Complete Consolidated Application reporting - Spring - The Consolidated Application (ConApp) is used by the California Department of Education (CDE) to distribute categorical funds from various state and federal programs to county offices, school districts, and direct-funded charter schools throughout California. Annually, in May, each local educational agency (LEA) submits the spring release of the application to document participation in these programs and provide assurances that the district will comply with the legal requirements of each program.	Charter Impact with PCA support	Yes	No	https://www.cde.ca.gov/fg/aa/co/index.asp

PACIFIC COAST– Compliance Reporting

Area	Due Date	Description	Completed By	Board Must Approve	Signature Required	Additional Information
FINANCE	Jun-30	Nonclassroom-Based Funding Determination - Charter schools with an existing funding determination ending in 2020/21 must request a funding determination on or before February 1. Education Code [EC] Section 47612.5 prohibits charter schools from receiving any funding for nonclassroom-based instruction unless the State Board of Education (SBE) determines its eligibility for funding. NOTE: This due date was extended. Per SB820, Section 75, a school is deemed to have met the spending and PTR requirements as long as the FDF form is completed and submitted by 6/30/21.	Charter Impact	No	Yes	https://www.cde.ca.gov/sp/ch/nclrbifunddet.asp
GOVERNANCE	Jul-01	Annual review of status of Statement of Information (Form SI-100) - Every California nonprofit must file a Statement of Information with the California Secretary of State, within 90 days of registering with the California Secretary of State, and every two years thereafter during a specific 6-month filing period based on the original registration date.	Charter Impact with PCA support	No	No	https://bpd.cdn.sos.ca.gov/corp/pdf/so/corp_so100.pdf
FINANCE	Jul-07	CARES Act - 4th Quarter Expenditure Report - Reporting activity April 1, 2021 - June 30, 2021. The CARES Act includes multiple pots of federal funding to limit or defray the impact of COVID-19. The CARES Act Reporting application was created by the California Department of Education to gather required data for purposes of state and federal report on CARES Act and other COVID-19 related funds.	Charter Impact	No	No	https://www.cde.ca.gov/fg/cr/#reporting
FINANCE	Jul-15	Final Federal Expenditure and ERMHS Report (Special Education) - Financial reporting for year-end actuals are due for El Dorado Charter SELPA members.	Charter Impact	No	No	https://charterselpa.org/fiscal/
DATA TEAM	Jul-30	CALPADS EOY 1, 2, 3, and 4 - Course Completion, Program Eligibility/Participation, Homeless Students, Student discipline, Cumulative Enrollment, Student Absence Summary and SpED	Charter Impact submits with data provided by PCA	No	Yes	https://www.cde.ca.gov/ds/sp/cl/
FINANCE	Jul-31	Federal Cash Management - Period 1 - The Title I, Part A; Title I, Part D, Subpart 2; Title II, Part A; Title III LEP; Title III Immigrant; and Title IV programs under the Elementary and Secondary Education Act of 1965 (ESEA), as amended by the ESSA, will utilize the Federal Cash Management program. Charter schools that are awarded a grant under any of these programs must submit the CMDC report for a particular quarter in order to receive an apportionment for that quarter; CDE will apportion funds to LEAs whose cash balance is below a certain threshold.	Charter Impact	No	No	https://www.cde.ca.gov/fg/aa/cm/
GOVERNANCE	Jul-31	Annual review of organization's Fiscal Policies - Board approved fiscal policies define the organization's financial operations and internal controls to ensure compliance with industry and government regulations. An annual review is recommended to ensure compliance with current procedures and annually updated regulations. If updates are necessary, revised policies may be documented and presented for Board approval.	Charter Impact with PCA support	No	No	

PACIFIC COAST– Appendix

- Monthly Cash Flow / Forecast 20-21
- Budget vs. Actual
- Statement of Financial Position
- Statement of Cash Flows
- Check Register
- AP Aging

Pacific Coast Academy**Monthly Cash Flow/Forecast FY20-21**

Revised 06/17/2021

ADA = 4073.94

**Revenues****State Aid - Revenue Limit**

8011	LCFF State Aid	1,777,343	1,777,343	3,199,218	3,199,218	3,199,218	3,199,218	3,199,218	1,645,067	805,559	775,655	765,583	-	11,901,526
8012	Education Protection Account	-	-	203,735	-	-	203,735	-	-	203,626	-	-	-	203,692
8019	State Aid - Prior Year	-	-	-	42,587	-	-	-	(4,338)	(2,123)	(2,045)	(2,019)	-	-
8096	In Lieu of Property Taxes	-	-	-	-	272,619	-	-	-	414,821	-	-	103,718	103,769

Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Year-End Accruals
1,777,343	1,777,343	3,199,218	3,199,218	3,199,218	3,199,218	3,199,218	1,645,067	805,559	775,655	765,583	-	11,901,526
-	-	203,735	-	-	203,735	-	-	203,626	-	-	-	203,692
-	-	-	42,587	-	-	-	(4,338)	(2,123)	(2,045)	(2,019)	-	-
-	-	-	-	272,619	-	-	-	414,821	-	-	103,718	103,769
1,777,343	1,777,343	3,402,953	3,241,805	3,471,837	3,402,953	3,199,218	1,640,729	1,007,062	1,188,431	763,564	103,718	12,208,987

Annual Forecast

Original Budget Total

Favorable / (Unfav.)

ADA = 4074.70

Federal Revenue

8181	Special Education - Entitlement	-	-	-	-	-	-	-	-	-	-	483,780
8296	Other Federal Revenue	-	-	136,734	-	38,242	83,036	-	-	-	3,093,725	-

-	-	-	-	-	-	-	-	-	-	-	-	483,780
-	-	136,734	-	38,242	83,036	-	-	-	-	-	3,093,725	-
-	-	136,734	-	38,242	83,036	-	-	-	-	-	3,093,725	483,780

483,780

541,144 (57,363)

3,351,738

- 3,351,738

3,835,518**541,144 3,294,375****Other State Revenue**

8311	State Special Education	-	122,769	122,769	-	220,983	441,966	441,966	114,317	55,979	53,858	53,159	-	918,447
8550	Mandated Cost	-	-	-	-	87,909	-	-	-	-	-	-	-	-
8560	State Lottery	-	-	-	-	-	229,469	-	223,783	-	-	-	-	390,054
8598	Prior Year Revenue	38	-	-	-	-	4,550	-	-	9,709	-	-	-	-
8599	Other State Revenue	-	-	28,161	-	-	203,716	-	89,723	113,005	-	-	-	-

-	122,769	122,769	-	220,983	441,966	441,966	114,317	55,979	53,858	53,159	-	918,447
-	-	-	-	87,909	-	-	-	-	-	-	-	-
-	-	-	-	-	229,469	-	223,783	-	-	-	-	390,054
38	-	-	-	-	4,550	-	-	9,709	-	-	-	-
-	-	28,161	-	-	203,716	-	89,723	113,005	-	-	-	-
38	122,769	150,930	-	308,892	645,682	675,985	204,040	392,766	63,567	53,159	-	1,308,501

2,546,213

2,848,125 (301,913)

87,909

87,902 7

843,306

943,299 (99,993)

14,297

- 14,297

434,605

40,000 394,605

3,926,329

3,919,326 7,003

Other Local Revenue

8660	Interest Revenue	1,738	1,968	-	7,301	3,684	-	2,508	3,360	-	2,424	-	-	-
8990	Contributions, Restricted	-	-	-	-	-	-	-	-	61,472	-	-	-	-

1,738	1,968	-	7,301	3,684	-	2,508	3,360	-	2,424	-	-	-
-	-	-	-	-	-	-	-	-	61,472	-	-	-
1,738	1,968	-	7,301	3,684	-	2,508	3,360	-	63,896	257	-	-

22,983

- 22,983

61,472

- 61,472

84,712

- 84,712

Total Revenue

1,779,119	1,902,080	3,690,617	3,249,106	3,822,655	4,131,671	3,877,711	1,848,129	1,399,828	1,315,894	816,980	3,197,443	14,001,268

45,032,502**41,518,155 3,514,347****Expenses****Certificated Salaries**

1100	Teachers' Salaries	1,054,895	1,112,419	1,132,340	1,126,772	1,118,150	1,111,656	1,112,855	1,097,895	1,099,975	1,087,203	1,082,633	1,062,524	-
1175	Teachers' Extra Duty/Stipends	38,083	16,633	23,808	23,742	25,976	30,926	23,526	25,676	75,784	27,540	27,205	75,784	-
1200	Pupil Support Salaries	57,673	65,914	59,402	59,112	72,022	74,627	75,215	74,618	79,946	68,712	71,911	53,414	-
1300	Administrators' Salaries	147,478	148,333	150,633	150,533	151,033	151,033	150,533	149,524	153,895	150,860	150,860	150,860	-
1900	Other Certificated Salaries	28,437	28,637	28,637	28,637	28,637	28,637	28,637	26,491	21,574	20,951	26,359	26,359	-

1,054,895	1,112,419	1,132,340	1,126,772	1,118,150	1,111,656	1,112,855	1,097,895	1,099,975	1,087,203	1,082,633	1,062,524	-
38,083	16,633	23,808	23,742	25,976	30,926	23,526	25,676	75,784	27,540	27,205	75,784	-
57,673	65,914	59,402	59,112	72,022	74,627	75,215	74,618	79,946	68,712	71,911	53,414	-
147,478	148,333	150,633	150,533	151,033	151,033	150,533	149,524	153,895	150,860	150,860	150,860	-
28,437	28,637	28,637	28,637	28,637	28,637	28,637	26,491	21,574	20,951	26,359	26,359	-
1,326,567	1,371,937	1,394,820	1,388,798	1,395,819	1,396,879	1,390,767	1,374,204	1,431,174	1,355,265	1,358,967	1,368,940	-

13,199,316

12,586,820 (612,496)

414,684

706,833 292,150

812,566

857,356 44,791

1,805,577

1,791,000 (14,577)

321,996

783,741 461,745

16,554,138**16,725,750 171,613****Classified Salaries**

2100	Instructional Salaries	16,290	18,024	17,020	17,900	16,431	18,695	17,285	16,367	20,326	20,215	20,114	20,377	-
2200	Support Salaries	54,683	53,216	55,436	55,329	54,415	64,843	59,607	56,418	65,444	60,918	57,129	57,971	-
2300	Classified Administrators' Salaries	21,917	22,067	22,067	22,067	22,067	24,071	30,033	30,820	30,152	30,152	30,152	30,152	-
2400	Clerical and Office Staff Salaries	76,426	70,596	73,141	74,166	70,287	72,552	66,779	64,379	75,279	69,601	68,969	70,611	-
2900	Other Classified Salaries	17,404	15,439	15,998	15,907	15,298	16,945	15,282	14,584	17,592	16,117	14,823	14,823	-

16,290	18,024	17,020	17,900	16,431	18,695	17,285	16,367	20,326	20,215	20,114	20,377	-
54,683	53,216	55,436	55,329	54,415	64,843	59,607	56,418	65,444	60,918	57,129	57,971	-
21,917	22,067	22,067	22,067	22,067	24,071	30,033	30,820	30,152	30,152	30,152	30,152	-
76,426	70,596	73,141	74,166	70,287	72,552	66,779	64,379	75,279	69,601	68,969	70,611	-
17,404	15,439	15,998	15,907	15,298	16,945	15,282	14,584	17,592	16,117	14,823	14,823	-
186,720	179,342	183,662	185,369	178,497	195,102	183,024	181,782	209,461	197,002	191,187	193,934	-

219,043

189,747 (29,296)

695,409

671,770 (23,639)

307,630

517,161 209,531

852,787

818,699 (34,088)

190,212

- (190,212)

2,265,082**2,197,377 (67,705)****Benefits**

3101	STRS	208,897	215,092	186,073	218,191	219,222	218,638	218,870	201,397	216,184	212,006	211,899	207,247	-
3301	OASDI	11,396	10,949	11,024	16,526	10,910	8,797	11,193	11,078	12,932	12,011	11,628	12,354	-
3311	Medicare	21,388	21,825	22,264	22,206	22,200	22,468	22,211	21,959	23,172	21,902	21,887	22,035	-
3401	Health and Welfare	120,473	112,653	269,403	172,326	170,599	172,692	172,544	167,758	164,273	165,458	168,041	163,800	-
3501	State Unemployment	21,777	10,014	1,630	1,372	690	860	53,801	3,139	752	2,422	224	6,378	-
3601	Workers' Compensation	15,384	6,152	10,836	10,672	10,672	10,838	10,672	13,516	10,826	10,671	10,672	9,878	-
3901	Other Benefits	-	-	-	892	-	-	-	-	178,219	-	8,264	95,060	-

208,897	215,092	186,073	218,191	219,222	218,638	218,870	201,397	216,184	212,006	211,899	207,247	
11,396	10,949	11,024	16,526	10,910	8,797	11,193	11,078	12,932	12,011	11,628	12,354	
21,388	21,825	22,264	22,206	22,200	22,468	22,211	21,959	23,172	21,902	21,887	22,035	
120,473	112,653	269,403	172,326	170,599	172,692	172,544	167,758	164,273	165,458	168,041	163,800	
21,777	10,014	1,630	1,372	690	860	53,801	3,139	752	2,422	224	6,378	
15,384	6,152	10,836	10,672	10,672	10,838	10,672	13,516	10,826	10,671	10,672	9,878	
-	-	-	892	-	-	-	-	-	178,219	-	8,264	95,060
399,313	376,685	501,230	442,185	434,294	434,295	489,292	418,847	428,139	602,690	424,350	429,957	95,060

Pacific Coast Academy**Monthly Cash Flow/Forecast FY20-21**

Revised 06/17/2021

ADA = 4073.94



	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Year-End Accruals	Annual Forecast	Original Budget Total	Favorable / (Unfav.)
Operations and Housekeeping																
5201 Auto and Travel	-	-	148	565	1,758	1,383	-	2,168	1,484	1,050	1,964	342	-	10,862	5,400	(5,462)
5300 Dues & Memberships	-	-	3,570	-	-	-	1,750	(3,770)	-	93	-	-	-	1,643	9,800	8,157
5400 Insurance	41,058	14,567	35,714	31,656	35,863	27,351	31,583	31,618	34,425	31,535	28,690	33,817	-	377,877	407,000	29,123
5501 Utilities	-	-	-	-	-	-	-	3,496	278	-	827	-	-	4,601	800	(3,801)
5502 Janitorial Services	-	408	-	-	-	-	-	-	-	-	-	-	-	408	100	(308)
5900 Communications	-	456	89	1,086	(1,086)	1,473	143	-	500	971	3,670	1,592	-	8,894	18,400	9,506
5901 Postage and Shipping	-	377	6,263	1,852	167	75	-	45	400	210	637	725	-	10,751	200	(10,551)
	41,058	15,808	45,784	35,159	36,702	30,282	33,476	33,558	37,087	33,860	35,788	36,475	-	415,036	443,500	28,464
Facilities, Repairs and Other Leases																
5601 Rent	-	-	5,400	5,400	5,400	6,641	5,400	95,442	6,020	6,020	39,686	5,367	-	180,776	54,400	(126,376)
5604 Other Leases	-	-	-	-	-	-	-	-	-	-	(800)	-	-	(800)	9,700	10,500
5610 Repairs and Maintenance	-	-	-	-	-	-	493	-	-	-	148	-	-	641	200	(441)
	-	-	5,400	5,400	5,400	6,641	5,893	95,442	6,020	6,020	39,034	5,367	-	180,617	64,300	(116,317)
Professional/Consulting Services																
5801 IT	-	-	-	246	246	246	246	246	306	281	705	246	-	2,768	-	(2,768)
5802 Audit & Taxes	-	-	900	900	-	-	2,842	48	(2,890)	1,826	-	-	-	3,626	12,500	8,874
5803 Legal	-	5,496	8,686	6,170	32,500	10,769	11,826	15,415	15,582	33,823	9,211	14,867	-	164,345	84,600	(79,745)
5804 Professional Development	770	-	(26,421)	1,074	-	-	27,045	2,728	100	11,850	-	2,900	-	20,046	7,900	(12,146)
5805 General Consulting	-	13,055	2,095	2,353	9,995	535	-	340	1,620	4,040	1,069	4,400	-	39,502	113,500	73,998
5806 Special Activities/Field Trips	684	-	-	3,217	137	150	120	4,786	6,447	13,267	6,335	(5,147)	-	29,997	450,976	420,979
5807 Bank Charges	-	1,118	1,377	2,677	-	1,980	2,319	2,244	3,025	3,246	3,211	400	-	21,597	5,405	(16,192)
5808 Printing	-	-	20	6	151	241	8	-	-	-	-	80	-	505	1,610	1,105
5809 Other taxes and fees	4,426	26,714	-	317	3,047	3,772	4,076	81	2,798	2,308	101	520	-	48,160	7,590	(40,570)
5810 Payroll Service Fee	285	2,936	1,229	3,442	2,094	2,296	2,256	4,315	1,806	3,048	2,091	2,779	-	28,574	35,535	6,961
5811 Management Fee	180,959	176,146	175,511	175,436	179,282	203,073	179,282	175,214	175,214	175,214	207,346	191,388	-	2,194,064	2,117,426	(76,638)
5812 District Oversight Fee	-	-	69,576	(90,303)	31,992	34,030	31,992	16,407	10,071	11,905	7,656	1,037	247,496	371,859	370,577	(1,283)
5813 County Fees	-	-	-	-	-	-	1,964	-	-	-	-	-	1,475	3,439	4,200	761
	187,124	225,464	232,974	105,535	259,444	257,091	263,975	221,824	214,078	260,809	237,725	213,470	248,971	2,928,483	3,211,819	283,336
Interest																
7438 Interest Expense	516	45,630	516	516	34,672	516	516	20,625	2,578	147,945	85,869	(4,284)	-	335,613	508,258	172,645
	516	45,630	516	516	34,672	516	516	20,625	2,578	147,945	85,869	(4,284)	-	335,613	508,258	172,645
Total Expenses	2,458,639	3,059,142	3,406,694	3,168,949	3,463,988	3,197,097	3,461,614	3,345,929	3,750,858	3,622,148	3,431,786	3,616,254	344,031	40,327,128	40,317,745	(9,383)
Monthly Surplus (Deficit)	(679,521)	(1,157,061)	283,924	80,157	358,667	934,574	416,097	(1,497,800)	(2,351,029)	(2,306,254)	(2,614,806)	(418,811)	13,657,238	4,705,374	1,200,410	3,504,964
Cash Flow Adjustments														11.67%		
Monthly Surplus (Deficit)	(679,521)	(1,157,061)	283,924	80,157	358,667	934,574	416,097	(1,497,800)	(2,351,029)	(2,306,254)	(2,614,806)	(418,811)	13,657,238	4,705,374		
Cash flows from operating activities																
Public Funding Receivables	4,316,113	249,326	87,516	635,205	(272,619)	622,244	101,088	(204,040)	204,040	(414,821)	414,821	22,618	(14,001,268)	(8,239,777)		
Grants and Contributions Rec.	-	-	-	916,477	-	15,678	23,144	(85,000)	2,660	29,670	15,330	-	-	917,959		
Due To/From Related Parties	4,973,070	-	3,784	-	-	-	-	-	-	-	-	(1,001,056)	-	3,975,798		
Prepaid Expenses	6,344	(77,662)	-	(42,849)	42,053	4,030	(41,672)	100,889	887	(181,619)	265,461	-	-	75,860		
Other Assets	-	-	-	-	-	(1,230)	-	-	-	-	-	-	-	(1,230)		
Accounts Payable	(134,253)	226,223	100,990	(305,333)	41,742	(9,787)	123,134	(145,601)	363,469	(354,244)	192,876	(727,455)	344,031	(284,208)		
Accrued Expenses	44,897	102,012	(327,044)	(391,344)	36,349	56,966	10,410	3,250	2,811	(18,753)	125	-	-	(480,322)		
Other Liabilities	(4,970,400)	-	438,000	-	(38,242)	(286,752)	-	-	(113,005)	-	1,312,613	-	-	(3,657,787)		
Cash flows from financing activities																
Proceeds from Factoring	-	2,359,300	-	-	2,359,300	-	-	-	-	3,704,100	3,604,500	2,453,400	-	14,480,600		
Payments on Factoring	-	(1,308,000)	-	(3,662,400)	(2,359,300)	-	-	(2,359,300)	-	-	-	-	-	(9,689,000)		
Proceeds from Debt	516	516	516	(2,183)	516	516	516	20,625	2,578	2,578	2,578	(3,123,116)	-	(3,093,846)		
Payments on Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Change in Cash	3,556,766	394,653	587,685	(2,772,270)	168,466	1,336,238	632,717	(4,166,978)	(1,887,589)	460,656	3,193,498	(2,794,420)				
Cash, Beginning of Month	3,978,337	7,535,104	7,929,757	8,517,442	5,745,172	5,913,637	7,249,875	7,882,592	3,715,614	1,828,025	2,288,682	5,482,180				
Cash, End of Month	7,535,104	7,929,757	8,517,442	5,745,172	5,913,637	7,249,875	7,882,592	3,715,614	1,828,025	2,288,682	5,482,180	2,687,760				

Cert.	Instr.
47.5%	80.1%
3,424,354	47,157

Pupil:Teacher Ratio
19.61 :1

Pacific Coast Academy**Budget vs Actual**

For the period ended May 31, 2021

	Current Period Actual	Current Period Budget	Current Period Variance	Current Year Actual	YTD Budget	YTD Budget Variance	Total Budget
Revenues							
State Aid - Revenue Limit							
LCFF State Aid	\$ 765,583	\$ 956,912	\$ (191,329)	\$ 23,542,640	\$ 23,001,320	\$ 541,320	\$ 35,440,925
Education Protection Account	-	-	-	611,096	611,205	(109)	814,940
State Aid - Prior Year	(2,019)	-	(2,019)	32,062	-	32,062	-
In Lieu of Property Taxes	-	56,127	(56,127)	687,439	689,565	(2,125)	801,819
Total State Aid - Revenue Limit	763,564	1,013,039	(249,475)	24,873,238	24,302,090	571,148	37,057,685
Federal Revenue							
Special Education - Entitlement	-	-	-	-	-	-	541,144
Other Federal Revenue	-	-	-	258,013	-	258,013	-
Total Federal Revenue	-	-	-	258,013	-	258,013	541,144
Other State Revenue							
State Special Education	53,159	289,489	(236,330)	1,627,766	2,269,146	(641,380)	2,848,125
Mandated Cost	-	-	-	87,909	87,902	7	87,902
State Lottery	-	-	-	453,251	421,731	31,520	943,299
Prior Year Revenue	-	-	-	14,297	-	14,297	-
Other State Revenue	-	-	-	434,605	36,000	398,605	40,000
Total Other State Revenue	53,159	289,489	(236,330)	2,617,828	2,814,780	(196,952)	3,919,326
Other Local Revenue							-
Interest Revenue	-	-	-	22,983	-	22,983	-
Contributions, Unrestricted	257	-	257	257	-	257	-
Contributions, Restricted	-	-	-	61,472	-	61,472	-
Total Other Local Revenue	257	-	257	84,712	-	84,712	-
Total Revenues	\$ 816,980	\$ 1,302,528	\$ (485,548)	\$ 27,833,791	\$ 27,116,870	\$ 716,921	\$ 41,518,155
Expenses							
Certificated Salaries							
Teachers' Salaries	\$ 1,082,633	\$ 1,048,902	\$ (33,731)	\$ 12,136,792	\$ 11,537,918	\$ (598,874)	\$ 12,586,820
Teachers' Extra Duty/Stipends	27,205	58,903	31,698	338,900	647,930	309,031	706,833
Pupil Support Salaries	71,911	71,446	(465)	759,152	785,910	26,758	857,356
Administrators' Salaries	150,860	149,250	(1,610)	1,654,717	1,641,750	(12,967)	1,791,000
Other Certificated Salaries	26,359	65,312	38,953	295,637	718,429	422,792	783,741
Total Certificated Salaries	1,358,967	1,393,813	34,845	15,185,197	15,331,938	146,740	16,725,750
Classified Salaries							
Instructional Salaries	20,114	15,812	(4,302)	198,666	173,935	(24,731)	189,747
Support Salaries	57,129	55,981	(1,148)	637,439	615,789	(21,649)	671,770
Supervisors' and Administrators' Salaries	30,152	43,097	12,945	277,478	474,064	196,586	517,161
Clerical and Office Staff Salaries	68,969	68,225	(744)	782,176	750,474	(31,702)	818,699
Other Classified Salaries	14,823	-	(14,823)	175,389	-	(175,389)	-
Total Classified Salaries	191,187	183,115	(8,073)	2,071,148	2,014,262	(56,885)	2,197,377
Benefits							
State Teachers' Retirement System, certificated pc	211,899	215,591	3,692	2,326,469	2,371,501	45,032	2,587,092
OASDI/Medicare/Alternative, certificated position	11,628	11,353	(274)	128,446	124,887	(3,559)	136,240
Medicare/Alternative, certificated positions	21,887	22,866	979	243,482	251,524	8,042	274,389
Health and Welfare Benefits, certificated positions	168,041	149,600	(18,441)	1,856,220	1,645,600	(210,620)	1,795,200
State Unemployment Insurance, certificated posi	224	6,811	6,587	96,681	129,409	32,728	136,220
Workers' Compensation Insurance, certificated po	10,672	14,035	3,363	120,910	154,383	33,473	168,418
Other Benefits, certificated positions	-	8,610	8,610	179,111	94,714	(84,397)	103,324
Total Benefits	424,350	428,866	4,517	4,951,319	4,772,018	(179,302)	5,200,884
Books & Supplies							
School Supplies	369,112	157,793	(211,319)	4,404,539	2,255,744	(2,148,795)	2,577,419
Software	63,357	62,247	(1,110)	555,627	684,717	129,090	746,964
Office Expense	2,911	7,335	4,424	33,393	80,685	47,292	88,020
Business Meals	-	450	450	-	4,950	4,950	5,400
Noncapitalized Equipment	134,785	41,917	(92,868)	884,167	599,227	(284,940)	684,678
Food Services	-	-	-	594	-	(594)	-
Total Books & Supplies	570,165	269,742	(300,423)	5,878,320	3,625,323	(2,252,996)	4,102,481
Subagreement Services							
Nursing	234	-	(234)	1,190	-	(1,190)	-
Special Education	234,303	155,967	(78,336)	2,128,820	1,715,633	(413,186)	1,871,600
Transportation	-	-	-	1,075	-	(1,075)	-
Security	-	8	8	2,410	92	(2,319)	100
Other Educational Consultants	254,164	366,819	112,656	2,787,614	5,243,886	2,456,271	5,991,676

Pacific Coast Academy**Budget vs Actual**

For the period ended May 31, 2021

	Current Period Actual	Current Period Budget	Current Period Variance	Current Year Actual	YTD Budget	YTD Budget Variance	Total Budget
Total Subagreement Services	488,700	522,794	34,094	4,921,109	6,959,611	2,038,501	7,863,376
Operations & Housekeeping							
Auto and Travel	1,964	450	(1,514)	10,520	4,950	(5,570)	5,400
Dues & Memberships	-	817	817	1,643	8,983	7,341	9,800
Insurance	28,690	33,917	5,227	344,061	373,083	29,023	407,000
Utilities	827	67	(761)	4,601	733	(3,868)	800
Janitorial Services	-	8	8	408	92	(317)	100
Miscellaneous Expense	-	150	150	-	1,500	1,500	1,800
Communications	3,670	1,533	(2,137)	7,302	16,867	9,565	18,400
Postage and Shipping	637	17	(621)	10,026	183	(9,842)	200
Total Operations & Housekeeping	35,788	36,958	1,170	378,561	406,392	27,830	443,500
Facilities, Repairs & Other Leases							
Rent	39,686	4,533	(35,153)	175,409	49,867	(125,543)	54,400
Other Leases	(800)	808	1,608	(800)	8,892	9,692	9,700
Repairs and Maintenance	148	17	(131)	641	183	(458)	200
Total Facilities, Repairs & Other Leases	39,034	5,358	(33,676)	175,250	58,942	(116,309)	64,300
Professional/Consulting Services							
IT	705	-	(705)	2,522	-	(2,522)	-
Audit & Taxes	-	-	-	3,626	12,500	8,874	12,500
Legal	9,211	7,050	(2,161)	149,478	77,550	(71,928)	84,600
Professional Development	-	658	658	17,146	7,242	(9,905)	7,900
General Consulting	1,069	9,458	8,389	35,102	104,042	68,939	113,500
Special Activities/Field Trips	6,335	27,609	21,274	35,144	394,692	359,548	450,976
Bank Charges	3,211	470	(2,741)	21,197	4,935	(16,262)	5,405
Printing	-	140	140	425	1,470	1,045	1,610
Other Taxes and Fees	101	660	559	47,640	6,930	(40,710)	7,590
Payroll Service Fee	2,091	2,961	871	25,795	32,574	6,779	35,535
Management Fee	207,346	176,452	(30,894)	2,002,676	1,940,974	(61,702)	2,117,426
District Oversight Fee	7,656	10,130	2,475	123,326	243,021	119,695	370,577
County Fees	-	-	-	1,964	3,150	1,186	4,200
Total Professional/Consulting Services	237,725	235,590	(2,135)	2,466,042	2,829,079	363,037	3,211,819
Interest							
Interest Expense	85,869	2,152	(83,717)	339,896	453,116	113,220	508,258
Total Interest	85,869	2,152	(83,717)	339,896	453,116	113,220	508,258
Total Expenses	\$ 3,431,786	\$ 3,078,389	\$ (353,397)	\$ 36,366,843	\$ 36,450,680	\$ 83,837	\$ 40,317,745
Change in Net Assets	(2,614,806)	(1,775,861)	(838,945)	(8,533,052)	(9,333,810)	800,758	1,200,410
Net Assets, Beginning of Period	(2,036,605)			3,881,641			
Net Assets, End of Period	\$ (4,651,411)			\$ (4,651,411)			

Pacific Coast Academy**Statement of Financial Position**

May 31, 2021

	Current Balance	Beginning Year Balance	YTD Change	YTD % Change
Assets				
Current Assets				
Cash & Cash Equivalents	\$ 5,482,180	\$ 3,978,337	\$ 1,503,843	38%
Accounts Receivable	89,379	1,097,524	(1,008,146)	-92%
Public Funding Receivables	22,618	5,673,976	(5,651,358)	-100%
Factored Receivables	(7,308,600)	-	(7,308,600)	0%
Due To/From Related Parties	3,251,513	3,251,513	-	0%
Prepaid Expenses	266,868	346,511	(79,644)	-23%
Total Current Assets	1,803,958	14,347,862	(12,543,904)	-87%
Long-Term Assets				
Deposits	6,630	5,400	1,230	23%
Total Long Term Assets	6,630	5,400	1,230	23%
Total Assets	\$ 1,810,588	\$ 14,353,262	\$ (12,542,674)	-87%
Liabilities				
Current Liabilities				
Accounts Payable	\$ 727,455	\$ 628,239	\$ 99,217	16%
Accrued Liabilities	1,296,237	1,776,559	(480,322)	-27%
Deferred Revenue	1,312,613	4,970,400	(3,657,787)	-74%
Notes Payable, Current Portion	309,373	312,071	(2,698)	-1%
Total Current Liabilities	3,645,678	7,687,268	(4,041,590)	-53%
Long-Term Liabilities				
Notes Payable, Net of Current Portion	2,816,321	2,784,353	31,968	1%
Total Long-Term Liabilities	2,816,321	2,784,353	31,968	1%
Total Liabilities	6,461,999	10,471,621	(4,009,622)	-38%
Total Net Assets	(4,651,411)	3,881,641	(8,533,052)	-220%
Total Liabilities and Net Assets	\$ 1,810,588	\$ 14,353,262	\$ (12,542,674)	-87%

Pacific Coast Academy

Statement of Cash Flows

For the period ended May 31, 2021

	Month Ended 05/31/21	YTD Ended 05/31/21
Cash Flows from Operating Activities		
Change in Net Assets	\$ (2,614,806)	\$ (8,533,052)
Adjustments to reconcile change in net assets to net cash flows from operating activities:		
Decrease/(Increase) in Operating Assets:		
Public Funding Receivables	414,821	5,651,358
Grants, Contributions & Pledges Receivable	3,619,830	8,316,746
Prepaid Expenses	265,461	79,644
Other Assets	-	(1,230)
(Decrease)/Increase in Operating Liabilities:		
Accounts Payable	192,876	99,217
Accrued Expenses	125	(480,322)
Deferred Revenue	1,312,613	(3,657,787)
Total Cash Flows from Operating Activities	3,190,920	1,474,572
Cash Flows from Financing Activities		
Proceeds from (payments on) Long-Term Debt	2,578	29,270
Total Cash Flows from Financing Activities	2,578	29,270
Change in Cash & Cash Equivalents	3,193,498	1,503,843
Cash & Cash Equivalents, Beginning of Period	2,288,682	3,978,337
Cash and Cash Equivalents, End of Period	\$ 5,482,180	\$ 5,482,180

Pacific Coast Academy

Check Register

For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
16479	ACES	5/7/2021	\$ 2,550.00
16480	Amanda McArthur	5/7/2021	85.00
16481	Anchor Counseling & Education Solutions, LLC	5/7/2021	223.75
16482	Arthur J. Gallagher & Co. Insurance Brokers of CA, Inc.	5/7/2021	26.00
16483	Barbara Mulvany	5/7/2021	433.28
16484	Cornerstone Therapies	5/7/2021	500.00
16485	Daniel and Davis Optometry, Inc	5/7/2021	2,000.00
16486	EMH Sports USA, Inc.	5/7/2021	2,358.75
16487	HM Systems Inc.	5/7/2021	720.00
16488	Jessica Ackermann	5/7/2021	85.00
16489	Johnny Tran	5/7/2021	85.00
16490	Kelly Durso	5/7/2021	85.00
16491	Nichols Speech, Inc	5/7/2021	990.00
16492	Noonan Family Swim School, Inc	5/7/2021	140.00
16493	Pediatric Therapy Associates	5/7/2021	925.00
16494	Riverside County Office of Education	5/7/2021	11,000.00
16495	Verbal Behavior Associates	5/7/2021	450.00
16496	Verizon Wireless	5/7/2021	1,402.93
16497	Higgs, Fletcher & Mack LLP	5/7/2021	5,000.00
16498	Voya Financial FBO CalSTRS Pension2	5/14/2021	22,055.50
16499	1802 Jiu-Jitsu	5/13/2021	1,050.00
16500	Airshine Music School	5/13/2021	490.00
16501	Amy Cote	5/13/2021	750.00
16502	Angelika's Piano Studio	5/13/2021	945.00
16503	Apex School of Movement San Diego	5/13/2021	330.00
16504	Archi Kapoor	5/13/2021	700.00
16505	ARK Therapeutic	5/13/2021	48.92
16506	Beautiful Feet Books, Inc.	5/13/2021	172.47
16507	BookShark	5/13/2021	6,213.27
16508	Brave Writer, LLC	5/13/2021	975.30
16509	Cabrillo Point Academy	5/13/2021	916.70
16510	Cabrillo Point Academy	5/13/2021	205.00
16511	Cabrillo Point Academy	5/13/2021	11,221.88
16512	Cabrillo Point Academy	5/13/2021	11,221.88
16513	Cabrillo Point Academy	5/13/2021	11,221.88
16514	Cabrillo Point Academy	5/13/2021	155.92
16515	Cabrillo Point Academy	5/13/2021	136.58
16516	Cabrillo Point Academy	5/13/2021	244.60
16517	Cabrillo Point Academy	5/13/2021	290.14
16518	Caralyn Henry	5/13/2021	425.00
16519	Christina Perri	5/13/2021	440.00

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Check Number	Vendor Name	Check Date	Check Amount
16520	CM School Supply	5/13/2021	80.67
16521	Crafty School Crates	5/13/2021	1,013.63
16522	Daniel Newheiser	5/13/2021	501.00
16523	Danielle MacAdams	5/13/2021	142.13
16524	De Leon Dynamics	5/13/2021	748.00
16525	Drive Happy	5/13/2021	815.00
16526	E-Therapy LLC	5/13/2021	1,813.50
16527	Edgenuity Inc	5/13/2021	46,845.00
16528	Educational Development Corporation	5/13/2021	1,586.31
16529	EMH Sports USA, Inc.	5/13/2021	131.00
16530	Evan-Moor	5/13/2021	46.98
16531	Floaties Swim School	5/13/2021	450.00
16532	Hanvey Family Corporation	5/13/2021	204.00
16533	Holly Franz	5/13/2021	1,340.00
16534	Hollywood Music	5/13/2021	184.00
16535	Ivey Ranch Park	5/13/2021	200.00
16536	Jason Lampro	5/13/2021	1,017.00
16537	Jason Murchison	5/13/2021	750.00
16538	Jerry DeMink	5/13/2021	1,664.00
16539	Kari Behrendt	5/13/2021	958.50
16540	Kathleen Elliott	5/13/2021	100.00
16541	Katrina Dingcong	5/13/2021	200.00
16542	Kenyon's Soo Bahk Do	5/13/2021	275.00
16543	Kickforce Martial Arts	5/13/2021	290.00
16544	Lakeshore	5/13/2021	564.96
16545	Learn to Rip	5/13/2021	400.00
16546	Learning Journeys Forum	5/13/2021	143.00
16547	Learning Without Tears	5/13/2021	143.59
16548	Legacy Kits by Ignis, LLC	5/13/2021	233.98
16549	Little Passports	5/13/2021	65.03
16550	Lucy Conway	5/13/2021	6,940.00
16551	LynchDanceInstitute	5/13/2021	535.00
16552	Marcelle Stokes Caratti	5/13/2021	100.00
16553	Mathnasium of Point Loma	5/13/2021	558.05
16554	Mathnasium of Rancho Penasquitos	5/13/2021	845.00
16555	Mathnasium of Temecula	5/13/2021	679.00
16556	Megan Casey	5/13/2021	44.80
16557	Melinda Call	5/13/2021	750.00
16558	Melinda J. Beebe	5/13/2021	160.00
16559	Monart	5/13/2021	320.00
16560	Moving Beyond the Page	5/13/2021	815.04
16561	Natasha Jaksch	5/13/2021	281.68

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For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
16562	Oak Meadow Inc	5/13/2021	2,834.99
16563	Oceanside Gymnastics	5/13/2021	94.92
16564	Othentik Gym	5/13/2021	750.00
16565	Oxford Consulting Services	5/13/2021	16,964.97
16566	Power of Leverage Brazilian Jiu Jitsu	5/13/2021	54.00
16567	PowerKids Center	5/13/2021	552.00
16568	Rachel Bertoch	5/13/2021	765.00
16569	Rachel Fitzgerald	5/13/2021	1,190.00
16570	Rawhide Ranch	5/13/2021	1,341.73
16571	Rock Creek Enrichment Center	5/13/2021	3,169.52
16572	S.T.A.R Academy - Haynes Family of Programs	5/13/2021	41.25
16573	Samara Rice	5/13/2021	248.00
16574	San Diego Harp Academy	5/13/2021	149.00
16575	San Diego Horse Rentals LLC	5/13/2021	300.00
16576	Sharon Frazier-Verpooten	5/13/2021	240.00
16577	SHI International Corp	5/13/2021	26,512.33
16578	Shirley Stafford	5/13/2021	2,655.00
16579	Shuebox Educational Services- Rebecca Shue	5/13/2021	325.00
16580	Singapore Math Inc.	5/13/2021	301.62
16581	Sonova USA Inc	5/13/2021	635.25
16582	Studies Weekly	5/13/2021	32.27
16583	Susan Harris	5/13/2021	1,265.00
16584	Susan Lory	5/13/2021	128.00
16585	Sweetwater Horses Inc.	5/13/2021	2,095.00
16586	Teaching Textbooks	5/13/2021	922.16
16587	Temecula Tutor	5/13/2021	180.00
16588	Tilghman's Academy of Music	5/13/2021	90.00
16589	Total Education Solutions	5/13/2021	2,003.65
16590	Tutor Doctor	5/13/2021	700.00
16591	White Dragon of East County	5/13/2021	183.00
16592	Xtreme Fit Temecula	5/13/2021	650.04
16593	Yiyi Ku	5/13/2021	700.00
16594	YMCA of San Diego County	5/13/2021	430.00
16595	Little Rascalz Soccer School Inc.	5/18/2021	1,520.00
16596	A+ In Home Tutors, Inc.	5/21/2021	1,025.00
16597	Academy of Wrestling	5/21/2021	300.00
16598	Alison Breidenstein	5/21/2021	300.00
16599	House of Houck, Inc.	5/21/2021	3,948.26
16600	Alliance Jiu Jitsu San Diego	5/21/2021	1,647.00
16601	Amanda McArthur	5/21/2021	179.75
16602	Angela Aymin	5/21/2021	1,675.37
16603	Angela Van Appelen	5/21/2021	140.00

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For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
16604	April Drury Sas	5/21/2021	150.00
16605	Archi Kapoor	5/21/2021	2,380.00
16606	Art + Soul Collective	5/21/2021	80.00
16607	Artskiddoo	5/21/2021	690.00
16608	Ascend Music Studios	5/21/2021	1,080.00
16609	Asenza Education YL, LLC	5/21/2021	259.00
16610	At Play Occupational Therapy Services Inc	5/21/2021	300.00
16611	Barbara Mulvany	5/21/2021	350.00
16612	Basir Ahad	5/21/2021	1,604.83
16613	Beautiful Feet Books, Inc.	5/21/2021	289.72
16614	Bitsbox	5/21/2021	86.85
16615	BookShark	5/21/2021	84.63
16616	Braille Abilities, LLC	5/21/2021	1,792.48
16617	Bright Solutions for Dyslexia, LLC	5/21/2021	1,068.48
16618	California Music Studios	5/21/2021	1,063.00
16619	Caralyn Henry	5/21/2021	320.00
16620	Celeste Hassler dba Resounding Happiness	5/21/2021	270.00
16622	Champion Gymnastics	5/21/2021	4,994.25
16623	Champion Rhythmics	5/21/2021	1,050.00
16624	City of Champions	5/21/2021	125.00
16625	Curriculum That Matters, Inc	5/21/2021	375.00
16626	East County Surf SC	5/21/2021	368.00
16627	Educational Development Corporation	5/21/2021	178.71
16628	Elemental Science	5/21/2021	167.29
16629	Elizabeth Blackmore	5/21/2021	625.00
16630	Nathan & Elizabeth Hileman	5/21/2021	857.67
16631	Emily Nguyen	5/21/2021	90.00
16632	Endeavor Gymnastics	5/21/2021	586.00
16633	Evan-Moor	5/21/2021	93.27
16634	Family Karate	5/21/2021	204.00
16635	Floaties Swim School	5/21/2021	3,682.00
16636	Gabrina Owen	5/21/2021	127.00
16637	Gail Shafer	5/21/2021	350.00
16638	Global Art SoCal LLC	5/21/2021	320.00
16639	Gracie South Bay	5/21/2021	2,239.00
16640	Harmony Ranch Arabians, Inc.	5/21/2021	700.00
16641	Hollywood Music	5/21/2021	1,030.00
16642	Horrible Books	5/21/2021	295.36
16643	Infinity Brazilian Jiu Jitsu	5/21/2021	1,721.00
16644	Inspire School of Ballet	5/21/2021	339.00
16645	Jessica Ackermann	5/21/2021	179.75
16646	Johnny Tran	5/21/2021	179.75

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Check Number	Vendor Name	Check Date	Check Amount
16647	Julie Schmidtler	5/21/2021	1,910.00
16648	Karin Leonard	5/21/2021	173.00
16649	Kelly Durso	5/21/2021	179.75
16650	Kenyon's Soo Bahk Do	5/21/2021	199.00
16651	KiDA	5/21/2021	260.00
16652	Kitchen Stewardship, LLC	5/21/2021	149.95
16653	Kristen Lee	5/21/2021	120.00
16654	LaChrisha Randle	5/21/2021	210.00
16655	Lakeshore	5/21/2021	2,703.05
16656	Language Door Irvine	5/21/2021	299.00
16657	Laurie Capalbo	5/21/2021	575.00
16658	Le Cirque, Inc.	5/21/2021	440.00
16659	Learning A-Z	5/21/2021	600.00
16660	Learning Without Tears	5/21/2021	16.17
16661	LynchDanceInstitute	5/21/2021	100.00
16662	Lynne-Marie Friedrichs	5/21/2021	165.00
16663	Malcolm Twentyman	5/21/2021	325.00
16664	Marcelle Stokes Caratti	5/21/2021	550.00
16665	Mathnasium Santee	5/21/2021	498.00
16666	Mike Slayen	5/21/2021	293.00
16667	Mission Valley YMCA	5/21/2021	316.00
16668	Moving Beyond the Page	5/21/2021	858.37
16669	Ms Mariah's Music	5/21/2021	2,058.00
16670	Ms. Ree Math, LLC	5/21/2021	160.00
16671	Natalie Braun	5/21/2021	720.00
16672	Natasha Jaksch	5/21/2021	265.27
16673	Nathaniel Soule	5/21/2021	70.00
16674	Noonan Family Swim School, Inc	5/21/2021	2,482.50
16675	North County Academy of Dance	5/21/2021	4,090.87
16676	Ontrack Wellness	5/21/2021	318.00
16677	Pathways 2 Speech	5/21/2021	600.00
16678	Patricia Hebert	5/21/2021	650.00
16679	Paul Ciolek	5/21/2021	520.00
16680	Professional Tutors of America	5/21/2021	250.00
16681	Rachael Kone	5/21/2021	280.00
16682	Rachel Bertoch	5/21/2021	850.00
16683	Rawhide Ranch	5/21/2021	469.00
16684	Rebecca Droigk	5/21/2021	284.00
16685	Ricardo Robledo	5/21/2021	268.33
16686	Riffs Music	5/21/2021	580.00
16687	Rock Creek Enrichment Center	5/21/2021	599.05
16688	Ruth Opilas	5/21/2021	1,670.00

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For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
16689	San Diego Danceworks	5/21/2021	1,374.00
16690	San Diego Horse Rentals LLC	5/21/2021	1,180.00
16691	Sarah Lowery Piano Studio	5/21/2021	94.00
16692	Sebesta's Rocking K Ranch	5/21/2021	275.00
16693	Singapore Math Inc.	5/21/2021	276.04
16694	SmallTalk Speech & Occupational Therapy	5/21/2021	8,850.00
16695	SoCal Athletics Inc. - SoCal Volleyball Club	5/21/2021	1,400.00
16696	Sounds Of Music / James Messina	5/21/2021	1,840.00
16697	Specialized Therapy Services, Inc.	5/21/2021	233.75
16698	Staump Productions	5/21/2021	1,155.00
16699	Susan Creswell	5/21/2021	385.00
16700	Susan Lory	5/21/2021	54.00
16701	Susan R Simmons	5/21/2021	1,030.00
16702	Sweetwater Horses Inc.	5/21/2021	1,080.00
16703	TalkBox.Mom	5/21/2021	232.30
16704	Tamberly Slagle	5/21/2021	180.00
16705	Teaching Textbooks	5/21/2021	507.04
16706	Temecula Valley Therapy Services	5/21/2021	1,950.00
16707	Cherie Peacock	5/21/2021	599.25
16708	Think Social Publishing, Inc.	5/21/2021	188.25
16709	Tilghman's Academy of Music	5/21/2021	400.00
16710	Time4Learning.com	5/21/2021	59.85
16711	Toby Wells YMCA	5/21/2021	812.00
16712	Tomoko Yoda-Compilati	5/21/2021	260.00
16713	Total Raptor eXperience	5/21/2021	1,054.00
16714	Tutorloo, Inc. dba Mathnasium of Seal Beach	5/21/2021	339.00
16715	Valued Voices	5/21/2021	1,485.00
16716	Wagner's School of Music, LLC	5/21/2021	2,015.70
16717	Wagner's School of Music, LLC	5/21/2021	502.78
16718	Walter H. Jimenez	5/21/2021	480.00
16719	Xtreme Fit Temecula	5/21/2021	128.41
16720	Kristyn Von Rotz	5/21/2021	6,250.00
16721	SYLVAN La Mesa	5/21/2021	1,261.00
16722	Masashi Alex Nakamura	5/25/2021	1,359.90
16726	Amazon Capital Services	5/27/2021	157.54
16727	Voya Financial FBO CalSTRS Pension2	5/28/2021	27,909.50
16728	Alexis Hernandez	5/28/2021	320.00
16729	Anais Pauley	5/28/2021	154.50
16730	Angela and Matthew Horak	5/28/2021	812.50
16731	Big Little Ones, LLC	5/28/2021	37.95
16732	CA Productions	5/28/2021	1,494.85
16733	California Music Studios	5/28/2021	539.00

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Check Number	Vendor Name	Check Date	Check Amount
16734	California Psychcare Inc	5/28/2021	1,415.27
16735	Cameron Family YMCA	5/28/2021	460.00
16736	Cindy Warner	5/28/2021	280.00
16737	Classi Guitarist In-Home Music Lessons	5/28/2021	952.00
16738	Code Ninjas Poway	5/28/2021	350.00
16739	Cool Creations	5/28/2021	1,100.00
16740	Corona Music Center	5/28/2021	278.00
16741	Dance & Company	5/28/2021	68.00
16742	Dance & Company	5/28/2021	648.00
16743	De Leon Dynamics	5/28/2021	220.00
16744	Edna Vazquez	5/28/2021	35.42
16745	Evan-Moor	5/28/2021	932.87
16746	Firestorm Freerunning and Acrobatics	5/28/2021	1,215.00
16747	Georgia's School of Dance	5/28/2021	894.50
16748	Global Teletherapy	5/28/2021	1,660.00
16749	Gracie South Bay	5/28/2021	121.05
16750	Greg Baran Writing	5/28/2021	197.00
16751	Guo's Elite dba World Elite Gymnastics RSM	5/28/2021	131.10
16752	Harbottle Law Group	5/28/2021	4,444.00
16753	Heidi Steiner	5/28/2021	234.00
16754	Hope Horse Ranch	5/28/2021	1,705.00
16755	HopSkipDrive, Inc.	5/28/2021	1,345.62
16756	Intro 2 Skateboarding	5/28/2021	1,870.00
16757	Ivey Ranch Park	5/28/2021	160.00
16758	Jenny Del Greco	5/28/2021	105.00
16759	John Gibbs	5/28/2021	314.45
16760	Joyce M. Garcia	5/28/2021	420.00
16761	Julie Schmidtler	5/28/2021	306.50
16762	Kathy Shoemaker	5/28/2021	1,165.00
16763	Katrina Dingcong	5/28/2021	200.00
16764	KB Music	5/28/2021	390.00
16765	Lakeshore	5/28/2021	422.14
16766	Learning A-Z	5/28/2021	210.00
16767	Learning Without Tears	5/28/2021	40.92
16768	Little Passports	5/28/2021	567.63
16769	Magdalena Ecke Family YMCA	5/28/2021	424.00
16770	Main Street Optometry	5/28/2021	1,070.00
16771	Math Learning Woodridge	5/28/2021	350.00
16772	Mathnasium of Point Loma	5/28/2021	558.05
16773	Momentum Tutoring	5/28/2021	486.00
16774	Moving Beyond the Page	5/28/2021	564.58
16775	Mystery Science Inc.	5/28/2021	69.00

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For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
16776	Mystic Equine	5/28/2021	350.00
16777	Natalie Braun	5/28/2021	630.00
16778	Noonan Family Swim School, Inc.	5/28/2021	438.50
16779	Ruthie Smith	5/28/2021	44.72
16780	San Diego Liberal Arts Academy	5/28/2021	700.00
16781	San Diego Surfing School, Inc.	5/28/2021	3,665.72
16782	SCEGA Gymnastics	5/28/2021	442.60
16783	Science 2 U	5/28/2021	255.00
16784	Sebesta's Rocking K Ranch	5/28/2021	1,815.00
16785	Segal Speech and Language Therapy	5/28/2021	450.00
16786	Shirley Stafford	5/28/2021	300.00
16787	Silicon Valley High School Inc.	5/28/2021	1,710.00
16788	Singapore Math Inc.	5/28/2021	66.19
16789	Tap Fever Studios	5/28/2021	110.00
16790	Teaching Textbooks	5/28/2021	112.30
16791	Temecula Music Teacher, LLC	5/28/2021	400.00
16792	The LaunchPad Therapy for Kids	5/28/2021	230.00
16793	The Sk8 Coach LLC	5/28/2021	420.00
16794	Therapeutic Approach to Growth	5/28/2021	840.00
16795	Total Raptor eXperience	5/28/2021	77.00
16796	Up & Movin'	5/28/2021	644.00
16797	Vanessa Brendlen	5/28/2021	25.00
16798	Verizon Wireless	5/28/2021	4,125.85
16799	Wagner's School of Music, LLC	5/28/2021	332.00
16800	Walter H. Jimenez	5/28/2021	175.00
16801	White Dragon Martial Arts	5/28/2021	2,103.50
16802	Winner Circle Athletics	5/28/2021	299.13
16803	Ziggy's Tutoring	5/28/2021	5,874.00
APPCA0504-301	Amazon Capital Services	5/4/2021	16.13
APPCA0504-302	Amazon Capital Services	5/4/2021	15.29
APPCA0504-303	Amazon Capital Services	5/4/2021	39.82
APPCA0504-304	Amazon Capital Services	5/4/2021	30.44
APPCA0504-305	Amazon Capital Services	5/4/2021	12.82
APPCA0504-306	Amazon Capital Services	5/4/2021	10.76
APPCA0504-307	Amazon Capital Services	5/4/2021	66.49
APPCA0504-308	Amazon Capital Services	5/4/2021	13.95
APPCA0504-309	Amazon Capital Services	5/4/2021	5.32
APPCA0504-310	Amazon Capital Services	5/4/2021	16.29
APPCA0504-311	Amazon Capital Services	5/4/2021	75.85
APPCA0504-312	Amazon Capital Services	5/4/2021	68.90
APPCA0504-313	Amazon Capital Services	5/4/2021	37.63
APPCA0504-314	Amazon Capital Services	5/4/2021	23.67

Pacific Coast Academy**Check Register****For the period ended May 31, 2021**

Check Number	Vendor Name	Check Date	Check Amount
APPCA0504-315	Amazon Capital Services	5/4/2021	16.10
APPCA0504-316	Amazon Capital Services	5/4/2021	29.92
APPCA0504-317	Amazon Capital Services	5/4/2021	63.68
APPCA0504-318	Amazon Capital Services	5/4/2021	19.38
APPCA0504-319	Amazon Capital Services	5/4/2021	28.13
APPCA0504-320	Amazon Capital Services	5/4/2021	5.16
APPCA0504-321	Amazon Capital Services	5/4/2021	2.47
APPCA0504-322	Amazon Capital Services	5/4/2021	55.99
APPCA0504-323	Amazon Capital Services	5/4/2021	32.31
APPCA0504-324	Amazon Capital Services	5/4/2021	54.24
APPCA0504-325	Amazon Capital Services	5/4/2021	6.99
APPCA0504-326	Amazon Capital Services	5/4/2021	26.83
APPCA0504-327	Amazon Capital Services	5/4/2021	5.95
APPCA0504-328	Amazon Capital Services	5/4/2021	6.51
APPCA0504-329	Amazon Capital Services	5/4/2021	10.76
APPCA0504-330	Amazon Capital Services	5/4/2021	49.64
APPCA0504-331	Amazon Capital Services	5/4/2021	21.87
APPCA0504-332	Amazon Capital Services	5/4/2021	7.09
APPCA0504-333	Amazon Capital Services	5/4/2021	14.34
APPCA0504-334	Amazon Capital Services	5/4/2021	22.73
APPCA0504-335	Amazon Capital Services	5/4/2021	14.66
APPCA0504-336	Amazon Capital Services	5/4/2021	12.82
APPCA0504-337	Amazon Capital Services	5/4/2021	8.08
APPCA0504-338	Amazon Capital Services	5/4/2021	28.00
APPCA0504-339	Amazon Capital Services	5/4/2021	23.83
APPCA0504-340	Amazon Capital Services	5/4/2021	8.61
APPCA0504-341	Amazon Capital Services	5/4/2021	45.40
APPCA0504-342	Amazon Capital Services	5/4/2021	80.52
APPCA0504-343	Amazon Capital Services	5/4/2021	10.76
APPCA0504-344	Amazon Capital Services	5/4/2021	18.30
APPCA0504-345	Amazon Capital Services	5/4/2021	6.66
APPCA0504-346	Amazon Capital Services	5/4/2021	15.07
APPCA0504-347	Amazon Capital Services	5/4/2021	3.54
APPCA0504-348	Amazon Capital Services	5/4/2021	16.44
APPCA0504-349	Amazon Capital Services	5/4/2021	23.43
APPCA0504-350	Amazon Capital Services	5/4/2021	17.42
APPCA0504-351	Amazon Capital Services	5/4/2021	6.45
APPCA0504-352	Amazon Capital Services	5/4/2021	29.35
APPCA0504-353	Amazon Capital Services	5/4/2021	18.31
APPCA0504-354	Amazon Capital Services	5/4/2021	12.66
APPCA0504-355	Amazon Capital Services	5/4/2021	15.14
APPCA0504-356	Amazon Capital Services	5/4/2021	6.45

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0504-357	Amazon Capital Services	5/4/2021	11.09
APPCA0504-358	Amazon Capital Services	5/4/2021	6.45
APPCA0504-359	Amazon Capital Services	5/4/2021	30.38
APPCA0504-360	Amazon Capital Services	5/4/2021	12.91
APPCA0504-361	Amazon Capital Services	5/4/2021	12.80
APPCA0504-362	Amazon Capital Services	5/4/2021	23.26
APPCA0504-363	Amazon Capital Services	5/4/2021	11.85
APPCA0504-364	Amazon Capital Services	5/4/2021	31.87
APPCA0504-365	Amazon Capital Services	5/4/2021	323.24
APPCA0504-366	Amazon Capital Services	5/4/2021	13.91
APPCA0504-367	Amazon Capital Services	5/4/2021	11.80
APPCA0504-368	Amazon Capital Services	5/4/2021	95.25
APPCA0504-369	Amazon Capital Services	5/4/2021	65.65
APPCA0504-370	Amazon Capital Services	5/4/2021	116.38
APPCA0504-371	Amazon Capital Services	5/4/2021	18.57
APPCA0504-372	Amazon Capital Services	5/4/2021	10.67
APPCA0504-373	Amazon Capital Services	5/4/2021	34.59
APPCA0504-374	Amazon Capital Services	5/4/2021	40.26
APPCA0504-375	Amazon Capital Services	5/4/2021	7.50
APPCA0504-376	Amazon Capital Services	5/4/2021	27.05
APPCA0504-377	Amazon Capital Services	5/4/2021	16.44
APPCA0504-378	Amazon Capital Services	5/4/2021	24.94
APPCA0504-379	Amazon Capital Services	5/4/2021	41.99
APPCA0504-380	Amazon Capital Services	5/4/2021	10.30
APPCA0504-381	Amazon Capital Services	5/4/2021	25.30
APPCA0504-382	Amazon Capital Services	5/4/2021	42.98
APPCA0504-383	Amazon Capital Services	5/4/2021	269.36
APPCA0504-384	Amazon Capital Services	5/4/2021	43.05
APPCA0504-385	Amazon Capital Services	5/4/2021	14.00
APPCA0504-386	Amazon Capital Services	5/4/2021	37.66
APPCA0504-387	Amazon Capital Services	5/4/2021	9.47
APPCA0504-388	Amazon Capital Services	5/4/2021	6.44
APPCA0504-389	Amazon Capital Services	5/4/2021	8.57
APPCA0504-390	Amazon Capital Services	5/4/2021	16.15
APPCA0504-391	Amazon Capital Services	5/4/2021	4.60
APPCA0504-392	Amazon Capital Services	5/4/2021	21.50
APPCA0504-393	Amazon Capital Services	5/4/2021	141.26
APPCA0504-394	Amazon Capital Services	5/4/2021	43.49
APPCA0504-395	Amazon Capital Services	5/4/2021	101.47
APPCA0504-396	Amazon Capital Services	5/4/2021	57.94
APPCA0504-397	Amazon Capital Services	5/4/2021	17.11
APPCA0504-398	Amazon Capital Services	5/4/2021	40.89

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0504-399	Amazon Capital Services	5/4/2021	140.81
APPCA0504-400	Amazon Capital Services	5/4/2021	40.93
APPCA0504-401	Amazon Capital Services	5/4/2021	110.05
APPCA0504-402	Amazon Capital Services	5/4/2021	46.81
APPCA0504-403	Amazon Capital Services	5/4/2021	69.28
APPCA0504-404	Amazon Capital Services	5/4/2021	11.33
APPCA0504-405	Amazon Capital Services	5/4/2021	65.90
APPCA0504-406	Amazon Capital Services	5/4/2021	32.14
APPCA0504-407	Amazon Capital Services	5/4/2021	11.40
APPCA0504-408	Amazon Capital Services	5/4/2021	45.12
APPCA0504-409	Amazon Capital Services	5/4/2021	6.45
APPCA0504-410	Amazon Capital Services	5/4/2021	7.52
APPCA0504-411	Amazon Capital Services	5/4/2021	60.43
APPCA0504-412	Amazon Capital Services	5/4/2021	39.76
APPCA0504-413	Amazon Capital Services	5/4/2021	27.09
APPCA0504-414	Amazon Capital Services	5/4/2021	38.96
APPCA0504-415	Amazon Capital Services	5/4/2021	38.78
APPCA0504-416	Amazon Capital Services	5/4/2021	19.46
APPCA0504-417	Amazon Capital Services	5/4/2021	15.07
APPCA0504-418	Amazon Capital Services	5/4/2021	16.31
APPCA0504-419	Amazon Capital Services	5/4/2021	23.89
APPCA0504-420	Amazon Capital Services	5/4/2021	33.59
APPCA0504-421	Amazon Capital Services	5/4/2021	15.80
APPCA0504-422	Amazon Capital Services	5/4/2021	33.80
APPCA0504-423	Amazon Capital Services	5/4/2021	17.78
APPCA0504-424	Amazon Capital Services	5/4/2021	4.30
APPCA0504-425	Amazon Capital Services	5/4/2021	11.60
APPCA0504-426	Amazon Capital Services	5/4/2021	20.46
APPCA0504-427	Amazon Capital Services	5/4/2021	31.15
APPCA0504-428	Amazon Capital Services	5/4/2021	36.24
APPCA0504-429	Amazon Capital Services	5/4/2021	12.92
APPCA0504-430	Amazon Capital Services	5/4/2021	11.37
APPCA0504-431	Amazon Capital Services	5/4/2021	9.69
APPCA0504-432	Amazon Capital Services	5/4/2021	63.25
APPCA0504-433	Amazon Capital Services	5/4/2021	30.05
APPCA0504-434	Amazon Capital Services	5/4/2021	12.60
APPCA0504-435	Amazon Capital Services	5/4/2021	18.31
APPCA0504-436	Amazon Capital Services	5/4/2021	125.81
APPCA0504-437	Amazon Capital Services	5/4/2021	69.42
APPCA0504-438	Amazon Capital Services	5/4/2021	49.00
APPCA0504-439	Amazon Capital Services	5/4/2021	48.15
APPCA0504-440	Amazon Capital Services	5/4/2021	23.37

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0504-441	Amazon Capital Services	5/4/2021	42.38
APPCA0504-442	Amazon Capital Services	5/4/2021	53.15
APPCA0504-443	Amazon Capital Services	5/4/2021	85.96
APPCA0504-444	Amazon Capital Services	5/4/2021	4.30
APPCA0504-445	Amazon Capital Services	5/4/2021	42.93
APPCA0504-446	Amazon Capital Services	5/4/2021	29.43
APPCA0504-447	Amazon Capital Services	5/4/2021	15.07
APPCA0504-448	Amazon Capital Services	5/4/2021	35.28
APPCA0504-449	Amazon Capital Services	5/4/2021	32.31
APPCA0504-450	Amazon Capital Services	5/4/2021	16.11
APPCA0504-451	Amazon Capital Services	5/4/2021	10.18
APPCA0504-452	Amazon Capital Services	5/4/2021	17.28
APPCA0504-453	Amazon Capital Services	5/4/2021	15.06
APPCA0504-454	Amazon Capital Services	5/4/2021	23.16
APPCA0504-455	Amazon Capital Services	5/4/2021	7.53
APPCA0504-456	Amazon Capital Services	5/4/2021	142.94
APPCA0504-457	Amazon Capital Services	5/4/2021	107.74
APPCA0504-458	Amazon Capital Services	5/4/2021	10.80
APPCA0504-459	Amazon Capital Services	5/4/2021	21.42
APPCA0504-460	Amazon Capital Services	5/4/2021	32.46
APPCA0504-461	Amazon Capital Services	5/4/2021	38.35
APPCA0504-462	Amazon Capital Services	5/4/2021	59.66
APPCA0504-463	Amazon Capital Services	5/4/2021	12.91
APPCA0504-464	Amazon Capital Services	5/4/2021	23.69
APPCA0504-465	Amazon Capital Services	5/4/2021	13.07
APPCA0504-466	Amazon Capital Services	5/4/2021	5.38
APPCA0504-467	Amazon Capital Services	5/4/2021	22.05
APPCA0504-468	Amazon Capital Services	5/4/2021	16.04
APPCA0504-469	Amazon Capital Services	5/4/2021	96.95
APPCA0504-470	Amazon Capital Services	5/4/2021	25.85
APPCA0504-471	Amazon Capital Services	5/4/2021	74.03
APPCA0504-472	Amazon Capital Services	5/4/2021	22.24
APPCA0504-473	Amazon Capital Services	5/4/2021	17.58
APPCA0504-474	Amazon Capital Services	5/4/2021	11.95
APPCA0504-475	Amazon Capital Services	5/4/2021	43.37
APPCA0504-476	Amazon Capital Services	5/4/2021	10.70
APPCA0504-477	Amazon Capital Services	5/4/2021	7.53
APPCA0504-478	Amazon Capital Services	5/4/2021	20.46
APPCA0504-479	Amazon Capital Services	5/4/2021	108.24
APPCA0504-480	Amazon Capital Services	5/4/2021	44.06
APPCA0504-481	Amazon Capital Services	5/4/2021	99.13
APPCA0504-482	Amazon Capital Services	5/4/2021	24.19

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0504-483	Amazon Capital Services	5/4/2021	35.42
APPCA0504-484	Amazon Capital Services	5/4/2021	37.70
APPCA0504-485	Amazon Capital Services	5/4/2021	107.63
APPCA0504-486	Amazon Capital Services	5/4/2021	56.82
APPCA0504-487	Amazon Capital Services	5/4/2021	20.00
APPCA0504-488	Amazon Capital Services	5/4/2021	51.69
APPCA0504-489	Amazon Capital Services	5/4/2021	26.88
APPCA0504-490	Amazon Capital Services	5/4/2021	138.71
APPCA0504-491	Amazon Capital Services	5/4/2021	45.98
APPCA0504-492	Amazon Capital Services	5/4/2021	26.31
APPCA0504-493	Amazon Capital Services	5/4/2021	27.09
APPCA0504-494	Amazon Capital Services	5/4/2021	8.59
APPCA0504-495	Amazon Capital Services	5/4/2021	14.00
APPCA0504-496	Amazon Capital Services	5/4/2021	17.39
APPCA0504-497	Amazon Capital Services	5/4/2021	82.93
APPCA0504-498	Amazon Capital Services	5/4/2021	7.60
APPCA0504-499	Amazon Capital Services	5/4/2021	22.59
APPCA0504-500	Amazon Capital Services	5/4/2021	10.59
APPCA0504-501	Amazon Capital Services	5/4/2021	50.38
APPCA0504-502	Amazon Capital Services	5/4/2021	21.96
APPCA0504-503	Amazon Capital Services	5/4/2021	75.68
APPCA0504-504	Amazon Capital Services	5/4/2021	96.94
APPCA0504-505	Amazon Capital Services	5/4/2021	98.99
APPCA0504-506	Amazon Capital Services	5/4/2021	24.66
APPCA0504-507	Amazon Capital Services	5/4/2021	14.54
APPCA0504-508	Amazon Capital Services	5/4/2021	121.33
APPCA0504-509	Amazon Capital Services	5/4/2021	11.68
APPCA0504-510	Amazon Capital Services	5/4/2021	10.72
APPCA0504-511	Amazon Capital Services	5/4/2021	16.15
APPCA0504-512	Amazon Capital Services	5/4/2021	39.84
APPCA0504-513	Amazon Capital Services	5/4/2021	5.89
APPCA0504-514	Amazon Capital Services	5/4/2021	16.14
APPCA0504-515	Amazon Capital Services	5/4/2021	24.35
APPCA0504-516	Amazon Capital Services	5/4/2021	14.59
APPCA0504-517	Amazon Capital Services	5/4/2021	107.69
APPCA0504-518	Amazon Capital Services	5/4/2021	52.33
APPCA0504-519	Amazon Capital Services	5/4/2021	13.89
APPCA0504-520	Amazon Capital Services	5/4/2021	20.88
APPCA0504-521	Amazon Capital Services	5/4/2021	23.47
APPCA0504-522	Amazon Capital Services	5/4/2021	128.35
APPCA0504-523	Amazon Capital Services	5/4/2021	16.10
APPCA0504-524	Amazon Capital Services	5/4/2021	35.59

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0504-525	Amazon Capital Services	5/4/2021	45.23
APPCA0504-526	Amazon Capital Services	5/4/2021	288.62
APPCA0504-527	Amazon Capital Services	5/4/2021	58.96
APPCA0504-528	Amazon Capital Services	5/4/2021	4.54
APPCA0504-529	Amazon Capital Services	5/4/2021	20.68
APPCA0504-530	Amazon Capital Services	5/4/2021	4.20
APPCA0504-531	Amazon Capital Services	5/4/2021	45.17
APPCA0504-532	Amazon Capital Services	5/4/2021	40.95
APPCA0504-533	Amazon Capital Services	5/4/2021	28.98
APPCA0504-534	Amazon Capital Services	5/4/2021	5.39
APPCA0504-535	Amazon Capital Services	5/4/2021	35.54
APPCA0504-536	Amazon Capital Services	5/4/2021	51.54
APPCA0504-537	Amazon Capital Services	5/4/2021	23.59
APPCA0504-538	Amazon Capital Services	5/4/2021	8.93
APPCA0504-539	Amazon Capital Services	5/4/2021	79.71
APPCA0504-540	Amazon Capital Services	5/4/2021	69.57
APPCA0504-541	Amazon Capital Services	5/4/2021	11.84
APPCA0504-542	Amazon Capital Services	5/4/2021	52.77
APPCA0504-543	Amazon Capital Services	5/4/2021	8.57
APPCA0504-544	Amazon Capital Services	5/4/2021	24.72
APPCA0504-545	Amazon Capital Services	5/4/2021	11.35
APPCA0504-546	Amazon Capital Services	5/4/2021	51.94
APPCA0504-547	Amazon Capital Services	5/4/2021	41.06
APPCA0504-548	Amazon Capital Services	5/4/2021	23.41
APPCA0504-549	Amazon Capital Services	5/4/2021	2.87
APPCA0504-550	Amazon Capital Services	5/4/2021	26.88
APPCA0504-551	Amazon Capital Services	5/4/2021	19.05
APPCA0504-552	Amazon Capital Services	5/4/2021	100.75
APPCA0504-553	Amazon Capital Services	5/4/2021	15.04
APPCA0504-554	Amazon Capital Services	5/4/2021	22.80
APPCA0504-555	Amazon Capital Services	5/4/2021	36.61
APPCA0504-556	Amazon Capital Services	5/4/2021	53.74
APPCA0504-557	Amazon Capital Services	5/4/2021	19.79
APPCA0504-558	Amazon Capital Services	5/4/2021	23.71
APPCA0504-559	Amazon Capital Services	5/4/2021	8.69
APPCA0504-560	Amazon Capital Services	5/4/2021	15.07
APPCA0504-561	Amazon Capital Services	5/4/2021	61.29
APPCA0504-562	Amazon Capital Services	5/4/2021	43.19
APPCA0504-563	Amazon Capital Services	5/4/2021	74.32
APPCA0504-564	Amazon Capital Services	5/4/2021	52.77
APPCA0504-565	Amazon Capital Services	5/4/2021	15.07
APPCA0504-566	Amazon Capital Services	5/4/2021	56.28

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0504-567	Amazon Capital Services	5/4/2021	10.76
APPCA0504-568	Amazon Capital Services	5/4/2021	38.62
APPCA0504-569	Amazon Capital Services	5/4/2021	19.47
APPCA0504-570	Amazon Capital Services	5/4/2021	6.96
APPCA0504-571	Amazon Capital Services	5/4/2021	4.30
APPCA0504-572	Amazon Capital Services	5/4/2021	35.02
APPCA0504-573	Amazon Capital Services	5/4/2021	70.65
APPCA0504-574	Amazon Capital Services	5/4/2021	212.05
APPCA0504-575	Amazon Capital Services	5/4/2021	20.46
APPCA0504-576	Amazon Capital Services	5/4/2021	63.29
APPCA0504-577	Amazon Capital Services	5/4/2021	129.71
APPCA0504-578	Amazon Capital Services	5/4/2021	22.57
APPCA0504-579	Amazon Capital Services	5/4/2021	13.99
APPCA0504-580	Amazon Capital Services	5/4/2021	25.61
APPCA0504-581	Amazon Capital Services	5/4/2021	139.88
APPCA0504-582	Amazon Capital Services	5/4/2021	24.66
APPCA0504-583	Amazon Capital Services	5/4/2021	7.52
APPCA0504-584	Amazon Capital Services	5/4/2021	11.62
APPCA0504-585	Amazon Capital Services	5/4/2021	51.09
APPCA0504-586	Amazon Capital Services	5/4/2021	14.73
APPCA0504-587	Amazon Capital Services	5/4/2021	15.07
APPCA0504-588	Amazon Capital Services	5/4/2021	49.67
APPCA0504-589	Amazon Capital Services	5/4/2021	40.38
APPCA0504-590	Amazon Capital Services	5/4/2021	22.20
APPCA0504-591	Amazon Capital Services	5/4/2021	25.20
APPCA0504-592	Amazon Capital Services	5/4/2021	39.32
APPCA0504-593	Amazon Capital Services	5/4/2021	14.00
APPCA0504-594	Amazon Capital Services	5/4/2021	28.98
APPCA0504-595	Amazon Capital Services	5/4/2021	21.60
APPCA0504-596	Amazon Capital Services	5/4/2021	16.95
APPCA0504-597	Amazon Capital Services	5/4/2021	35.50
APPCA0504-598	Amazon Capital Services	5/4/2021	10.75
APPCA0504-599	Amazon Capital Services	5/4/2021	30.30
APPCA0504-600	Amazon Capital Services	5/4/2021	34.43
APPCA0504-601	Amazon Capital Services	5/4/2021	31.04
APPCA0504-602	Amazon Capital Services	5/4/2021	50.76
APPCA0504-603	Amazon Capital Services	5/4/2021	39.26
APPCA0504-604	Amazon Capital Services	5/4/2021	10.60
APPCA0504-605	Amazon Capital Services	5/4/2021	26.32
APPCA0504-606	Amazon Capital Services	5/4/2021	23.69
APPCA0504-607	Amazon Capital Services	5/4/2021	7.53
APPCA0504-608	Amazon Capital Services	5/4/2021	19.38

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0504-609	Amazon Capital Services	5/4/2021	12.38
APPCA0504-610	Amazon Capital Services	5/4/2021	45.24
APPCA0504-611	Amazon Capital Services	5/4/2021	41.98
APPCA0504-612	Amazon Capital Services	5/4/2021	167.31
APPCA0504-613	Amazon Capital Services	5/4/2021	26.27
APPCA0504-614	Amazon Capital Services	5/4/2021	30.28
APPCA0504-615	Amazon Capital Services	5/4/2021	2.25
APPCA0504-616	Amazon Capital Services	5/4/2021	15.37
APPCA0504-617	Amazon Capital Services	5/4/2021	48.46
APPCA0504-618	Amazon Capital Services	5/4/2021	43.07
APPCA0504-619	Amazon Capital Services	5/4/2021	15.10
APPCA0504-620	Amazon Capital Services	5/4/2021	42.67
APPCA0504-621	Amazon Capital Services	5/4/2021	19.87
APPCA0504-622	Amazon Capital Services	5/4/2021	77.37
APPCA0504-623	Amazon Capital Services	5/4/2021	85.35
APPCA0504-624	Amazon Capital Services	5/4/2021	35.01
APPCA0504-625	Amazon Capital Services	5/4/2021	14.27
APPCA0504-626	Amazon Capital Services	5/4/2021	41.69
APPCA0504-627	Amazon Capital Services	5/4/2021	7.50
APPCA0504-628	Amazon Capital Services	5/4/2021	12.92
APPCA0504-629	Amazon Capital Services	5/4/2021	9.69
APPCA0504-630	Amazon Capital Services	5/4/2021	7.27
APPCA0504-631	Amazon Capital Services	5/4/2021	97.42
APPCA0506-301	Amazon Capital Services	5/6/2021	73.81
APPCA0506-302	Amazon Capital Services	5/6/2021	6.45
APPCA0506-303	Amazon Capital Services	5/6/2021	8.57
APPCA0506-304	Amazon Capital Services	5/6/2021	8.59
APPCA0506-305	Amazon Capital Services	5/6/2021	69.25
APPCA0506-306	Amazon Capital Services	5/6/2021	67.30
APPCA0506-307	Amazon Capital Services	5/6/2021	6.72
APPCA0506-308	Amazon Capital Services	5/6/2021	60.67
APPCA0506-309	Amazon Capital Services	5/6/2021	7.48
APPCA0506-310	Amazon Capital Services	5/6/2021	91.26
APPCA0506-311	Amazon Capital Services	5/6/2021	74.46
APPCA0506-312	Amazon Capital Services	5/6/2021	8.32
APPCA0506-313	Amazon Capital Services	5/6/2021	69.89
APPCA0506-314	Amazon Capital Services	5/6/2021	60.60
APPCA0506-315	Amazon Capital Services	5/6/2021	6.44
APPCA0506-316	Amazon Capital Services	5/6/2021	73.13
APPCA0506-317	Amazon Capital Services	5/6/2021	69.41
APPCA0506-318	Amazon Capital Services	5/6/2021	94.79
APPCA0506-319	Amazon Capital Services	5/6/2021	8.61

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0506-320	Amazon Capital Services	5/6/2021	9.73
APPCA0506-321	Amazon Capital Services	5/6/2021	9.64
APPCA0506-322	Amazon Capital Services	5/6/2021	95.18
APPCA0506-323	Amazon Capital Services	5/6/2021	95.87
APPCA0506-324	Amazon Capital Services	5/6/2021	67.69
APPCA0506-325	Amazon Capital Services	5/6/2021	6.51
APPCA0506-326	Amazon Capital Services	5/6/2021	6.48
APPCA0506-327	Amazon Capital Services	5/6/2021	6.47
APPCA0506-328	Amazon Capital Services	5/6/2021	6.97
APPCA0506-329	Amazon Capital Services	5/6/2021	73.89
APPCA0506-330	Amazon Capital Services	5/6/2021	6.45
APPCA0506-331	Amazon Capital Services	5/6/2021	6.45
APPCA0506-332	Amazon Capital Services	5/6/2021	8.07
APPCA0506-333	Amazon Capital Services	5/6/2021	64.09
APPCA0506-334	Amazon Capital Services	5/6/2021	71.58
APPCA0506-335	Amazon Capital Services	5/6/2021	8.63
APPCA0506-336	Amazon Capital Services	5/6/2021	68.47
APPCA0506-337	Amazon Capital Services	5/6/2021	6.45
APPCA0506-338	Amazon Capital Services	5/6/2021	6.94
APPCA0506-339	Amazon Capital Services	5/6/2021	8.28
APPCA0506-340	Amazon Capital Services	5/6/2021	8.60
APPCA0506-341	Amazon Capital Services	5/6/2021	73.75
APPCA0506-342	Amazon Capital Services	5/6/2021	97.82
APPCA0506-343	Amazon Capital Services	5/6/2021	78.62
APPCA0506-344	Amazon Capital Services	5/6/2021	81.42
APPCA0506-345	Amazon Capital Services	5/6/2021	89.09
APPCA0506-346	Amazon Capital Services	5/6/2021	71.15
APPCA0506-347	Amazon Capital Services	5/6/2021	74.57
APPCA0506-348	Amazon Capital Services	5/6/2021	85.38
APPCA0506-349	Amazon Capital Services	5/6/2021	92.91
APPCA0506-350	Amazon Capital Services	5/6/2021	6.50
APPCA0511-301	Amazon Capital Services	5/11/2021	53.86
APPCA0511-302	Amazon Capital Services	5/11/2021	55.05
APPCA0511-303	Amazon Capital Services	5/11/2021	34.71
APPCA0511-304	Amazon Capital Services	5/11/2021	28.43
APPCA0511-305	Amazon Capital Services	5/11/2021	130.63
APPCA0511-306	Amazon Capital Services	5/11/2021	5.37
APPCA0511-307	Amazon Capital Services	5/11/2021	6.45
APPCA0511-308	Amazon Capital Services	5/11/2021	32.58
APPCA0511-309	Amazon Capital Services	5/11/2021	40.93
APPCA0511-310	Amazon Capital Services	5/11/2021	48.73
APPCA0511-311	Amazon Capital Services	5/11/2021	24.71

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-312	Amazon Capital Services	5/11/2021	37.70
APPCA0511-313	Amazon Capital Services	5/11/2021	37.10
APPCA0511-314	Amazon Capital Services	5/11/2021	40.97
APPCA0511-315	Amazon Capital Services	5/11/2021	36.62
APPCA0511-316	Amazon Capital Services	5/11/2021	33.92
APPCA0511-317	Amazon Capital Services	5/11/2021	21.09
APPCA0511-318	Amazon Capital Services	5/11/2021	48.13
APPCA0511-319	Amazon Capital Services	5/11/2021	22.51
APPCA0511-320	Amazon Capital Services	5/11/2021	48.74
APPCA0511-321	Amazon Capital Services	5/11/2021	5.61
APPCA0511-322	Amazon Capital Services	5/11/2021	51.67
APPCA0511-323	Amazon Capital Services	5/11/2021	35.91
APPCA0511-324	Amazon Capital Services	5/11/2021	51.39
APPCA0511-325	Amazon Capital Services	5/11/2021	29.42
APPCA0511-326	Amazon Capital Services	5/11/2021	17.22
APPCA0511-327	Amazon Capital Services	5/11/2021	24.48
APPCA0511-328	Amazon Capital Services	5/11/2021	18.95
APPCA0511-329	Amazon Capital Services	5/11/2021	37.45
APPCA0511-330	Amazon Capital Services	5/11/2021	32.46
APPCA0511-331	Amazon Capital Services	5/11/2021	13.47
APPCA0511-332	Amazon Capital Services	5/11/2021	33.21
APPCA0511-333	Amazon Capital Services	5/11/2021	17.08
APPCA0511-334	Amazon Capital Services	5/11/2021	33.25
APPCA0511-335	Amazon Capital Services	5/11/2021	34.31
APPCA0511-336	Amazon Capital Services	5/11/2021	32.19
APPCA0511-337	Amazon Capital Services	5/11/2021	30.09
APPCA0511-338	Amazon Capital Services	5/11/2021	35.31
APPCA0511-339	Amazon Capital Services	5/11/2021	30.15
APPCA0511-340	Amazon Capital Services	5/11/2021	130.84
APPCA0511-341	Amazon Capital Services	5/11/2021	15.51
APPCA0511-342	Amazon Capital Services	5/11/2021	5.39
APPCA0511-343	Amazon Capital Services	5/11/2021	58.13
APPCA0511-344	Amazon Capital Services	5/11/2021	27.64
APPCA0511-345	Amazon Capital Services	5/11/2021	3.98
APPCA0511-346	Amazon Capital Services	5/11/2021	10.66
APPCA0511-347	Amazon Capital Services	5/11/2021	12.26
APPCA0511-348	Amazon Capital Services	5/11/2021	19.38
APPCA0511-349	Amazon Capital Services	5/11/2021	108.24
APPCA0511-350	Amazon Capital Services	5/11/2021	25.31
APPCA0511-351	Amazon Capital Services	5/11/2021	41.67
APPCA0511-352	Amazon Capital Services	5/11/2021	18.31
APPCA0511-353	Amazon Capital Services	5/11/2021	17.01

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APPCA0511-354	Amazon Capital Services	5/11/2021	38.18
APPCA0511-355	Amazon Capital Services	5/11/2021	36.99
APPCA0511-356	Amazon Capital Services	5/11/2021	24.71
APPCA0511-357	Amazon Capital Services	5/11/2021	19.80
APPCA0511-358	Amazon Capital Services	5/11/2021	19.80
APPCA0511-359	Amazon Capital Services	5/11/2021	17.91
APPCA0511-360	Amazon Capital Services	5/11/2021	16.22
APPCA0511-361	Amazon Capital Services	5/11/2021	151.16
APPCA0511-362	Amazon Capital Services	5/11/2021	43.08
APPCA0511-363	Amazon Capital Services	5/11/2021	45.02
APPCA0511-364	Amazon Capital Services	5/11/2021	26.93
APPCA0511-365	Amazon Capital Services	5/11/2021	30.16
APPCA0511-366	Amazon Capital Services	5/11/2021	44.16
APPCA0511-367	Amazon Capital Services	5/11/2021	50.62
APPCA0511-368	Amazon Capital Services	5/11/2021	26.91
APPCA0511-369	Amazon Capital Services	5/11/2021	12.31
APPCA0511-370	Amazon Capital Services	5/11/2021	2.21
APPCA0511-371	Amazon Capital Services	5/11/2021	38.17
APPCA0511-372	Amazon Capital Services	5/11/2021	49.12
APPCA0511-373	Amazon Capital Services	5/11/2021	10.74
APPCA0511-374	Amazon Capital Services	5/11/2021	10.76
APPCA0511-375	Amazon Capital Services	5/11/2021	10.59
APPCA0511-376	Amazon Capital Services	5/11/2021	44.73
APPCA0511-377	Amazon Capital Services	5/11/2021	54.92
APPCA0511-378	Amazon Capital Services	5/11/2021	19.57
APPCA0511-379	Amazon Capital Services	5/11/2021	6.51
APPCA0511-380	Amazon Capital Services	5/11/2021	39.34
APPCA0511-381	Amazon Capital Services	5/11/2021	18.74
APPCA0511-382	Amazon Capital Services	5/11/2021	45.44
APPCA0511-383	Amazon Capital Services	5/11/2021	32.31
APPCA0511-384	Amazon Capital Services	5/11/2021	48.76
APPCA0511-385	Amazon Capital Services	5/11/2021	55.98
APPCA0511-386	Amazon Capital Services	5/11/2021	43.09
APPCA0511-387	Amazon Capital Services	5/11/2021	50.11
APPCA0511-388	Amazon Capital Services	5/11/2021	107.74
APPCA0511-389	Amazon Capital Services	5/11/2021	50.93
APPCA0511-390	Amazon Capital Services	5/11/2021	54.20
APPCA0511-391	Amazon Capital Services	5/11/2021	53.35
APPCA0511-392	Amazon Capital Services	5/11/2021	46.72
APPCA0511-393	Amazon Capital Services	5/11/2021	41.73
APPCA0511-394	Amazon Capital Services	5/11/2021	13.17
APPCA0511-395	Amazon Capital Services	5/11/2021	47.31

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-396	Amazon Capital Services	5/11/2021	10.72
APPCA0511-397	Amazon Capital Services	5/11/2021	58.71
APPCA0511-398	Amazon Capital Services	5/11/2021	47.83
APPCA0511-399	Amazon Capital Services	5/11/2021	32.31
APPCA0511-400	Amazon Capital Services	5/11/2021	4.30
APPCA0511-401	Amazon Capital Services	5/11/2021	56.16
APPCA0511-402	Amazon Capital Services	5/11/2021	40.01
APPCA0511-403	Amazon Capital Services	5/11/2021	6.45
APPCA0511-404	Amazon Capital Services	5/11/2021	29.61
APPCA0511-405	Amazon Capital Services	5/11/2021	18.31
APPCA0511-406	Amazon Capital Services	5/11/2021	5.43
APPCA0511-407	Amazon Capital Services	5/11/2021	11.84
APPCA0511-408	Amazon Capital Services	5/11/2021	12.88
APPCA0511-409	Amazon Capital Services	5/11/2021	17.23
APPCA0511-410	Amazon Capital Services	5/11/2021	199.72
APPCA0511-411	Amazon Capital Services	5/11/2021	29.16
APPCA0511-412	Amazon Capital Services	5/11/2021	29.08
APPCA0511-413	Amazon Capital Services	5/11/2021	210.64
APPCA0511-414	Amazon Capital Services	5/11/2021	16.26
APPCA0511-415	Amazon Capital Services	5/11/2021	26.93
APPCA0511-416	Amazon Capital Services	5/11/2021	35.32
APPCA0511-417	Amazon Capital Services	5/11/2021	102.45
APPCA0511-418	Amazon Capital Services	5/11/2021	19.46
APPCA0511-419	Amazon Capital Services	5/11/2021	27.05
APPCA0511-420	Amazon Capital Services	5/11/2021	26.64
APPCA0511-421	Amazon Capital Services	5/11/2021	27.99
APPCA0511-422	Amazon Capital Services	5/11/2021	18.76
APPCA0511-423	Amazon Capital Services	5/11/2021	12.92
APPCA0511-424	Amazon Capital Services	5/11/2021	21.50
APPCA0511-425	Amazon Capital Services	5/11/2021	32.30
APPCA0511-426	Amazon Capital Services	5/11/2021	53.26
APPCA0511-427	Amazon Capital Services	5/11/2021	11.63
APPCA0511-428	Amazon Capital Services	5/11/2021	21.43
APPCA0511-429	Amazon Capital Services	5/11/2021	25.12
APPCA0511-430	Amazon Capital Services	5/11/2021	32.29
APPCA0511-431	Amazon Capital Services	5/11/2021	180.71
APPCA0511-432	Amazon Capital Services	5/11/2021	15.07
APPCA0511-433	Amazon Capital Services	5/11/2021	17.30
APPCA0511-434	Amazon Capital Services	5/11/2021	34.63
APPCA0511-435	Amazon Capital Services	5/11/2021	26.93
APPCA0511-436	Amazon Capital Services	5/11/2021	6.73
APPCA0511-437	Amazon Capital Services	5/11/2021	30.02

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-438	Amazon Capital Services	5/11/2021	6.45
APPCA0511-439	Amazon Capital Services	5/11/2021	6.53
APPCA0511-440	Amazon Capital Services	5/11/2021	16.07
APPCA0511-441	Amazon Capital Services	5/11/2021	34.26
APPCA0511-442	Amazon Capital Services	5/11/2021	36.92
APPCA0511-443	Amazon Capital Services	5/11/2021	17.53
APPCA0511-444	Amazon Capital Services	5/11/2021	35.43
APPCA0511-445	Amazon Capital Services	5/11/2021	36.40
APPCA0511-446	Amazon Capital Services	5/11/2021	26.79
APPCA0511-447	Amazon Capital Services	5/11/2021	43.32
APPCA0511-448	Amazon Capital Services	5/11/2021	20.43
APPCA0511-449	Amazon Capital Services	5/11/2021	25.75
APPCA0511-450	Amazon Capital Services	5/11/2021	51.16
APPCA0511-451	Amazon Capital Services	5/11/2021	20.15
APPCA0511-452	Amazon Capital Services	5/11/2021	22.02
APPCA0511-453	Amazon Capital Services	5/11/2021	33.28
APPCA0511-454	Amazon Capital Services	5/11/2021	34.99
APPCA0511-455	Amazon Capital Services	5/11/2021	26.34
APPCA0511-456	Amazon Capital Services	5/11/2021	22.77
APPCA0511-457	Amazon Capital Services	5/11/2021	51.41
APPCA0511-458	Amazon Capital Services	5/11/2021	32.31
APPCA0511-459	Amazon Capital Services	5/11/2021	11.79
APPCA0511-460	Amazon Capital Services	5/11/2021	10.95
APPCA0511-461	Amazon Capital Services	5/11/2021	34.38
APPCA0511-462	Amazon Capital Services	5/11/2021	19.38
APPCA0511-463	Amazon Capital Services	5/11/2021	10.72
APPCA0511-464	Amazon Capital Services	5/11/2021	308.56
APPCA0511-465	Amazon Capital Services	5/11/2021	18.02
APPCA0511-466	Amazon Capital Services	5/11/2021	16.15
APPCA0511-467	Amazon Capital Services	5/11/2021	54.93
APPCA0511-468	Amazon Capital Services	5/11/2021	59.87
APPCA0511-469	Amazon Capital Services	5/11/2021	16.51
APPCA0511-470	Amazon Capital Services	5/11/2021	16.12
APPCA0511-471	Amazon Capital Services	5/11/2021	59.11
APPCA0511-472	Amazon Capital Services	5/11/2021	37.66
APPCA0511-473	Amazon Capital Services	5/11/2021	181.49
APPCA0511-474	Amazon Capital Services	5/11/2021	32.31
APPCA0511-475	Amazon Capital Services	5/11/2021	11.84
APPCA0511-476	Amazon Capital Services	5/11/2021	21.43
APPCA0511-477	Amazon Capital Services	5/11/2021	46.31
APPCA0511-478	Amazon Capital Services	5/11/2021	5.37
APPCA0511-479	Amazon Capital Services	5/11/2021	43.09

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-480	Amazon Capital Services	5/11/2021	22.35
APPCA0511-481	Amazon Capital Services	5/11/2021	42.56
APPCA0511-482	Amazon Capital Services	5/11/2021	54.07
APPCA0511-483	Amazon Capital Services	5/11/2021	47.38
APPCA0511-484	Amazon Capital Services	5/11/2021	48.48
APPCA0511-485	Amazon Capital Services	5/11/2021	17.21
APPCA0511-486	Amazon Capital Services	5/11/2021	171.31
APPCA0511-487	Amazon Capital Services	5/11/2021	46.30
APPCA0511-488	Amazon Capital Services	5/11/2021	30.12
APPCA0511-489	Amazon Capital Services	5/11/2021	4.10
APPCA0511-490	Amazon Capital Services	5/11/2021	37.91
APPCA0511-491	Amazon Capital Services	5/11/2021	23.77
APPCA0511-492	Amazon Capital Services	5/11/2021	6.45
APPCA0511-493	Amazon Capital Services	5/11/2021	38.94
APPCA0511-494	Amazon Capital Services	5/11/2021	40.98
APPCA0511-495	Amazon Capital Services	5/11/2021	35.46
APPCA0511-496	Amazon Capital Services	5/11/2021	25.98
APPCA0511-497	Amazon Capital Services	5/11/2021	18.91
APPCA0511-498	Amazon Capital Services	5/11/2021	17.47
APPCA0511-499	Amazon Capital Services	5/11/2021	3.61
APPCA0511-500	Amazon Capital Services	5/11/2021	12.92
APPCA0511-501	Amazon Capital Services	5/11/2021	168.68
APPCA0511-502	Amazon Capital Services	5/11/2021	14.89
APPCA0511-503	Amazon Capital Services	5/11/2021	35.63
APPCA0511-504	Amazon Capital Services	5/11/2021	18.48
APPCA0511-505	Amazon Capital Services	5/11/2021	23.01
APPCA0511-506	Amazon Capital Services	5/11/2021	35.10
APPCA0511-507	Amazon Capital Services	5/11/2021	24.38
APPCA0511-508	Amazon Capital Services	5/11/2021	35.46
APPCA0511-509	Amazon Capital Services	5/11/2021	18.39
APPCA0511-510	Amazon Capital Services	5/11/2021	15.52
APPCA0511-511	Amazon Capital Services	5/11/2021	24.77
APPCA0511-512	Amazon Capital Services	5/11/2021	18.93
APPCA0511-513	Amazon Capital Services	5/11/2021	29.07
APPCA0511-514	Amazon Capital Services	5/11/2021	20.47
APPCA0511-515	Amazon Capital Services	5/11/2021	18.31
APPCA0511-516	Amazon Capital Services	5/11/2021	156.84
APPCA0511-517	Amazon Capital Services	5/11/2021	17.12
APPCA0511-518	Amazon Capital Services	5/11/2021	29.60
APPCA0511-519	Amazon Capital Services	5/11/2021	39.84
APPCA0511-520	Amazon Capital Services	5/11/2021	236.56
APPCA0511-521	Amazon Capital Services	5/11/2021	24.09

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-522	Amazon Capital Services	5/11/2021	31.23
APPCA0511-523	Amazon Capital Services	5/11/2021	27.13
APPCA0511-524	Amazon Capital Services	5/11/2021	14.00
APPCA0511-525	Amazon Capital Services	5/11/2021	12.55
APPCA0511-526	Amazon Capital Services	5/11/2021	14.97
APPCA0511-527	Amazon Capital Services	5/11/2021	35.65
APPCA0511-528	Amazon Capital Services	5/11/2021	35.50
APPCA0511-529	Amazon Capital Services	5/11/2021	39.77
APPCA0511-530	Amazon Capital Services	5/11/2021	35.44
APPCA0511-531	Amazon Capital Services	5/11/2021	26.93
APPCA0511-532	Amazon Capital Services	5/11/2021	14.98
APPCA0511-533	Amazon Capital Services	5/11/2021	39.84
APPCA0511-534	Amazon Capital Services	5/11/2021	5.06
APPCA0511-535	Amazon Capital Services	5/11/2021	24.37
APPCA0511-536	Amazon Capital Services	5/11/2021	17.86
APPCA0511-537	Amazon Capital Services	5/11/2021	326.13
APPCA0511-538	Amazon Capital Services	5/11/2021	26.19
APPCA0511-539	Amazon Capital Services	5/11/2021	58.72
APPCA0511-540	Amazon Capital Services	5/11/2021	23.87
APPCA0511-541	Amazon Capital Services	5/11/2021	13.55
APPCA0511-542	Amazon Capital Services	5/11/2021	31.06
APPCA0511-543	Amazon Capital Services	5/11/2021	36.63
APPCA0511-544	Amazon Capital Services	5/11/2021	127.77
APPCA0511-545	Amazon Capital Services	5/11/2021	30.16
APPCA0511-546	Amazon Capital Services	5/11/2021	35.55
APPCA0511-547	Amazon Capital Services	5/11/2021	24.99
APPCA0511-548	Amazon Capital Services	5/11/2021	30.16
APPCA0511-549	Amazon Capital Services	5/11/2021	101.29
APPCA0511-550	Amazon Capital Services	5/11/2021	19.51
APPCA0511-551	Amazon Capital Services	5/11/2021	20.56
APPCA0511-552	Amazon Capital Services	5/11/2021	47.21
APPCA0511-553	Amazon Capital Services	5/11/2021	6.70
APPCA0511-554	Amazon Capital Services	5/11/2021	25.54
APPCA0511-555	Amazon Capital Services	5/11/2021	6.08
APPCA0511-556	Amazon Capital Services	5/11/2021	6.45
APPCA0511-557	Amazon Capital Services	5/11/2021	43.09
APPCA0511-558	Amazon Capital Services	5/11/2021	39.79
APPCA0511-559	Amazon Capital Services	5/11/2021	43.07
APPCA0511-560	Amazon Capital Services	5/11/2021	25.18
APPCA0511-561	Amazon Capital Services	5/11/2021	46.41
APPCA0511-562	Amazon Capital Services	5/11/2021	30.42
APPCA0511-563	Amazon Capital Services	5/11/2021	35.20

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-564	Amazon Capital Services	5/11/2021	14.00
APPCA0511-565	Amazon Capital Services	5/11/2021	117.71
APPCA0511-566	Amazon Capital Services	5/11/2021	19.38
APPCA0511-567	Amazon Capital Services	5/11/2021	4.95
APPCA0511-568	Amazon Capital Services	5/11/2021	25.86
APPCA0511-569	Amazon Capital Services	5/11/2021	19.72
APPCA0511-570	Amazon Capital Services	5/11/2021	33.83
APPCA0511-571	Amazon Capital Services	5/11/2021	29.18
APPCA0511-572	Amazon Capital Services	5/11/2021	24.95
APPCA0511-573	Amazon Capital Services	5/11/2021	32.46
APPCA0511-574	Amazon Capital Services	5/11/2021	30.25
APPCA0511-575	Amazon Capital Services	5/11/2021	32.31
APPCA0511-576	Amazon Capital Services	5/11/2021	29.49
APPCA0511-577	Amazon Capital Services	5/11/2021	28.67
APPCA0511-578	Amazon Capital Services	5/11/2021	29.85
APPCA0511-579	Amazon Capital Services	5/11/2021	21.50
APPCA0511-580	Amazon Capital Services	5/11/2021	15.14
APPCA0511-581	Amazon Capital Services	5/11/2021	16.27
APPCA0511-582	Amazon Capital Services	5/11/2021	25.54
APPCA0511-583	Amazon Capital Services	5/11/2021	33.16
APPCA0511-584	Amazon Capital Services	5/11/2021	45.82
APPCA0511-585	Amazon Capital Services	5/11/2021	46.29
APPCA0511-586	Amazon Capital Services	5/11/2021	26.43
APPCA0511-587	Amazon Capital Services	5/11/2021	19.92
APPCA0511-588	Amazon Capital Services	5/11/2021	38.87
APPCA0511-589	Amazon Capital Services	5/11/2021	6.27
APPCA0511-590	Amazon Capital Services	5/11/2021	36.61
APPCA0511-591	Amazon Capital Services	5/11/2021	4.08
APPCA0511-592	Amazon Capital Services	5/11/2021	15.53
APPCA0511-593	Amazon Capital Services	5/11/2021	53.40
APPCA0511-594	Amazon Capital Services	5/11/2021	157.18
APPCA0511-595	Amazon Capital Services	5/11/2021	30.06
APPCA0511-596	Amazon Capital Services	5/11/2021	6.01
APPCA0511-597	Amazon Capital Services	5/11/2021	39.17
APPCA0511-598	Amazon Capital Services	5/11/2021	21.64
APPCA0511-599	Amazon Capital Services	5/11/2021	35.20
APPCA0511-600	Amazon Capital Services	5/11/2021	107.88
APPCA0511-601	Amazon Capital Services	5/11/2021	12.11
APPCA0511-602	Amazon Capital Services	5/11/2021	22.72
APPCA0511-603	Amazon Capital Services	5/11/2021	17.44
APPCA0511-604	Amazon Capital Services	5/11/2021	10.75
APPCA0511-605	Amazon Capital Services	5/11/2021	43.91

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-606	Amazon Capital Services	5/11/2021	107.74
APPCA0511-607	Amazon Capital Services	5/11/2021	17.77
APPCA0511-608	Amazon Capital Services	5/11/2021	18.83
APPCA0511-609	Amazon Capital Services	5/11/2021	44.72
APPCA0511-610	Amazon Capital Services	5/11/2021	5.37
APPCA0511-611	Amazon Capital Services	5/11/2021	138.59
APPCA0511-612	Amazon Capital Services	5/11/2021	28.52
APPCA0511-613	Amazon Capital Services	5/11/2021	56.36
APPCA0511-614	Amazon Capital Services	5/11/2021	4.32
APPCA0511-615	Amazon Capital Services	5/11/2021	10.72
APPCA0511-616	Amazon Capital Services	5/11/2021	20.43
APPCA0511-617	Amazon Capital Services	5/11/2021	37.93
APPCA0511-618	Amazon Capital Services	5/11/2021	21.18
APPCA0511-619	Amazon Capital Services	5/11/2021	30.99
APPCA0511-620	Amazon Capital Services	5/11/2021	14.20
APPCA0511-621	Amazon Capital Services	5/11/2021	14.22
APPCA0511-622	Amazon Capital Services	5/11/2021	21.47
APPCA0511-623	Amazon Capital Services	5/11/2021	128.75
APPCA0511-624	Amazon Capital Services	5/11/2021	10.76
APPCA0511-625	Amazon Capital Services	5/11/2021	37.84
APPCA0511-626	Amazon Capital Services	5/11/2021	29.04
APPCA0511-627	Amazon Capital Services	5/11/2021	32.28
APPCA0511-628	Amazon Capital Services	5/11/2021	14.37
APPCA0511-629	Amazon Capital Services	5/11/2021	18.33
APPCA0511-630	Amazon Capital Services	5/11/2021	14.16
APPCA0511-631	Amazon Capital Services	5/11/2021	44.83
APPCA0511-632	Amazon Capital Services	5/11/2021	38.23
APPCA0511-633	Amazon Capital Services	5/11/2021	6.08
APPCA0511-634	Amazon Capital Services	5/11/2021	16.15
APPCA0511-635	Amazon Capital Services	5/11/2021	18.31
APPCA0511-636	Amazon Capital Services	5/11/2021	32.83
APPCA0511-637	Amazon Capital Services	5/11/2021	18.31
APPCA0511-638	Amazon Capital Services	5/11/2021	27.84
APPCA0511-639	Amazon Capital Services	5/11/2021	53.80
APPCA0511-640	Amazon Capital Services	5/11/2021	10.84
APPCA0511-641	Amazon Capital Services	5/11/2021	5.38
APPCA0511-642	Amazon Capital Services	5/11/2021	27.10
APPCA0511-643	Amazon Capital Services	5/11/2021	55.98
APPCA0511-644	Amazon Capital Services	5/11/2021	49.79
APPCA0511-645	Amazon Capital Services	5/11/2021	37.17
APPCA0511-646	Amazon Capital Services	5/11/2021	130.54
APPCA0511-647	Amazon Capital Services	5/11/2021	115.70

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-648	Amazon Capital Services	5/11/2021	105.33
APPCA0511-649	Amazon Capital Services	5/11/2021	18.95
APPCA0511-650	Amazon Capital Services	5/11/2021	10.76
APPCA0511-651	Amazon Capital Services	5/11/2021	5.33
APPCA0511-652	Amazon Capital Services	5/11/2021	10.76
APPCA0511-653	Amazon Capital Services	5/11/2021	20.46
APPCA0511-654	Amazon Capital Services	5/11/2021	21.54
APPCA0511-655	Amazon Capital Services	5/11/2021	43.40
APPCA0511-656	Amazon Capital Services	5/11/2021	35.54
APPCA0511-657	Amazon Capital Services	5/11/2021	58.12
APPCA0511-658	Amazon Capital Services	5/11/2021	31.48
APPCA0511-659	Amazon Capital Services	5/11/2021	51.17
APPCA0511-660	Amazon Capital Services	5/11/2021	40.93
APPCA0511-661	Amazon Capital Services	5/11/2021	14.00
APPCA0511-662	Amazon Capital Services	5/11/2021	57.08
APPCA0511-663	Amazon Capital Services	5/11/2021	6.43
APPCA0511-664	Amazon Capital Services	5/11/2021	48.67
APPCA0511-665	Amazon Capital Services	5/11/2021	45.98
APPCA0511-666	Amazon Capital Services	5/11/2021	49.59
APPCA0511-667	Amazon Capital Services	5/11/2021	48.71
APPCA0511-668	Amazon Capital Services	5/11/2021	43.10
APPCA0511-669	Amazon Capital Services	5/11/2021	4.21
APPCA0511-670	Amazon Capital Services	5/11/2021	29.49
APPCA0511-671	Amazon Capital Services	5/11/2021	17.49
APPCA0511-672	Amazon Capital Services	5/11/2021	51.01
APPCA0511-673	Amazon Capital Services	5/11/2021	20.35
APPCA0511-674	Amazon Capital Services	5/11/2021	20.99
APPCA0511-675	Amazon Capital Services	5/11/2021	16.47
APPCA0511-676	Amazon Capital Services	5/11/2021	6.73
APPCA0511-677	Amazon Capital Services	5/11/2021	58.18
APPCA0511-678	Amazon Capital Services	5/11/2021	105.58
APPCA0511-679	Amazon Capital Services	5/11/2021	15.14
APPCA0511-680	Amazon Capital Services	5/11/2021	3.98
APPCA0511-681	Amazon Capital Services	5/11/2021	35.02
APPCA0511-682	Amazon Capital Services	5/11/2021	311.40
APPCA0511-683	Amazon Capital Services	5/11/2021	106.63
APPCA0511-684	Amazon Capital Services	5/11/2021	161.56
APPCA0511-685	Amazon Capital Services	5/11/2021	44.22
APPCA0511-686	Amazon Capital Services	5/11/2021	46.19
APPCA0511-687	Amazon Capital Services	5/11/2021	29.06
APPCA0511-688	Amazon Capital Services	5/11/2021	5.38
APPCA0511-689	Amazon Capital Services	5/11/2021	57.33

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-690	Amazon Capital Services	5/11/2021	29.35
APPCA0511-691	Amazon Capital Services	5/11/2021	27.80
APPCA0511-692	Amazon Capital Services	5/11/2021	15.95
APPCA0511-693	Amazon Capital Services	5/11/2021	24.11
APPCA0511-694	Amazon Capital Services	5/11/2021	23.12
APPCA0511-695	Amazon Capital Services	5/11/2021	58.49
APPCA0511-696	Amazon Capital Services	5/11/2021	18.50
APPCA0511-697	Amazon Capital Services	5/11/2021	23.69
APPCA0511-698	Amazon Capital Services	5/11/2021	16.15
APPCA0511-699	Amazon Capital Services	5/11/2021	11.85
APPCA0511-700	Amazon Capital Services	5/11/2021	139.95
APPCA0511-701	Amazon Capital Services	5/11/2021	24.75
APPCA0511-702	Amazon Capital Services	5/11/2021	32.36
APPCA0511-703	Amazon Capital Services	5/11/2021	17.88
APPCA0511-704	Amazon Capital Services	5/11/2021	17.21
APPCA0511-705	Amazon Capital Services	5/11/2021	121.23
APPCA0511-706	Amazon Capital Services	5/11/2021	300.62
APPCA0511-707	Amazon Capital Services	5/11/2021	18.26
APPCA0511-708	Amazon Capital Services	5/11/2021	20.65
APPCA0511-709	Amazon Capital Services	5/11/2021	27.18
APPCA0511-710	Amazon Capital Services	5/11/2021	33.38
APPCA0511-711	Amazon Capital Services	5/11/2021	15.80
APPCA0511-712	Amazon Capital Services	5/11/2021	184.24
APPCA0511-713	Amazon Capital Services	5/11/2021	15.54
APPCA0511-714	Amazon Capital Services	5/11/2021	193.94
APPCA0511-715	Amazon Capital Services	5/11/2021	17.06
APPCA0511-716	Amazon Capital Services	5/11/2021	15.14
APPCA0511-717	Amazon Capital Services	5/11/2021	26.52
APPCA0511-718	Amazon Capital Services	5/11/2021	31.32
APPCA0511-719	Amazon Capital Services	5/11/2021	37.69
APPCA0511-720	Amazon Capital Services	5/11/2021	43.10
APPCA0511-721	Amazon Capital Services	5/11/2021	26.83
APPCA0511-722	Amazon Capital Services	5/11/2021	14.20
APPCA0511-723	Amazon Capital Services	5/11/2021	34.86
APPCA0511-724	Amazon Capital Services	5/11/2021	45.17
APPCA0511-725	Amazon Capital Services	5/11/2021	16.23
APPCA0511-726	Amazon Capital Services	5/11/2021	34.47
APPCA0511-727	Amazon Capital Services	5/11/2021	35.36
APPCA0511-728	Amazon Capital Services	5/11/2021	41.60
APPCA0511-729	Amazon Capital Services	5/11/2021	19.56
APPCA0511-730	Amazon Capital Services	5/11/2021	18.26
APPCA0511-731	Amazon Capital Services	5/11/2021	117.21

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-732	Amazon Capital Services	5/11/2021	12.92
APPCA0511-733	Amazon Capital Services	5/11/2021	32.83
APPCA0511-734	Amazon Capital Services	5/11/2021	3.17
APPCA0511-735	Amazon Capital Services	5/11/2021	26.50
APPCA0511-736	Amazon Capital Services	5/11/2021	30.44
APPCA0511-737	Amazon Capital Services	5/11/2021	11.19
APPCA0511-738	Amazon Capital Services	5/11/2021	45.13
APPCA0511-739	Amazon Capital Services	5/11/2021	21.20
APPCA0511-740	Amazon Capital Services	5/11/2021	6.45
APPCA0511-741	Amazon Capital Services	5/11/2021	20.43
APPCA0511-742	Amazon Capital Services	5/11/2021	22.89
APPCA0511-743	Amazon Capital Services	5/11/2021	49.45
APPCA0511-744	Amazon Capital Services	5/11/2021	19.69
APPCA0511-745	Amazon Capital Services	5/11/2021	31.30
APPCA0511-746	Amazon Capital Services	5/11/2021	157.18
APPCA0511-747	Amazon Capital Services	5/11/2021	152.56
APPCA0511-748	Amazon Capital Services	5/11/2021	30.16
APPCA0511-749	Amazon Capital Services	5/11/2021	12.84
APPCA0511-750	Amazon Capital Services	5/11/2021	40.06
APPCA0511-751	Amazon Capital Services	5/11/2021	28.67
APPCA0511-752	Amazon Capital Services	5/11/2021	15.14
APPCA0511-753	Amazon Capital Services	5/11/2021	14.32
APPCA0511-754	Amazon Capital Services	5/11/2021	13.46
APPCA0511-755	Amazon Capital Services	5/11/2021	10.76
APPCA0511-756	Amazon Capital Services	5/11/2021	43.26
APPCA0511-757	Amazon Capital Services	5/11/2021	49.79
APPCA0511-758	Amazon Capital Services	5/11/2021	59.53
APPCA0511-759	Amazon Capital Services	5/11/2021	5.38
APPCA0511-760	Amazon Capital Services	5/11/2021	29.31
APPCA0511-761	Amazon Capital Services	5/11/2021	46.68
APPCA0511-762	Amazon Capital Services	5/11/2021	40.11
APPCA0511-763	Amazon Capital Services	5/11/2021	49.26
APPCA0511-764	Amazon Capital Services	5/11/2021	46.45
APPCA0511-765	Amazon Capital Services	5/11/2021	5.38
APPCA0511-766	Amazon Capital Services	5/11/2021	53.59
APPCA0511-767	Amazon Capital Services	5/11/2021	51.57
APPCA0511-768	Amazon Capital Services	5/11/2021	50.60
APPCA0511-769	Amazon Capital Services	5/11/2021	48.96
APPCA0511-770	Amazon Capital Services	5/11/2021	16.22
APPCA0511-771	Amazon Capital Services	5/11/2021	30.14
APPCA0511-772	Amazon Capital Services	5/11/2021	13.47
APPCA0511-773	Amazon Capital Services	5/11/2021	53.79

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-774	Amazon Capital Services	5/11/2021	17.77
APPCA0511-775	Amazon Capital Services	5/11/2021	10.02
APPCA0511-776	Amazon Capital Services	5/11/2021	29.95
APPCA0511-777	Amazon Capital Services	5/11/2021	6.15
APPCA0511-778	Amazon Capital Services	5/11/2021	3.61
APPCA0511-779	Amazon Capital Services	5/11/2021	25.53
APPCA0511-780	Amazon Capital Services	5/11/2021	53.62
APPCA0511-781	Amazon Capital Services	5/11/2021	32.61
APPCA0511-782	Amazon Capital Services	5/11/2021	32.31
APPCA0511-783	Amazon Capital Services	5/11/2021	177.13
APPCA0511-784	Amazon Capital Services	5/11/2021	53.69
APPCA0511-785	Amazon Capital Services	5/11/2021	13.67
APPCA0511-786	Amazon Capital Services	5/11/2021	13.98
APPCA0511-787	Amazon Capital Services	5/11/2021	28.98
APPCA0511-788	Amazon Capital Services	5/11/2021	48.50
APPCA0511-789	Amazon Capital Services	5/11/2021	16.26
APPCA0511-790	Amazon Capital Services	5/11/2021	38.20
APPCA0511-791	Amazon Capital Services	5/11/2021	48.69
APPCA0511-792	Amazon Capital Services	5/11/2021	14.06
APPCA0511-793	Amazon Capital Services	5/11/2021	33.80
APPCA0511-794	Amazon Capital Services	5/11/2021	42.78
APPCA0511-795	Amazon Capital Services	5/11/2021	32.46
APPCA0511-796	Amazon Capital Services	5/11/2021	32.53
APPCA0511-797	Amazon Capital Services	5/11/2021	19.38
APPCA0511-798	Amazon Capital Services	5/11/2021	17.65
APPCA0511-799	Amazon Capital Services	5/11/2021	37.69
APPCA0511-800	Amazon Capital Services	5/11/2021	35.15
APPCA0511-801	Amazon Capital Services	5/11/2021	32.31
APPCA0511-802	Amazon Capital Services	5/11/2021	18.74
APPCA0511-803	Amazon Capital Services	5/11/2021	36.62
APPCA0511-804	Amazon Capital Services	5/11/2021	28.53
APPCA0511-805	Amazon Capital Services	5/11/2021	37.77
APPCA0511-806	Amazon Capital Services	5/11/2021	24.64
APPCA0511-807	Amazon Capital Services	5/11/2021	27.18
APPCA0511-808	Amazon Capital Services	5/11/2021	30.30
APPCA0511-809	Amazon Capital Services	5/11/2021	21.53
APPCA0511-810	Amazon Capital Services	5/11/2021	134.32
APPCA0511-811	Amazon Capital Services	5/11/2021	34.98
APPCA0511-812	Amazon Capital Services	5/11/2021	17.31
APPCA0511-813	Amazon Capital Services	5/11/2021	23.65
APPCA0511-814	Amazon Capital Services	5/11/2021	37.82
APPCA0511-815	Amazon Capital Services	5/11/2021	28.81

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-816	Amazon Capital Services	5/11/2021	48.25
APPCA0511-817	Amazon Capital Services	5/11/2021	52.71
APPCA0511-818	Amazon Capital Services	5/11/2021	248.90
APPCA0511-819	Amazon Capital Services	5/11/2021	50.61
APPCA0511-820	Amazon Capital Services	5/11/2021	24.77
APPCA0511-821	Amazon Capital Services	5/11/2021	21.54
APPCA0511-822	Amazon Capital Services	5/11/2021	16.42
APPCA0511-823	Amazon Capital Services	5/11/2021	18.54
APPCA0511-824	Amazon Capital Services	5/11/2021	20.98
APPCA0511-825	Amazon Capital Services	5/11/2021	17.23
APPCA0511-826	Amazon Capital Services	5/11/2021	28.84
APPCA0511-827	Amazon Capital Services	5/11/2021	12.92
APPCA0511-828	Amazon Capital Services	5/11/2021	20.31
APPCA0511-829	Amazon Capital Services	5/11/2021	16.60
APPCA0511-830	Amazon Capital Services	5/11/2021	35.20
APPCA0511-831	Amazon Capital Services	5/11/2021	21.41
APPCA0511-832	Amazon Capital Services	5/11/2021	147.48
APPCA0511-833	Amazon Capital Services	5/11/2021	18.31
APPCA0511-834	Amazon Capital Services	5/11/2021	26.92
APPCA0511-835	Amazon Capital Services	5/11/2021	24.21
APPCA0511-836	Amazon Capital Services	5/11/2021	16.15
APPCA0511-837	Amazon Capital Services	5/11/2021	19.40
APPCA0511-838	Amazon Capital Services	5/11/2021	23.16
APPCA0511-839	Amazon Capital Services	5/11/2021	12.73
APPCA0511-840	Amazon Capital Services	5/11/2021	23.45
APPCA0511-841	Amazon Capital Services	5/11/2021	34.99
APPCA0511-842	Amazon Capital Services	5/11/2021	49.36
APPCA0511-843	Amazon Capital Services	5/11/2021	23.36
APPCA0511-844	Amazon Capital Services	5/11/2021	38.87
APPCA0511-845	Amazon Capital Services	5/11/2021	39.76
APPCA0511-846	Amazon Capital Services	5/11/2021	11.98
APPCA0511-847	Amazon Capital Services	5/11/2021	28.69
APPCA0511-848	Amazon Capital Services	5/11/2021	58.60
APPCA0511-849	Amazon Capital Services	5/11/2021	25.84
APPCA0511-850	Amazon Capital Services	5/11/2021	54.31
APPCA0511-851	Amazon Capital Services	5/11/2021	10.23
APPCA0511-852	Amazon Capital Services	5/11/2021	43.49
APPCA0511-853	Amazon Capital Services	5/11/2021	45.11
APPCA0511-854	Amazon Capital Services	5/11/2021	15.07
APPCA0511-855	Amazon Capital Services	5/11/2021	34.82
APPCA0511-856	Amazon Capital Services	5/11/2021	41.75
APPCA0511-857	Amazon Capital Services	5/11/2021	48.24

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0511-858	Amazon Capital Services	5/11/2021	395.85
APPCA0511-859	Amazon Capital Services	5/11/2021	31.12
APPCA0511-860	Amazon Capital Services	5/11/2021	52.13
APPCA0511-861	Amazon Capital Services	5/11/2021	4.30
APPCA0511-862	Amazon Capital Services	5/11/2021	14.51
APPCA0511-863	Amazon Capital Services	5/11/2021	30.16
APPCA0511-864	Amazon Capital Services	5/11/2021	44.37
APPCA0511-865	Amazon Capital Services	5/11/2021	11.44
APPCA0511-866	Amazon Capital Services	5/11/2021	6.45
APPCA0511-867	Amazon Capital Services	5/11/2021	18.48
APPCA0511-868	Amazon Capital Services	5/11/2021	39.29
APPCA0511-869	Amazon Capital Services	5/11/2021	28.87
APPCA0511-870	Amazon Capital Services	5/11/2021	37.71
APPCA0511-871	Amazon Capital Services	5/11/2021	48.14
APPCA0511-872	Amazon Capital Services	5/11/2021	23.21
APPCA0511-873	Amazon Capital Services	5/11/2021	20.85
APPCA0511-874	Amazon Capital Services	5/11/2021	14.00
APPCA0511-875	Amazon Capital Services	5/11/2021	21.54
APPCA0511-876	Amazon Capital Services	5/11/2021	33.29
APPCA0511-877	Amazon Capital Services	5/11/2021	36.25
APPCA0511-878	Amazon Capital Services	5/11/2021	12.98
APPCA0511-879	Amazon Capital Services	5/11/2021	14.51
APPCA0511-880	Amazon Capital Services	5/11/2021	35.77
APPCA0511-881	Amazon Capital Services	5/11/2021	38.05
APPCA0511-882	Amazon Capital Services	5/11/2021	32.98
APPCA0511-883	Amazon Capital Services	5/11/2021	29.18
APPCA0511-884	Amazon Capital Services	5/11/2021	12.97
APPCA0511-885	Amazon Capital Services	5/11/2021	21.53
APPCA0511-886	Amazon Capital Services	5/11/2021	4.10
APPCA0511-887	Amazon Capital Services	5/11/2021	23.79
APPCA0511-888	Amazon Capital Services	5/11/2021	42.84
APPCA0511-889	Amazon Capital Services	5/11/2021	56.47
APPCA0511-890	Amazon Capital Services	5/11/2021	38.18
APPCA0511-891	Amazon Capital Services	5/11/2021	37.02
APPCA0511-892	Amazon Capital Services	5/11/2021	17.27
APPCA0511-893	Amazon Capital Services	5/11/2021	16.30
APPCA0511-894	Amazon Capital Services	5/11/2021	42.01
APPCA0511-895	Amazon Capital Services	5/11/2021	6.45
APPCA0511-896	Amazon Capital Services	5/11/2021	19.38
APPCA0511-897	Amazon Capital Services	5/11/2021	23.54
APPCA0513-301	Amazon Capital Services	5/13/2021	31.33
APPCA0513-302	Amazon Capital Services	5/13/2021	8.55

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0513-303	Amazon Capital Services	5/13/2021	5.38
APPCA0513-304	Amazon Capital Services	5/13/2021	33.53
APPCA0513-305	Amazon Capital Services	5/13/2021	52.41
APPCA0513-306	Amazon Capital Services	5/13/2021	32.60
APPCA0513-307	Amazon Capital Services	5/13/2021	57.21
APPCA0513-308	Amazon Capital Services	5/13/2021	38.11
APPCA0513-309	Amazon Capital Services	5/13/2021	58.79
APPCA0513-310	Amazon Capital Services	5/13/2021	8.51
APPCA0513-311	Amazon Capital Services	5/13/2021	18.26
APPCA0513-312	Amazon Capital Services	5/13/2021	47.77
APPCA0513-313	Amazon Capital Services	5/13/2021	17.99
APPCA0513-314	Amazon Capital Services	5/13/2021	7.74
APPCA0513-315	Amazon Capital Services	5/13/2021	19.36
APPCA0513-316	Amazon Capital Services	5/13/2021	18.91
APPCA0513-317	Amazon Capital Services	5/13/2021	19.06
APPCA0513-318	Amazon Capital Services	5/13/2021	19.38
APPCA0513-319	Amazon Capital Services	5/13/2021	20.46
APPCA0513-320	Amazon Capital Services	5/13/2021	19.47
APPCA0513-321	Amazon Capital Services	5/13/2021	46.52
APPCA0513-322	Amazon Capital Services	5/13/2021	17.30
APPCA0513-323	Amazon Capital Services	5/13/2021	47.95
APPCA0513-324	Amazon Capital Services	5/13/2021	4.86
APPCA0513-325	Amazon Capital Services	5/13/2021	4.41
APPCA0513-326	Amazon Capital Services	5/13/2021	7.53
APPCA0513-327	Amazon Capital Services	5/13/2021	9.69
APPCA0513-328	Amazon Capital Services	5/13/2021	51.94
APPCA0513-329	Amazon Capital Services	5/13/2021	193.83
APPCA0513-330	Amazon Capital Services	5/13/2021	5.14
APPCA0513-331	Amazon Capital Services	5/13/2021	70.54
APPCA0513-332	Amazon Capital Services	5/13/2021	21.54
APPCA0513-333	Amazon Capital Services	5/13/2021	6.45
APPCA0513-334	Amazon Capital Services	5/13/2021	9.97
APPCA0513-335	Amazon Capital Services	5/13/2021	87.20
APPCA0513-336	Amazon Capital Services	5/13/2021	28.49
APPCA0513-337	Amazon Capital Services	5/13/2021	18.05
APPCA0513-338	Amazon Capital Services	5/13/2021	21.69
APPCA0513-339	Amazon Capital Services	5/13/2021	44.52
APPCA0513-340	Amazon Capital Services	5/13/2021	28.25
APPCA0513-341	Amazon Capital Services	5/13/2021	8.57
APPCA0513-342	Amazon Capital Services	5/13/2021	18.98
APPCA0513-343	Amazon Capital Services	5/13/2021	181.84
APPCA0513-344	Amazon Capital Services	5/13/2021	18.71

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0513-345	Amazon Capital Services	5/13/2021	19.38
APPCA0513-346	Amazon Capital Services	5/13/2021	20.96
APPCA0513-347	Amazon Capital Services	5/13/2021	87.23
APPCA0513-348	Amazon Capital Services	5/13/2021	24.92
APPCA0513-349	Amazon Capital Services	5/13/2021	40.88
APPCA0513-350	Amazon Capital Services	5/13/2021	18.09
APPCA0513-351	Amazon Capital Services	5/13/2021	276.34
APPCA0513-352	Amazon Capital Services	5/13/2021	17.23
APPCA0513-353	Amazon Capital Services	5/13/2021	21.53
APPCA0513-354	Amazon Capital Services	5/13/2021	20.65
APPCA0513-355	Amazon Capital Services	5/13/2021	18.09
APPCA0513-356	Amazon Capital Services	5/13/2021	19.51
APPCA0513-357	Amazon Capital Services	5/13/2021	18.48
APPCA0513-358	Amazon Capital Services	5/13/2021	20.68
APPCA0513-359	Amazon Capital Services	5/13/2021	46.62
APPCA0513-360	Amazon Capital Services	5/13/2021	19.10
APPCA0513-361	Amazon Capital Services	5/13/2021	20.56
APPCA0513-362	Amazon Capital Services	5/13/2021	18.71
APPCA0513-363	Amazon Capital Services	5/13/2021	38.76
APPCA0513-364	Amazon Capital Services	5/13/2021	28.82
APPCA0513-365	Amazon Capital Services	5/13/2021	23.00
APPCA0513-366	Amazon Capital Services	5/13/2021	27.32
APPCA0513-367	Amazon Capital Services	5/13/2021	96.96
APPCA0513-368	Amazon Capital Services	5/13/2021	48.88
APPCA0513-369	Amazon Capital Services	5/13/2021	63.76
APPCA0513-370	Amazon Capital Services	5/13/2021	17.82
APPCA0513-371	Amazon Capital Services	5/13/2021	58.34
APPCA0513-372	Amazon Capital Services	5/13/2021	50.49
APPCA0513-373	Amazon Capital Services	5/13/2021	49.87
APPCA0513-374	Amazon Capital Services	5/13/2021	31.24
APPCA0513-375	Amazon Capital Services	5/13/2021	96.29
APPCA0513-376	Amazon Capital Services	5/13/2021	26.37
APPCA0513-377	Amazon Capital Services	5/13/2021	37.62
APPCA0513-378	Amazon Capital Services	5/13/2021	271.86
APPCA0513-379	Amazon Capital Services	5/13/2021	26.47
APPCA0513-380	Amazon Capital Services	5/13/2021	19.18
APPCA0513-381	Amazon Capital Services	5/13/2021	80.59
APPCA0513-382	Amazon Capital Services	5/13/2021	82.51
APPCA0513-383	Amazon Capital Services	5/13/2021	74.00
APPCA0513-384	Amazon Capital Services	5/13/2021	6.45
APPCA0513-385	Amazon Capital Services	5/13/2021	55.26
APPCA0513-386	Amazon Capital Services	5/13/2021	5.29

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0513-387	Amazon Capital Services	5/13/2021	61.21
APPCA0513-388	Amazon Capital Services	5/13/2021	22.38
APPCA0513-389	Amazon Capital Services	5/13/2021	64.98
APPCA0513-390	Amazon Capital Services	5/13/2021	8.69
APPCA0513-391	Amazon Capital Services	5/13/2021	20.47
APPCA0513-392	Amazon Capital Services	5/13/2021	66.33
APPCA0513-393	Amazon Capital Services	5/13/2021	187.41
APPCA0513-394	Amazon Capital Services	5/13/2021	18.88
APPCA0513-395	Amazon Capital Services	5/13/2021	19.52
APPCA0513-396	Amazon Capital Services	5/13/2021	18.08
APPCA0513-397	Amazon Capital Services	5/13/2021	20.56
APPCA0513-398	Amazon Capital Services	5/13/2021	19.81
APPCA0513-399	Amazon Capital Services	5/13/2021	2.48
APPCA0513-400	Amazon Capital Services	5/13/2021	47.36
APPCA0513-401	Amazon Capital Services	5/13/2021	18.28
APPCA0513-402	Amazon Capital Services	5/13/2021	47.20
APPCA0513-403	Amazon Capital Services	5/13/2021	19.38
APPCA0513-404	Amazon Capital Services	5/13/2021	18.45
APPCA0513-405	Amazon Capital Services	5/13/2021	19.05
APPCA0513-406	Amazon Capital Services	5/13/2021	20.69
APPCA0513-407	Amazon Capital Services	5/13/2021	20.37
APPCA0513-408	Amazon Capital Services	5/13/2021	18.00
APPCA0513-409	Amazon Capital Services	5/13/2021	17.49
APPCA0513-410	Amazon Capital Services	5/13/2021	18.48
APPCA0513-411	Amazon Capital Services	5/13/2021	19.38
APPCA0513-412	Amazon Capital Services	5/13/2021	36.44
APPCA0513-413	Amazon Capital Services	5/13/2021	51.43
APPCA0513-414	Amazon Capital Services	5/13/2021	27.29
APPCA0513-415	Amazon Capital Services	5/13/2021	77.02
APPCA0513-416	Amazon Capital Services	5/13/2021	38.78
APPCA0513-417	Amazon Capital Services	5/13/2021	18.78
APPCA0513-418	Amazon Capital Services	5/13/2021	47.83
APPCA0513-419	Amazon Capital Services	5/13/2021	3.78
APPCA0513-420	Amazon Capital Services	5/13/2021	46.31
APPCA0513-421	Amazon Capital Services	5/13/2021	4.86
APPCA0513-422	Amazon Capital Services	5/13/2021	6.45
APPCA0513-423	Amazon Capital Services	5/13/2021	19.03
APPCA0513-424	Amazon Capital Services	5/13/2021	5.17
APPCA0513-425	Amazon Capital Services	5/13/2021	18.31
APPCA0513-426	Amazon Capital Services	5/13/2021	26.93
APPCA0513-427	Amazon Capital Services	5/13/2021	19.38
APPCA0513-428	Amazon Capital Services	5/13/2021	18.73

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0513-429	Amazon Capital Services	5/13/2021	5.38
APPCA0513-430	Amazon Capital Services	5/13/2021	19.38
APPCA0513-431	Amazon Capital Services	5/13/2021	18.07
APPCA0513-432	Amazon Capital Services	5/13/2021	46.51
APPCA0513-433	Amazon Capital Services	5/13/2021	19.52
APPCA0513-434	Amazon Capital Services	5/13/2021	19.38
APPCA0513-435	Amazon Capital Services	5/13/2021	25.85
APPCA0513-436	Amazon Capital Services	5/13/2021	4.95
APPCA0513-437	Amazon Capital Services	5/13/2021	19.52
APPCA0513-438	Amazon Capital Services	5/13/2021	18.21
APPCA0513-439	Amazon Capital Services	5/13/2021	18.31
APPCA0513-440	Amazon Capital Services	5/13/2021	25.71
APPCA0513-441	Amazon Capital Services	5/13/2021	56.26
APPCA0513-442	Amazon Capital Services	5/13/2021	39.11
APPCA0513-443	Amazon Capital Services	5/13/2021	20.50
APPCA0513-444	Amazon Capital Services	5/13/2021	18.31
APPCA0513-445	Amazon Capital Services	5/13/2021	67.82
APPCA0513-446	Amazon Capital Services	5/13/2021	24.48
APPCA0513-447	Amazon Capital Services	5/13/2021	47.28
APPCA0513-448	Amazon Capital Services	5/13/2021	46.57
APPCA0513-449	Amazon Capital Services	5/13/2021	19.35
APPCA0513-450	Amazon Capital Services	5/13/2021	19.70
APPCA0513-451	Amazon Capital Services	5/13/2021	18.26
APPCA0513-452	Amazon Capital Services	5/13/2021	18.17
APPCA0513-453	Amazon Capital Services	5/13/2021	19.91
APPCA0513-454	Amazon Capital Services	5/13/2021	86.16
APPCA0513-455	Amazon Capital Services	5/13/2021	19.89
APPCA0513-456	Amazon Capital Services	5/13/2021	41.88
APPCA0513-457	Amazon Capital Services	5/13/2021	36.77
APPCA0513-458	Amazon Capital Services	5/13/2021	24.40
APPCA0513-459	Amazon Capital Services	5/13/2021	67.42
APPCA0513-460	Amazon Capital Services	5/13/2021	71.52
APPCA0513-461	Amazon Capital Services	5/13/2021	18.19
APPCA0513-462	Amazon Capital Services	5/13/2021	38.88
APPCA0513-463	Amazon Capital Services	5/13/2021	85.16
APPCA0513-464	Amazon Capital Services	5/13/2021	30.80
APPCA0513-465	Amazon Capital Services	5/13/2021	49.37
APPCA0513-466	Amazon Capital Services	5/13/2021	17.23
APPCA0513-467	Amazon Capital Services	5/13/2021	30.43
APPCA0513-468	Amazon Capital Services	5/13/2021	94.63
APPCA0513-469	Amazon Capital Services	5/13/2021	17.66
APPCA0513-470	Amazon Capital Services	5/13/2021	23.59

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APPCA0513-471	Amazon Capital Services	5/13/2021	19.97
APPCA0513-472	Amazon Capital Services	5/13/2021	8.61
APPCA0513-473	Amazon Capital Services	5/13/2021	47.40
APPCA0513-474	Amazon Capital Services	5/13/2021	7.53
APPCA0513-475	Amazon Capital Services	5/13/2021	49.17
APPCA0513-476	Amazon Capital Services	5/13/2021	55.97
APPCA0513-477	Amazon Capital Services	5/13/2021	18.26
APPCA0513-478	Amazon Capital Services	5/13/2021	19.38
APPCA0513-479	Amazon Capital Services	5/13/2021	2.03
APPCA0513-480	Amazon Capital Services	5/13/2021	20.54
APPCA0513-481	Amazon Capital Services	5/13/2021	18.05
APPCA0513-482	Amazon Capital Services	5/13/2021	18.62
APPCA0513-483	Amazon Capital Services	5/13/2021	20.37
APPCA0513-484	Amazon Capital Services	5/13/2021	5.42
APPCA0513-485	Amazon Capital Services	5/13/2021	19.13
APPCA0513-486	Amazon Capital Services	5/13/2021	20.36
APPCA0513-487	Amazon Capital Services	5/13/2021	20.54
APPCA0513-488	Amazon Capital Services	5/13/2021	18.95
APPCA0513-489	Amazon Capital Services	5/13/2021	24.38
APPCA0513-490	Amazon Capital Services	5/13/2021	17.32
APPCA0513-491	Amazon Capital Services	5/13/2021	51.64
APPCA0513-492	Amazon Capital Services	5/13/2021	43.58
APPCA0513-493	Amazon Capital Services	5/13/2021	43.06
APPCA0513-494	Amazon Capital Services	5/13/2021	4.73
APPCA0513-495	Amazon Capital Services	5/13/2021	31.26
APPCA0513-496	Amazon Capital Services	5/13/2021	21.84
APPCA0513-497	Amazon Capital Services	5/13/2021	17.28
APPCA0513-498	Amazon Capital Services	5/13/2021	322.17
APPCA0513-499	Amazon Capital Services	5/13/2021	46.69
APPCA0513-500	Amazon Capital Services	5/13/2021	6.45
APPCA0513-501	Amazon Capital Services	5/13/2021	49.73
APPCA0513-502	Amazon Capital Services	5/13/2021	180.97
APPCA0513-503	Amazon Capital Services	5/13/2021	53.89
APPCA0513-504	Amazon Capital Services	5/13/2021	17.74
APPCA0513-505	Amazon Capital Services	5/13/2021	71.23
APPCA0513-506	Amazon Capital Services	5/13/2021	7.85
APPCA0513-507	Amazon Capital Services	5/13/2021	46.86
APPCA0513-508	Amazon Capital Services	5/13/2021	42.98
APPCA0513-509	Amazon Capital Services	5/13/2021	22.25
APPCA0513-510	Amazon Capital Services	5/13/2021	21.54
APPCA0513-511	Amazon Capital Services	5/13/2021	43.09
APPCA0513-512	Amazon Capital Services	5/13/2021	17.34

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APPCA0513-513	Amazon Capital Services	5/13/2021	18.20
APPCA0513-514	Amazon Capital Services	5/13/2021	9.32
APPCA0513-515	Amazon Capital Services	5/13/2021	71.06
APPCA0513-516	Amazon Capital Services	5/13/2021	66.41
APPCA0513-517	Amazon Capital Services	5/13/2021	23.64
APPCA0513-518	Amazon Capital Services	5/13/2021	18.30
APPCA0513-519	Amazon Capital Services	5/13/2021	18.33
APPCA0513-520	Amazon Capital Services	5/13/2021	70.95
APPCA0513-521	Amazon Capital Services	5/13/2021	21.64
APPCA0513-522	Amazon Capital Services	5/13/2021	42.97
APPCA0513-523	Amazon Capital Services	5/13/2021	26.93
APPCA0513-524	Amazon Capital Services	5/13/2021	25.07
APPCA0513-525	Amazon Capital Services	5/13/2021	214.42
APPCA0513-526	Amazon Capital Services	5/13/2021	17.95
APPCA0513-527	Amazon Capital Services	5/13/2021	18.31
APPCA0513-528	Amazon Capital Services	5/13/2021	55.57
APPCA0513-529	Amazon Capital Services	5/13/2021	38.41
APPCA0513-530	Amazon Capital Services	5/13/2021	8.18
APPCA0513-531	Amazon Capital Services	5/13/2021	168.24
APPCA0513-532	Amazon Capital Services	5/13/2021	69.33
APPCA0513-533	Amazon Capital Services	5/13/2021	54.13
APPCA0513-534	Amazon Capital Services	5/13/2021	17.38
APPCA0513-535	Amazon Capital Services	5/13/2021	19.56
APPCA0513-536	Amazon Capital Services	5/13/2021	96.93
APPCA0513-537	Amazon Capital Services	5/13/2021	18.31
APPCA0513-538	Amazon Capital Services	5/13/2021	66.36
APPCA0513-539	Amazon Capital Services	5/13/2021	21.54
APPCA0513-540	Amazon Capital Services	5/13/2021	18.31
APPCA0513-541	Amazon Capital Services	5/13/2021	5.48
APPCA0513-542	Amazon Capital Services	5/13/2021	33.35
APPCA0513-543	Amazon Capital Services	5/13/2021	20.45
APPCA0513-544	Amazon Capital Services	5/13/2021	34.01
APPCA0513-545	Amazon Capital Services	5/13/2021	43.35
APPCA0513-546	Amazon Capital Services	5/13/2021	21.98
APPCA0513-547	Amazon Capital Services	5/13/2021	19.34
APPCA0513-548	Amazon Capital Services	5/13/2021	8.29
APPCA0513-549	Amazon Capital Services	5/13/2021	24.77
APPCA0513-550	Amazon Capital Services	5/13/2021	59.66
APPCA0513-551	Amazon Capital Services	5/13/2021	7.77
APPCA0513-552	Amazon Capital Services	5/13/2021	6.34
APPCA0513-553	Amazon Capital Services	5/13/2021	63.79
APPCA0513-554	Amazon Capital Services	5/13/2021	8.69

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0513-555	Amazon Capital Services	5/13/2021	18.86
APPCA0513-556	Amazon Capital Services	5/13/2021	17.38
APPCA0513-557	Amazon Capital Services	5/13/2021	21.87
APPCA0513-558	Amazon Capital Services	5/13/2021	18.26
APPCA0513-559	Amazon Capital Services	5/13/2021	31.13
APPCA0513-560	Amazon Capital Services	5/13/2021	6.41
APPCA0513-561	Amazon Capital Services	5/13/2021	5.48
APPCA0513-562	Amazon Capital Services	5/13/2021	19.16
APPCA0518-1000	Amazon Capital Services	5/18/2021	26.88
APPCA0518-1001	Amazon Capital Services	5/18/2021	21.54
APPCA0518-1002	Amazon Capital Services	5/18/2021	21.52
APPCA0518-1003	Amazon Capital Services	5/18/2021	25.97
APPCA0518-1004	Amazon Capital Services	5/18/2021	19.59
APPCA0518-1005	Amazon Capital Services	5/18/2021	22.08
APPCA0518-1006	Amazon Capital Services	5/18/2021	20.99
APPCA0518-1007	Amazon Capital Services	5/18/2021	22.65
APPCA0518-1008	Amazon Capital Services	5/18/2021	24.89
APPCA0518-1009	Amazon Capital Services	5/18/2021	22.62
APPCA0518-1010	Amazon Capital Services	5/18/2021	24.37
APPCA0518-1011	Amazon Capital Services	5/18/2021	22.34
APPCA0518-1012	Amazon Capital Services	5/18/2021	21.60
APPCA0518-1013	Amazon Capital Services	5/18/2021	21.51
APPCA0518-1014	Amazon Capital Services	5/18/2021	2.69
APPCA0518-1015	Amazon Capital Services	5/18/2021	21.53
APPCA0518-1016	Amazon Capital Services	5/18/2021	22.36
APPCA0518-1017	Amazon Capital Services	5/18/2021	26.02
APPCA0518-1018	Amazon Capital Services	5/18/2021	23.64
APPCA0518-1019	Amazon Capital Services	5/18/2021	21.54
APPCA0518-1020	Amazon Capital Services	5/18/2021	25.72
APPCA0518-1021	Amazon Capital Services	5/18/2021	24.77
APPCA0518-1022	Amazon Capital Services	5/18/2021	26.93
APPCA0518-1023	Amazon Capital Services	5/18/2021	21.60
APPCA0518-1024	Amazon Capital Services	5/18/2021	21.54
APPCA0518-1025	Amazon Capital Services	5/18/2021	20.32
APPCA0518-1026	Amazon Capital Services	5/18/2021	25.94
APPCA0518-1027	Amazon Capital Services	5/18/2021	23.68
APPCA0518-1028	Amazon Capital Services	5/18/2021	217.49
APPCA0518-1029	Amazon Capital Services	5/18/2021	26.17
APPCA0518-1030	Amazon Capital Services	5/18/2021	21.43
APPCA0518-1031	Amazon Capital Services	5/18/2021	23.68
APPCA0518-1032	Amazon Capital Services	5/18/2021	21.74
APPCA0518-1033	Amazon Capital Services	5/18/2021	20.76

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APPCA0518-1034	Amazon Capital Services	5/18/2021	21.52
APPCA0518-1035	Amazon Capital Services	5/18/2021	23.37
APPCA0518-1036	Amazon Capital Services	5/18/2021	22.06
APPCA0518-1037	Amazon Capital Services	5/18/2021	254.29
APPCA0518-1038	Amazon Capital Services	5/18/2021	25.74
APPCA0518-1039	Amazon Capital Services	5/18/2021	24.86
APPCA0518-1040	Amazon Capital Services	5/18/2021	23.82
APPCA0518-1041	Amazon Capital Services	5/18/2021	21.54
APPCA0518-1042	Amazon Capital Services	5/18/2021	19.90
APPCA0518-1043	Amazon Capital Services	5/18/2021	23.84
APPCA0518-1044	Amazon Capital Services	5/18/2021	25.12
APPCA0518-1045	Amazon Capital Services	5/18/2021	18.32
APPCA0518-1046	Amazon Capital Services	5/18/2021	21.54
APPCA0518-1047	Amazon Capital Services	5/18/2021	27.16
APPCA0518-1048	Amazon Capital Services	5/18/2021	21.60
APPCA0518-1049	Amazon Capital Services	5/18/2021	240.52
APPCA0518-1050	Amazon Capital Services	5/18/2021	21.81
APPCA0518-1051	Amazon Capital Services	5/18/2021	21.11
APPCA0518-1052	Amazon Capital Services	5/18/2021	26.09
APPCA0518-1053	Amazon Capital Services	5/18/2021	22.51
APPCA0518-1054	Amazon Capital Services	5/18/2021	21.52
APPCA0518-1055	Amazon Capital Services	5/18/2021	26.33
APPCA0518-1056	Amazon Capital Services	5/18/2021	20.46
APPCA0518-1057	Amazon Capital Services	5/18/2021	26.91
APPCA0518-1058	Amazon Capital Services	5/18/2021	21.27
APPCA0518-1059	Amazon Capital Services	5/18/2021	21.54
APPCA0518-1060	Amazon Capital Services	5/18/2021	21.50
APPCA0518-1061	Amazon Capital Services	5/18/2021	26.93
APPCA0518-1062	Amazon Capital Services	5/18/2021	203.21
APPCA0518-1063	Amazon Capital Services	5/18/2021	24.79
APPCA0518-1064	Amazon Capital Services	5/18/2021	23.88
APPCA0518-1065	Amazon Capital Services	5/18/2021	26.87
APPCA0518-1066	Amazon Capital Services	5/18/2021	19.38
APPCA0518-1067	Amazon Capital Services	5/18/2021	23.68
APPCA0518-1068	Amazon Capital Services	5/18/2021	25.85
APPCA0518-1069	Amazon Capital Services	5/18/2021	2.14
APPCA0518-1070	Amazon Capital Services	5/18/2021	23.07
APPCA0518-1071	Amazon Capital Services	5/18/2021	24.96
APPCA0518-1072	Amazon Capital Services	5/18/2021	18.31
APPCA0518-1073	Amazon Capital Services	5/18/2021	18.39
APPCA0518-1074	Amazon Capital Services	5/18/2021	189.56
APPCA0518-1075	Amazon Capital Services	5/18/2021	25.99

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APPCA0518-1076	Amazon Capital Services	5/18/2021	26.82
APPCA0518-1077	Amazon Capital Services	5/18/2021	26.84
APPCA0518-1078	Amazon Capital Services	5/18/2021	2.47
APPCA0518-1079	Amazon Capital Services	5/18/2021	24.57
APPCA0518-1080	Amazon Capital Services	5/18/2021	26.82
APPCA0518-1081	Amazon Capital Services	5/18/2021	21.92
APPCA0518-1082	Amazon Capital Services	5/18/2021	22.62
APPCA0518-1083	Amazon Capital Services	5/18/2021	27.14
APPCA0518-1084	Amazon Capital Services	5/18/2021	24.89
APPCA0518-1085	Amazon Capital Services	5/18/2021	21.54
APPCA0518-1086	Amazon Capital Services	5/18/2021	20.13
APPCA0518-1087	Amazon Capital Services	5/18/2021	27.02
APPCA0518-1088	Amazon Capital Services	5/18/2021	23.59
APPCA0518-1089	Amazon Capital Services	5/18/2021	26.08
APPCA0518-1090	Amazon Capital Services	5/18/2021	20.35
APPCA0518-1091	Amazon Capital Services	5/18/2021	269.36
APPCA0518-1092	Amazon Capital Services	5/18/2021	21.50
APPCA0518-1093	Amazon Capital Services	5/18/2021	22.61
APPCA0518-1094	Amazon Capital Services	5/18/2021	21.00
APPCA0518-1095	Amazon Capital Services	5/18/2021	22.05
APPCA0518-1096	Amazon Capital Services	5/18/2021	24.86
APPCA0518-1097	Amazon Capital Services	5/18/2021	26.79
APPCA0518-1098	Amazon Capital Services	5/18/2021	21.64
APPCA0518-1099	Amazon Capital Services	5/18/2021	23.69
APPCA0518-1100	Amazon Capital Services	5/18/2021	25.81
APPCA0518-1101	Amazon Capital Services	5/18/2021	18.20
APPCA0518-1102	Amazon Capital Services	5/18/2021	2.09
APPCA0518-1103	Amazon Capital Services	5/18/2021	22.47
APPCA0518-1104	Amazon Capital Services	5/18/2021	21.54
APPCA0518-1105	Amazon Capital Services	5/18/2021	26.27
APPCA0518-1106	Amazon Capital Services	5/18/2021	22.94
APPCA0518-1107	Amazon Capital Services	5/18/2021	23.12
APPCA0518-1108	Amazon Capital Services	5/18/2021	25.73
APPCA0518-1109	Amazon Capital Services	5/18/2021	25.44
APPCA0518-1110	Amazon Capital Services	5/18/2021	24.91
APPCA0518-1111	Amazon Capital Services	5/18/2021	25.36
APPCA0518-1112	Amazon Capital Services	5/18/2021	26.46
APPCA0518-1113	Amazon Capital Services	5/18/2021	25.66
APPCA0518-1114	Amazon Capital Services	5/18/2021	236.76
APPCA0518-1115	Amazon Capital Services	5/18/2021	20.18
APPCA0518-1116	Amazon Capital Services	5/18/2021	26.91
APPCA0518-1117	Amazon Capital Services	5/18/2021	27.13

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-1118	Amazon Capital Services	5/18/2021	24.00
APPCA0518-1119	Amazon Capital Services	5/18/2021	21.70
APPCA0518-1120	Amazon Capital Services	5/18/2021	22.96
APPCA0518-1121	Amazon Capital Services	5/18/2021	23.78
APPCA0518-1122	Amazon Capital Services	5/18/2021	23.68
APPCA0518-1123	Amazon Capital Services	5/18/2021	26.88
APPCA0518-1124	Amazon Capital Services	5/18/2021	179.83
APPCA0518-1125	Amazon Capital Services	5/18/2021	21.00
APPCA0518-1126	Amazon Capital Services	5/18/2021	25.31
APPCA0518-1127	Amazon Capital Services	5/18/2021	26.93
APPCA0518-1128	Amazon Capital Services	5/18/2021	27.02
APPCA0518-1129	Amazon Capital Services	5/18/2021	21.41
APPCA0518-1130	Amazon Capital Services	5/18/2021	21.51
APPCA0518-1131	Amazon Capital Services	5/18/2021	20.86
APPCA0518-1132	Amazon Capital Services	5/18/2021	24.77
APPCA0518-1133	Amazon Capital Services	5/18/2021	2.13
APPCA0518-1134	Amazon Capital Services	5/18/2021	26.93
APPCA0518-1135	Amazon Capital Services	5/18/2021	25.56
APPCA0518-1136	Amazon Capital Services	5/18/2021	21.68
APPCA0518-1137	Amazon Capital Services	5/18/2021	2.15
APPCA0518-1138	Amazon Capital Services	5/18/2021	26.92
APPCA0518-1139	Amazon Capital Services	5/18/2021	21.53
APPCA0518-1140	Amazon Capital Services	5/18/2021	20.02
APPCA0518-1141	Amazon Capital Services	5/18/2021	23.82
APPCA0518-1142	Amazon Capital Services	5/18/2021	26.88
APPCA0518-1143	Amazon Capital Services	5/18/2021	220.83
APPCA0518-1144	Amazon Capital Services	5/18/2021	26.40
APPCA0518-1145	Amazon Capital Services	5/18/2021	25.68
APPCA0518-1146	Amazon Capital Services	5/18/2021	23.04
APPCA0518-1147	Amazon Capital Services	5/18/2021	25.83
APPCA0518-1148	Amazon Capital Services	5/18/2021	23.37
APPCA0518-1149	Amazon Capital Services	5/18/2021	220.39
APPCA0518-1150	Amazon Capital Services	5/18/2021	24.06
APPCA0518-1151	Amazon Capital Services	5/18/2021	25.59
APPCA0518-1152	Amazon Capital Services	5/18/2021	22.38
APPCA0518-1153	Amazon Capital Services	5/18/2021	213.34
APPCA0518-1154	Amazon Capital Services	5/18/2021	2.63
APPCA0518-1155	Amazon Capital Services	5/18/2021	19.68
APPCA0518-1156	Amazon Capital Services	5/18/2021	211.46
APPCA0518-1157	Amazon Capital Services	5/18/2021	25.63
APPCA0518-1158	Amazon Capital Services	5/18/2021	24.59
APPCA0518-1159	Amazon Capital Services	5/18/2021	23.69

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-1160	Amazon Capital Services	5/18/2021	26.81
APPCA0518-1161	Amazon Capital Services	5/18/2021	24.77
APPCA0518-1162	Amazon Capital Services	5/18/2021	2.90
APPCA0518-1163	Amazon Capital Services	5/18/2021	2.15
APPCA0518-1164	Amazon Capital Services	5/18/2021	21.04
APPCA0518-1165	Amazon Capital Services	5/18/2021	20.94
APPCA0518-1166	Amazon Capital Services	5/18/2021	21.54
APPCA0518-1167	Amazon Capital Services	5/18/2021	25.80
APPCA0518-1168	Amazon Capital Services	5/18/2021	22.18
APPCA0518-1169	Amazon Capital Services	5/18/2021	215.38
APPCA0518-1170	Amazon Capital Services	5/18/2021	24.46
APPCA0518-1171	Amazon Capital Services	5/18/2021	22.38
APPCA0518-1172	Amazon Capital Services	5/18/2021	24.96
APPCA0518-1173	Amazon Capital Services	5/18/2021	27.19
APPCA0518-1174	Amazon Capital Services	5/18/2021	21.21
APPCA0518-1175	Amazon Capital Services	5/18/2021	23.27
APPCA0518-1176	Amazon Capital Services	5/18/2021	19.37
APPCA0518-1177	Amazon Capital Services	5/18/2021	2.12
APPCA0518-1178	Amazon Capital Services	5/18/2021	21.87
APPCA0518-1179	Amazon Capital Services	5/18/2021	24.65
APPCA0518-1180	Amazon Capital Services	5/18/2021	25.81
APPCA0518-1181	Amazon Capital Services	5/18/2021	26.88
APPCA0518-1182	Amazon Capital Services	5/18/2021	22.51
APPCA0518-1183	Amazon Capital Services	5/18/2021	21.11
APPCA0518-1184	Amazon Capital Services	5/18/2021	20.09
APPCA0518-1185	Amazon Capital Services	5/18/2021	23.69
APPCA0518-1186	Amazon Capital Services	5/18/2021	269.30
APPCA0518-1187	Amazon Capital Services	5/18/2021	20.51
APPCA0518-1188	Amazon Capital Services	5/18/2021	26.84
APPCA0518-1189	Amazon Capital Services	5/18/2021	20.97
APPCA0518-1190	Amazon Capital Services	5/18/2021	26.58
APPCA0518-1191	Amazon Capital Services	5/18/2021	24.77
APPCA0518-1192	Amazon Capital Services	5/18/2021	19.86
APPCA0518-1193	Amazon Capital Services	5/18/2021	22.51
APPCA0518-1194	Amazon Capital Services	5/18/2021	21.36
APPCA0518-1195	Amazon Capital Services	5/18/2021	21.76
APPCA0518-1196	Amazon Capital Services	5/18/2021	19.35
APPCA0518-1197	Amazon Capital Services	5/18/2021	21.54
APPCA0518-1198	Amazon Capital Services	5/18/2021	22.62
APPCA0518-1199	Amazon Capital Services	5/18/2021	21.51
APPCA0518-1200	Amazon Capital Services	5/18/2021	19.76
APPCA0518-1201	Amazon Capital Services	5/18/2021	17.55

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-1202	Amazon Capital Services	5/18/2021	11.62
APPCA0518-1203	Amazon Capital Services	5/18/2021	12.72
APPCA0518-1204	Amazon Capital Services	5/18/2021	12.92
APPCA0518-1205	Amazon Capital Services	5/18/2021	17.12
APPCA0518-1206	Amazon Capital Services	5/18/2021	11.83
APPCA0518-1207	Amazon Capital Services	5/18/2021	17.13
APPCA0518-1208	Amazon Capital Services	5/18/2021	14.09
APPCA0518-1209	Amazon Capital Services	5/18/2021	16.15
APPCA0518-1210	Amazon Capital Services	5/18/2021	16.30
APPCA0518-1211	Amazon Capital Services	5/18/2021	11.30
APPCA0518-1212	Amazon Capital Services	5/18/2021	16.59
APPCA0518-1213	Amazon Capital Services	5/18/2021	10.76
APPCA0518-1214	Amazon Capital Services	5/18/2021	11.90
APPCA0518-1215	Amazon Capital Services	5/18/2021	12.27
APPCA0518-1216	Amazon Capital Services	5/18/2021	112.65
APPCA0518-1217	Amazon Capital Services	5/18/2021	17.23
APPCA0518-1218	Amazon Capital Services	5/18/2021	108.49
APPCA0518-1219	Amazon Capital Services	5/18/2021	17.85
APPCA0518-1220	Amazon Capital Services	5/18/2021	102.89
APPCA0518-1221	Amazon Capital Services	5/18/2021	11.59
APPCA0518-1222	Amazon Capital Services	5/18/2021	126.04
APPCA0518-1223	Amazon Capital Services	5/18/2021	13.17
APPCA0518-1224	Amazon Capital Services	5/18/2021	17.92
APPCA0518-1225	Amazon Capital Services	5/18/2021	17.67
APPCA0518-1226	Amazon Capital Services	5/18/2021	17.24
APPCA0518-1227	Amazon Capital Services	5/18/2021	17.73
APPCA0518-1228	Amazon Capital Services	5/18/2021	12.71
APPCA0518-1229	Amazon Capital Services	5/18/2021	104.51
APPCA0518-1230	Amazon Capital Services	5/18/2021	116.69
APPCA0518-1231	Amazon Capital Services	5/18/2021	17.23
APPCA0518-1232	Amazon Capital Services	5/18/2021	178.62
APPCA0518-1233	Amazon Capital Services	5/18/2021	11.30
APPCA0518-1234	Amazon Capital Services	5/18/2021	11.96
APPCA0518-1235	Amazon Capital Services	5/18/2021	13.95
APPCA0518-1236	Amazon Capital Services	5/18/2021	12.37
APPCA0518-1237	Amazon Capital Services	5/18/2021	17.23
APPCA0518-1238	Amazon Capital Services	5/18/2021	13.82
APPCA0518-1239	Amazon Capital Services	5/18/2021	16.15
APPCA0518-1240	Amazon Capital Services	5/18/2021	109.92
APPCA0518-1241	Amazon Capital Services	5/18/2021	11.34
APPCA0518-1242	Amazon Capital Services	5/18/2021	12.27
APPCA0518-1243	Amazon Capital Services	5/18/2021	10.76

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-1244	Amazon Capital Services	5/18/2021	106.61
APPCA0518-1245	Amazon Capital Services	5/18/2021	108.74
APPCA0518-1246	Amazon Capital Services	5/18/2021	112.06
APPCA0518-1247	Amazon Capital Services	5/18/2021	110.86
APPCA0518-1248	Amazon Capital Services	5/18/2021	17.63
APPCA0518-1249	Amazon Capital Services	5/18/2021	107.88
APPCA0518-1250	Amazon Capital Services	5/18/2021	105.11
APPCA0518-1251	Amazon Capital Services	5/18/2021	12.77
APPCA0518-1252	Amazon Capital Services	5/18/2021	117.89
APPCA0518-1253	Amazon Capital Services	5/18/2021	17.23
APPCA0518-1254	Amazon Capital Services	5/18/2021	12.88
APPCA0518-1255	Amazon Capital Services	5/18/2021	107.74
APPCA0518-1256	Amazon Capital Services	5/18/2021	17.23
APPCA0518-1257	Amazon Capital Services	5/18/2021	11.83
APPCA0518-1258	Amazon Capital Services	5/18/2021	109.08
APPCA0518-1259	Amazon Capital Services	5/18/2021	15.07
APPCA0518-1260	Amazon Capital Services	5/18/2021	17.07
APPCA0518-1261	Amazon Capital Services	5/18/2021	12.90
APPCA0518-1262	Amazon Capital Services	5/18/2021	10.52
APPCA0518-1263	Amazon Capital Services	5/18/2021	104.42
APPCA0518-1264	Amazon Capital Services	5/18/2021	12.98
APPCA0518-1265	Amazon Capital Services	5/18/2021	17.22
APPCA0518-1266	Amazon Capital Services	5/18/2021	10.33
APPCA0518-1267	Amazon Capital Services	5/18/2021	123.30
APPCA0518-1268	Amazon Capital Services	5/18/2021	12.16
APPCA0518-1269	Amazon Capital Services	5/18/2021	167.01
APPCA0518-1270	Amazon Capital Services	5/18/2021	17.66
APPCA0518-1271	Amazon Capital Services	5/18/2021	103.85
APPCA0518-1272	Amazon Capital Services	5/18/2021	15.07
APPCA0518-1273	Amazon Capital Services	5/18/2021	11.48
APPCA0518-1274	Amazon Capital Services	5/18/2021	12.92
APPCA0518-1275	Amazon Capital Services	5/18/2021	17.28
APPCA0518-1276	Amazon Capital Services	5/18/2021	118.51
APPCA0518-1277	Amazon Capital Services	5/18/2021	11.11
APPCA0518-1278	Amazon Capital Services	5/18/2021	1.07
APPCA0518-1279	Amazon Capital Services	5/18/2021	12.93
APPCA0518-1280	Amazon Capital Services	5/18/2021	14.49
APPCA0518-1281	Amazon Capital Services	5/18/2021	116.78
APPCA0518-1282	Amazon Capital Services	5/18/2021	104.54
APPCA0518-1283	Amazon Capital Services	5/18/2021	161.61
APPCA0518-1284	Amazon Capital Services	5/18/2021	11.84
APPCA0518-1285	Amazon Capital Services	5/18/2021	117.86

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-1286	Amazon Capital Services	5/18/2021	107.00
APPCA0518-1287	Amazon Capital Services	5/18/2021	113.32
APPCA0518-1288	Amazon Capital Services	5/18/2021	17.23
APPCA0518-1289	Amazon Capital Services	5/18/2021	116.29
APPCA0518-1290	Amazon Capital Services	5/18/2021	105.18
APPCA0518-1291	Amazon Capital Services	5/18/2021	11.84
APPCA0518-1292	Amazon Capital Services	5/18/2021	15.78
APPCA0518-1293	Amazon Capital Services	5/18/2021	10.76
APPCA0518-1294	Amazon Capital Services	5/18/2021	11.12
APPCA0518-1295	Amazon Capital Services	5/18/2021	11.62
APPCA0518-1296	Amazon Capital Services	5/18/2021	16.11
APPCA0518-1297	Amazon Capital Services	5/18/2021	15.88
APPCA0518-1298	Amazon Capital Services	5/18/2021	104.05
APPCA0518-1299	Amazon Capital Services	5/18/2021	112.58
APPCA0518-1300	Amazon Capital Services	5/18/2021	172.34
APPCA0518-1301	Amazon Capital Services	5/18/2021	10.86
APPCA0518-1302	Amazon Capital Services	5/18/2021	17.34
APPCA0518-1303	Amazon Capital Services	5/18/2021	173.99
APPCA0518-1304	Amazon Capital Services	5/18/2021	17.13
APPCA0518-1305	Amazon Capital Services	5/18/2021	17.51
APPCA0518-1306	Amazon Capital Services	5/18/2021	13.30
APPCA0518-1307	Amazon Capital Services	5/18/2021	11.84
APPCA0518-1308	Amazon Capital Services	5/18/2021	162.24
APPCA0518-1309	Amazon Capital Services	5/18/2021	118.28
APPCA0518-1310	Amazon Capital Services	5/18/2021	14.06
APPCA0518-1311	Amazon Capital Services	5/18/2021	124.12
APPCA0518-1312	Amazon Capital Services	5/18/2021	100.20
APPCA0518-1313	Amazon Capital Services	5/18/2021	103.90
APPCA0518-1314	Amazon Capital Services	5/18/2021	14.00
APPCA0518-1315	Amazon Capital Services	5/18/2021	114.96
APPCA0518-1316	Amazon Capital Services	5/18/2021	10.66
APPCA0518-1317	Amazon Capital Services	5/18/2021	12.26
APPCA0518-1318	Amazon Capital Services	5/18/2021	12.74
APPCA0518-1319	Amazon Capital Services	5/18/2021	102.33
APPCA0518-1320	Amazon Capital Services	5/18/2021	17.72
APPCA0518-1321	Amazon Capital Services	5/18/2021	161.50
APPCA0518-1322	Amazon Capital Services	5/18/2021	16.15
APPCA0518-1323	Amazon Capital Services	5/18/2021	13.17
APPCA0518-1324	Amazon Capital Services	5/18/2021	135.66
APPCA0518-1325	Amazon Capital Services	5/18/2021	10.79
APPCA0518-1326	Amazon Capital Services	5/18/2021	14.04
APPCA0518-1327	Amazon Capital Services	5/18/2021	15.07

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APPCA0518-1328	Amazon Capital Services	5/18/2021	11.90
APPCA0518-1329	Amazon Capital Services	5/18/2021	10.98
APPCA0518-1330	Amazon Capital Services	5/18/2021	11.84
APPCA0518-1331	Amazon Capital Services	5/18/2021	14.49
APPCA0518-1332	Amazon Capital Services	5/18/2021	11.83
APPCA0518-1333	Amazon Capital Services	5/18/2021	13.02
APPCA0518-1334	Amazon Capital Services	5/18/2021	120.61
APPCA0518-1335	Amazon Capital Services	5/18/2021	17.01
APPCA0518-1336	Amazon Capital Services	5/18/2021	11.83
APPCA0518-1337	Amazon Capital Services	5/18/2021	161.40
APPCA0518-1338	Amazon Capital Services	5/18/2021	170.78
APPCA0518-1339	Amazon Capital Services	5/18/2021	11.84
APPCA0518-1340	Amazon Capital Services	5/18/2021	17.22
APPCA0518-1341	Amazon Capital Services	5/18/2021	17.22
APPCA0518-1342	Amazon Capital Services	5/18/2021	13.66
APPCA0518-1343	Amazon Capital Services	5/18/2021	12.31
APPCA0518-1344	Amazon Capital Services	5/18/2021	10.33
APPCA0518-1345	Amazon Capital Services	5/18/2021	109.74
APPCA0518-1346	Amazon Capital Services	5/18/2021	111.42
APPCA0518-1347	Amazon Capital Services	5/18/2021	11.58
APPCA0518-1348	Amazon Capital Services	5/18/2021	12.74
APPCA0518-1349	Amazon Capital Services	5/18/2021	117.23
APPCA0518-1350	Amazon Capital Services	5/18/2021	11.26
APPCA0518-1351	Amazon Capital Services	5/18/2021	107.74
APPCA0518-1352	Amazon Capital Services	5/18/2021	12.82
APPCA0518-1353	Amazon Capital Services	5/18/2021	12.25
APPCA0518-1354	Amazon Capital Services	5/18/2021	12.36
APPCA0518-1355	Amazon Capital Services	5/18/2021	11.83
APPCA0518-1356	Amazon Capital Services	5/18/2021	12.42
APPCA0518-1357	Amazon Capital Services	5/18/2021	17.66
APPCA0518-1358	Amazon Capital Services	5/18/2021	13.17
APPCA0518-1359	Amazon Capital Services	5/18/2021	11.58
APPCA0518-1360	Amazon Capital Services	5/18/2021	17.23
APPCA0518-1361	Amazon Capital Services	5/18/2021	12.71
APPCA0518-1362	Amazon Capital Services	5/18/2021	11.85
APPCA0518-1363	Amazon Capital Services	5/18/2021	11.22
APPCA0518-1364	Amazon Capital Services	5/18/2021	108.21
APPCA0518-1365	Amazon Capital Services	5/18/2021	17.10
APPCA0518-1366	Amazon Capital Services	5/18/2021	107.21
APPCA0518-1367	Amazon Capital Services	5/18/2021	108.74
APPCA0518-1368	Amazon Capital Services	5/18/2021	135.95
APPCA0518-1369	Amazon Capital Services	5/18/2021	12.92

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-1370	Amazon Capital Services	5/18/2021	17.58
APPCA0518-1371	Amazon Capital Services	5/18/2021	15.53
APPCA0518-1372	Amazon Capital Services	5/18/2021	17.23
APPCA0518-1373	Amazon Capital Services	5/18/2021	10.22
APPCA0518-1374	Amazon Capital Services	5/18/2021	107.74
APPCA0518-1375	Amazon Capital Services	5/18/2021	118.47
APPCA0518-1376	Amazon Capital Services	5/18/2021	107.74
APPCA0518-1377	Amazon Capital Services	5/18/2021	17.23
APPCA0518-1378	Amazon Capital Services	5/18/2021	11.85
APPCA0518-1379	Amazon Capital Services	5/18/2021	12.36
APPCA0518-1380	Amazon Capital Services	5/18/2021	11.84
APPCA0518-1381	Amazon Capital Services	5/18/2021	17.31
APPCA0518-1382	Amazon Capital Services	5/18/2021	12.71
APPCA0518-1383	Amazon Capital Services	5/18/2021	17.65
APPCA0518-1384	Amazon Capital Services	5/18/2021	104.99
APPCA0518-1385	Amazon Capital Services	5/18/2021	12.19
APPCA0518-1386	Amazon Capital Services	5/18/2021	17.84
APPCA0518-1387	Amazon Capital Services	5/18/2021	111.87
APPCA0518-1388	Amazon Capital Services	5/18/2021	11.99
APPCA0518-1389	Amazon Capital Services	5/18/2021	12.92
APPCA0518-1390	Amazon Capital Services	5/18/2021	11.47
APPCA0518-1391	Amazon Capital Services	5/18/2021	107.74
APPCA0518-1392	Amazon Capital Services	5/18/2021	11.30
APPCA0518-1393	Amazon Capital Services	5/18/2021	10.87
APPCA0518-1394	Amazon Capital Services	5/18/2021	10.76
APPCA0518-1395	Amazon Capital Services	5/18/2021	17.05
APPCA0518-1396	Amazon Capital Services	5/18/2021	14.32
APPCA0518-1397	Amazon Capital Services	5/18/2021	17.12
APPCA0518-1398	Amazon Capital Services	5/18/2021	11.20
APPCA0518-1399	Amazon Capital Services	5/18/2021	15.58
APPCA0518-1400	Amazon Capital Services	5/18/2021	17.35
APPCA0518-1401	Amazon Capital Services	5/18/2021	1.08
APPCA0518-1402	Amazon Capital Services	5/18/2021	13.93
APPCA0518-1403	Amazon Capital Services	5/18/2021	129.89
APPCA0518-1404	Amazon Capital Services	5/18/2021	10.55
APPCA0518-1405	Amazon Capital Services	5/18/2021	17.31
APPCA0518-1406	Amazon Capital Services	5/18/2021	10.81
APPCA0518-1407	Amazon Capital Services	5/18/2021	129.27
APPCA0518-1408	Amazon Capital Services	5/18/2021	12.78
APPCA0518-1409	Amazon Capital Services	5/18/2021	12.70
APPCA0518-1410	Amazon Capital Services	5/18/2021	13.95
APPCA0518-1411	Amazon Capital Services	5/18/2021	11.28

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-1412	Amazon Capital Services	5/18/2021	125.15
APPCA0518-1413	Amazon Capital Services	5/18/2021	10.76
APPCA0518-1414	Amazon Capital Services	5/18/2021	103.83
APPCA0518-1415	Amazon Capital Services	5/18/2021	10.59
APPCA0518-1416	Amazon Capital Services	5/18/2021	10.86
APPCA0518-1417	Amazon Capital Services	5/18/2021	1.61
APPCA0518-1418	Amazon Capital Services	5/18/2021	12.92
APPCA0518-301	Amazon Capital Services	5/18/2021	43.87
APPCA0518-302	Amazon Capital Services	5/18/2021	43.19
APPCA0518-303	Amazon Capital Services	5/18/2021	6.30
APPCA0518-304	Amazon Capital Services	5/18/2021	40.39
APPCA0518-305	Amazon Capital Services	5/18/2021	4.30
APPCA0518-306	Amazon Capital Services	5/18/2021	6.36
APPCA0518-307	Amazon Capital Services	5/18/2021	53.84
APPCA0518-308	Amazon Capital Services	5/18/2021	4.28
APPCA0518-309	Amazon Capital Services	5/18/2021	44.86
APPCA0518-310	Amazon Capital Services	5/18/2021	5.16
APPCA0518-311	Amazon Capital Services	5/18/2021	54.13
APPCA0518-312	Amazon Capital Services	5/18/2021	37.90
APPCA0518-313	Amazon Capital Services	5/18/2021	45.22
APPCA0518-314	Amazon Capital Services	5/18/2021	41.64
APPCA0518-315	Amazon Capital Services	5/18/2021	54.53
APPCA0518-316	Amazon Capital Services	5/18/2021	4.73
APPCA0518-317	Amazon Capital Services	5/18/2021	48.48
APPCA0518-318	Amazon Capital Services	5/18/2021	57.58
APPCA0518-319	Amazon Capital Services	5/18/2021	45.02
APPCA0518-320	Amazon Capital Services	5/18/2021	55.86
APPCA0518-321	Amazon Capital Services	5/18/2021	38.82
APPCA0518-322	Amazon Capital Services	5/18/2021	56.59
APPCA0518-323	Amazon Capital Services	5/18/2021	49.52
APPCA0518-324	Amazon Capital Services	5/18/2021	56.89
APPCA0518-325	Amazon Capital Services	5/18/2021	58.17
APPCA0518-326	Amazon Capital Services	5/18/2021	46.83
APPCA0518-327	Amazon Capital Services	5/18/2021	41.11
APPCA0518-328	Amazon Capital Services	5/18/2021	58.02
APPCA0518-329	Amazon Capital Services	5/18/2021	48.47
APPCA0518-330	Amazon Capital Services	5/18/2021	49.29
APPCA0518-331	Amazon Capital Services	5/18/2021	39.12
APPCA0518-332	Amazon Capital Services	5/18/2021	39.04
APPCA0518-333	Amazon Capital Services	5/18/2021	49.82
APPCA0518-334	Amazon Capital Services	5/18/2021	45.21
APPCA0518-335	Amazon Capital Services	5/18/2021	48.44

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-336	Amazon Capital Services	5/18/2021	4.28
APPCA0518-337	Amazon Capital Services	5/18/2021	45.65
APPCA0518-338	Amazon Capital Services	5/18/2021	44.30
APPCA0518-339	Amazon Capital Services	5/18/2021	39.39
APPCA0518-340	Amazon Capital Services	5/18/2021	39.14
APPCA0518-341	Amazon Capital Services	5/18/2021	58.99
APPCA0518-342	Amazon Capital Services	5/18/2021	5.37
APPCA0518-343	Amazon Capital Services	5/18/2021	43.08
APPCA0518-344	Amazon Capital Services	5/18/2021	41.04
APPCA0518-345	Amazon Capital Services	5/18/2021	54.61
APPCA0518-346	Amazon Capital Services	5/18/2021	4.76
APPCA0518-347	Amazon Capital Services	5/18/2021	38.78
APPCA0518-348	Amazon Capital Services	5/18/2021	57.96
APPCA0518-349	Amazon Capital Services	5/18/2021	48.49
APPCA0518-350	Amazon Capital Services	5/18/2021	40.16
APPCA0518-351	Amazon Capital Services	5/18/2021	4.74
APPCA0518-352	Amazon Capital Services	5/18/2021	37.89
APPCA0518-353	Amazon Capital Services	5/18/2021	5.68
APPCA0518-354	Amazon Capital Services	5/18/2021	5.29
APPCA0518-355	Amazon Capital Services	5/18/2021	40.43
APPCA0518-356	Amazon Capital Services	5/18/2021	5.29
APPCA0518-357	Amazon Capital Services	5/18/2021	43.29
APPCA0518-358	Amazon Capital Services	5/18/2021	53.09
APPCA0518-359	Amazon Capital Services	5/18/2021	41.89
APPCA0518-360	Amazon Capital Services	5/18/2021	38.53
APPCA0518-361	Amazon Capital Services	5/18/2021	43.06
APPCA0518-362	Amazon Capital Services	5/18/2021	6.30
APPCA0518-363	Amazon Capital Services	5/18/2021	41.26
APPCA0518-364	Amazon Capital Services	5/18/2021	4.32
APPCA0518-365	Amazon Capital Services	5/18/2021	41.99
APPCA0518-366	Amazon Capital Services	5/18/2021	48.59
APPCA0518-367	Amazon Capital Services	5/18/2021	42.24
APPCA0518-368	Amazon Capital Services	5/18/2021	52.30
APPCA0518-369	Amazon Capital Services	5/18/2021	59.46
APPCA0518-370	Amazon Capital Services	5/18/2021	49.96
APPCA0518-371	Amazon Capital Services	5/18/2021	59.10
APPCA0518-372	Amazon Capital Services	5/18/2021	43.09
APPCA0518-373	Amazon Capital Services	5/18/2021	5.81
APPCA0518-374	Amazon Capital Services	5/18/2021	43.12
APPCA0518-375	Amazon Capital Services	5/18/2021	38.76
APPCA0518-376	Amazon Capital Services	5/18/2021	50.19
APPCA0518-377	Amazon Capital Services	5/18/2021	39.64

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-378	Amazon Capital Services	5/18/2021	40.78
APPCA0518-379	Amazon Capital Services	5/18/2021	44.08
APPCA0518-380	Amazon Capital Services	5/18/2021	55.45
APPCA0518-381	Amazon Capital Services	5/18/2021	41.23
APPCA0518-382	Amazon Capital Services	5/18/2021	51.54
APPCA0518-383	Amazon Capital Services	5/18/2021	55.36
APPCA0518-384	Amazon Capital Services	5/18/2021	52.23
APPCA0518-385	Amazon Capital Services	5/18/2021	51.94
APPCA0518-386	Amazon Capital Services	5/18/2021	45.68
APPCA0518-387	Amazon Capital Services	5/18/2021	39.26
APPCA0518-388	Amazon Capital Services	5/18/2021	40.27
APPCA0518-389	Amazon Capital Services	5/18/2021	39.76
APPCA0518-390	Amazon Capital Services	5/18/2021	51.45
APPCA0518-391	Amazon Capital Services	5/18/2021	54.11
APPCA0518-392	Amazon Capital Services	5/18/2021	40.83
APPCA0518-393	Amazon Capital Services	5/18/2021	38.29
APPCA0518-394	Amazon Capital Services	5/18/2021	51.69
APPCA0518-395	Amazon Capital Services	5/18/2021	56.95
APPCA0518-396	Amazon Capital Services	5/18/2021	44.71
APPCA0518-397	Amazon Capital Services	5/18/2021	58.91
APPCA0518-398	Amazon Capital Services	5/18/2021	40.59
APPCA0518-399	Amazon Capital Services	5/18/2021	45.43
APPCA0518-400	Amazon Capital Services	5/18/2021	49.43
APPCA0518-401	Amazon Capital Services	5/18/2021	39.63
APPCA0518-402	Amazon Capital Services	5/18/2021	40.03
APPCA0518-403	Amazon Capital Services	5/18/2021	6.43
APPCA0518-404	Amazon Capital Services	5/18/2021	46.01
APPCA0518-405	Amazon Capital Services	5/18/2021	50.16
APPCA0518-406	Amazon Capital Services	5/18/2021	57.66
APPCA0518-407	Amazon Capital Services	5/18/2021	5.89
APPCA0518-408	Amazon Capital Services	5/18/2021	40.91
APPCA0518-409	Amazon Capital Services	5/18/2021	5.64
APPCA0518-410	Amazon Capital Services	5/18/2021	57.62
APPCA0518-411	Amazon Capital Services	5/18/2021	59.18
APPCA0518-412	Amazon Capital Services	5/18/2021	55.49
APPCA0518-413	Amazon Capital Services	5/18/2021	39.79
APPCA0518-414	Amazon Capital Services	5/18/2021	43.07
APPCA0518-415	Amazon Capital Services	5/18/2021	38.38
APPCA0518-416	Amazon Capital Services	5/18/2021	53.39
APPCA0518-417	Amazon Capital Services	5/18/2021	40.85
APPCA0518-418	Amazon Capital Services	5/18/2021	44.15
APPCA0518-419	Amazon Capital Services	5/18/2021	47.79

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-420	Amazon Capital Services	5/18/2021	41.81
APPCA0518-421	Amazon Capital Services	5/18/2021	46.29
APPCA0518-422	Amazon Capital Services	5/18/2021	49.12
APPCA0518-423	Amazon Capital Services	5/18/2021	50.62
APPCA0518-424	Amazon Capital Services	5/18/2021	55.07
APPCA0518-425	Amazon Capital Services	5/18/2021	50.97
APPCA0518-426	Amazon Capital Services	5/18/2021	58.77
APPCA0518-427	Amazon Capital Services	5/18/2021	5.12
APPCA0518-428	Amazon Capital Services	5/18/2021	38.78
APPCA0518-429	Amazon Capital Services	5/18/2021	40.17
APPCA0518-430	Amazon Capital Services	5/18/2021	47.32
APPCA0518-431	Amazon Capital Services	5/18/2021	48.46
APPCA0518-432	Amazon Capital Services	5/18/2021	5.87
APPCA0518-433	Amazon Capital Services	5/18/2021	54.52
APPCA0518-434	Amazon Capital Services	5/18/2021	43.09
APPCA0518-435	Amazon Capital Services	5/18/2021	56.04
APPCA0518-436	Amazon Capital Services	5/18/2021	43.05
APPCA0518-437	Amazon Capital Services	5/18/2021	40.83
APPCA0518-438	Amazon Capital Services	5/18/2021	40.40
APPCA0518-439	Amazon Capital Services	5/18/2021	6.24
APPCA0518-440	Amazon Capital Services	5/18/2021	57.60
APPCA0518-441	Amazon Capital Services	5/18/2021	49.37
APPCA0518-442	Amazon Capital Services	5/18/2021	5.20
APPCA0518-443	Amazon Capital Services	5/18/2021	59.66
APPCA0518-444	Amazon Capital Services	5/18/2021	58.15
APPCA0518-445	Amazon Capital Services	5/18/2021	38.18
APPCA0518-446	Amazon Capital Services	5/18/2021	56.33
APPCA0518-447	Amazon Capital Services	5/18/2021	45.86
APPCA0518-448	Amazon Capital Services	5/18/2021	4.26
APPCA0518-449	Amazon Capital Services	5/18/2021	40.88
APPCA0518-450	Amazon Capital Services	5/18/2021	45.17
APPCA0518-451	Amazon Capital Services	5/18/2021	53.76
APPCA0518-452	Amazon Capital Services	5/18/2021	52.67
APPCA0518-453	Amazon Capital Services	5/18/2021	44.93
APPCA0518-454	Amazon Capital Services	5/18/2021	57.32
APPCA0518-455	Amazon Capital Services	5/18/2021	42.87
APPCA0518-456	Amazon Capital Services	5/18/2021	42.98
APPCA0518-457	Amazon Capital Services	5/18/2021	51.55
APPCA0518-458	Amazon Capital Services	5/18/2021	54.12
APPCA0518-459	Amazon Capital Services	5/18/2021	44.60
APPCA0518-460	Amazon Capital Services	5/18/2021	39.94
APPCA0518-461	Amazon Capital Services	5/18/2021	46.31

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-462	Amazon Capital Services	5/18/2021	38.40
APPCA0518-463	Amazon Capital Services	5/18/2021	39.84
APPCA0518-464	Amazon Capital Services	5/18/2021	38.66
APPCA0518-465	Amazon Capital Services	5/18/2021	40.07
APPCA0518-466	Amazon Capital Services	5/18/2021	41.90
APPCA0518-467	Amazon Capital Services	5/18/2021	46.39
APPCA0518-468	Amazon Capital Services	5/18/2021	56.38
APPCA0518-469	Amazon Capital Services	5/18/2021	38.65
APPCA0518-470	Amazon Capital Services	5/18/2021	54.07
APPCA0518-471	Amazon Capital Services	5/18/2021	5.05
APPCA0518-472	Amazon Capital Services	5/18/2021	5.94
APPCA0518-473	Amazon Capital Services	5/18/2021	43.83
APPCA0518-474	Amazon Capital Services	5/18/2021	56.48
APPCA0518-475	Amazon Capital Services	5/18/2021	38.73
APPCA0518-476	Amazon Capital Services	5/18/2021	39.03
APPCA0518-477	Amazon Capital Services	5/18/2021	39.89
APPCA0518-478	Amazon Capital Services	5/18/2021	5.29
APPCA0518-479	Amazon Capital Services	5/18/2021	42.04
APPCA0518-480	Amazon Capital Services	5/18/2021	48.53
APPCA0518-481	Amazon Capital Services	5/18/2021	45.06
APPCA0518-482	Amazon Capital Services	5/18/2021	45.56
APPCA0518-483	Amazon Capital Services	5/18/2021	43.93
APPCA0518-484	Amazon Capital Services	5/18/2021	6.41
APPCA0518-485	Amazon Capital Services	5/18/2021	55.07
APPCA0518-486	Amazon Capital Services	5/18/2021	6.13
APPCA0518-487	Amazon Capital Services	5/18/2021	4.34
APPCA0518-488	Amazon Capital Services	5/18/2021	40.56
APPCA0518-489	Amazon Capital Services	5/18/2021	44.98
APPCA0518-490	Amazon Capital Services	5/18/2021	47.78
APPCA0518-491	Amazon Capital Services	5/18/2021	56.91
APPCA0518-492	Amazon Capital Services	5/18/2021	4.78
APPCA0518-493	Amazon Capital Services	5/18/2021	43.04
APPCA0518-494	Amazon Capital Services	5/18/2021	6.41
APPCA0518-495	Amazon Capital Services	5/18/2021	41.89
APPCA0518-496	Amazon Capital Services	5/18/2021	52.79
APPCA0518-497	Amazon Capital Services	5/18/2021	58.66
APPCA0518-498	Amazon Capital Services	5/18/2021	38.77
APPCA0518-499	Amazon Capital Services	5/18/2021	41.91
APPCA0518-500	Amazon Capital Services	5/18/2021	46.08
APPCA0518-501	Amazon Capital Services	5/18/2021	53.20
APPCA0518-502	Amazon Capital Services	5/18/2021	42.43
APPCA0518-503	Amazon Capital Services	5/18/2021	6.03

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-504	Amazon Capital Services	5/18/2021	57.36
APPCA0518-505	Amazon Capital Services	5/18/2021	45.21
APPCA0518-506	Amazon Capital Services	5/18/2021	39.19
APPCA0518-507	Amazon Capital Services	5/18/2021	44.45
APPCA0518-508	Amazon Capital Services	5/18/2021	40.72
APPCA0518-509	Amazon Capital Services	5/18/2021	48.80
APPCA0518-510	Amazon Capital Services	5/18/2021	40.55
APPCA0518-511	Amazon Capital Services	5/18/2021	38.16
APPCA0518-512	Amazon Capital Services	5/18/2021	45.23
APPCA0518-513	Amazon Capital Services	5/18/2021	38.59
APPCA0518-514	Amazon Capital Services	5/18/2021	54.54
APPCA0518-515	Amazon Capital Services	5/18/2021	49.73
APPCA0518-516	Amazon Capital Services	5/18/2021	42.29
APPCA0518-517	Amazon Capital Services	5/18/2021	52.04
APPCA0518-518	Amazon Capital Services	5/18/2021	38.27
APPCA0518-519	Amazon Capital Services	5/18/2021	40.90
APPCA0518-520	Amazon Capital Services	5/18/2021	42.95
APPCA0518-521	Amazon Capital Services	5/18/2021	48.30
APPCA0518-522	Amazon Capital Services	5/18/2021	48.65
APPCA0518-523	Amazon Capital Services	5/18/2021	50.50
APPCA0518-524	Amazon Capital Services	5/18/2021	48.37
APPCA0518-525	Amazon Capital Services	5/18/2021	5.75
APPCA0518-526	Amazon Capital Services	5/18/2021	38.59
APPCA0518-527	Amazon Capital Services	5/18/2021	39.17
APPCA0518-528	Amazon Capital Services	5/18/2021	58.32
APPCA0518-529	Amazon Capital Services	5/18/2021	42.30
APPCA0518-530	Amazon Capital Services	5/18/2021	4.03
APPCA0518-531	Amazon Capital Services	5/18/2021	45.44
APPCA0518-532	Amazon Capital Services	5/18/2021	40.85
APPCA0518-533	Amazon Capital Services	5/18/2021	51.05
APPCA0518-534	Amazon Capital Services	5/18/2021	55.97
APPCA0518-535	Amazon Capital Services	5/18/2021	52.93
APPCA0518-536	Amazon Capital Services	5/18/2021	57.96
APPCA0518-537	Amazon Capital Services	5/18/2021	59.83
APPCA0518-538	Amazon Capital Services	5/18/2021	40.14
APPCA0518-539	Amazon Capital Services	5/18/2021	46.55
APPCA0518-540	Amazon Capital Services	5/18/2021	57.78
APPCA0518-541	Amazon Capital Services	5/18/2021	5.83
APPCA0518-542	Amazon Capital Services	5/18/2021	38.21
APPCA0518-543	Amazon Capital Services	5/18/2021	46.38
APPCA0518-544	Amazon Capital Services	5/18/2021	38.38
APPCA0518-545	Amazon Capital Services	5/18/2021	59.82

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-546	Amazon Capital Services	5/18/2021	6.25
APPCA0518-547	Amazon Capital Services	5/18/2021	50.35
APPCA0518-548	Amazon Capital Services	5/18/2021	45.11
APPCA0518-549	Amazon Capital Services	5/18/2021	52.60
APPCA0518-550	Amazon Capital Services	5/18/2021	49.84
APPCA0518-551	Amazon Capital Services	5/18/2021	41.70
APPCA0518-552	Amazon Capital Services	5/18/2021	51.29
APPCA0518-553	Amazon Capital Services	5/18/2021	42.38
APPCA0518-554	Amazon Capital Services	5/18/2021	59.25
APPCA0518-555	Amazon Capital Services	5/18/2021	51.18
APPCA0518-556	Amazon Capital Services	5/18/2021	43.05
APPCA0518-557	Amazon Capital Services	5/18/2021	50.91
APPCA0518-558	Amazon Capital Services	5/18/2021	4.26
APPCA0518-559	Amazon Capital Services	5/18/2021	40.70
APPCA0518-560	Amazon Capital Services	5/18/2021	44.51
APPCA0518-561	Amazon Capital Services	5/18/2021	44.12
APPCA0518-562	Amazon Capital Services	5/18/2021	37.98
APPCA0518-563	Amazon Capital Services	5/18/2021	5.16
APPCA0518-564	Amazon Capital Services	5/18/2021	43.29
APPCA0518-565	Amazon Capital Services	5/18/2021	41.13
APPCA0518-566	Amazon Capital Services	5/18/2021	53.37
APPCA0518-567	Amazon Capital Services	5/18/2021	5.38
APPCA0518-568	Amazon Capital Services	5/18/2021	6.40
APPCA0518-569	Amazon Capital Services	5/18/2021	41.08
APPCA0518-570	Amazon Capital Services	5/18/2021	41.44
APPCA0518-571	Amazon Capital Services	5/18/2021	45.22
APPCA0518-572	Amazon Capital Services	5/18/2021	43.09
APPCA0518-573	Amazon Capital Services	5/18/2021	39.16
APPCA0518-574	Amazon Capital Services	5/18/2021	47.47
APPCA0518-575	Amazon Capital Services	5/18/2021	59.42
APPCA0518-576	Amazon Capital Services	5/18/2021	48.61
APPCA0518-577	Amazon Capital Services	5/18/2021	50.29
APPCA0518-578	Amazon Capital Services	5/18/2021	41.59
APPCA0518-579	Amazon Capital Services	5/18/2021	49.57
APPCA0518-580	Amazon Capital Services	5/18/2021	39.81
APPCA0518-581	Amazon Capital Services	5/18/2021	40.91
APPCA0518-582	Amazon Capital Services	5/18/2021	4.57
APPCA0518-583	Amazon Capital Services	5/18/2021	41.64
APPCA0518-584	Amazon Capital Services	5/18/2021	42.62
APPCA0518-585	Amazon Capital Services	5/18/2021	45.11
APPCA0518-586	Amazon Capital Services	5/18/2021	40.89
APPCA0518-587	Amazon Capital Services	5/18/2021	39.05

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-588	Amazon Capital Services	5/18/2021	54.24
APPCA0518-589	Amazon Capital Services	5/18/2021	51.92
APPCA0518-590	Amazon Capital Services	5/18/2021	40.70
APPCA0518-591	Amazon Capital Services	5/18/2021	410.27
APPCA0518-592	Amazon Capital Services	5/18/2021	5.16
APPCA0518-593	Amazon Capital Services	5/18/2021	43.00
APPCA0518-594	Amazon Capital Services	5/18/2021	40.92
APPCA0518-595	Amazon Capital Services	5/18/2021	52.04
APPCA0518-596	Amazon Capital Services	5/18/2021	52.54
APPCA0518-597	Amazon Capital Services	5/18/2021	5.05
APPCA0518-598	Amazon Capital Services	5/18/2021	49.31
APPCA0518-599	Amazon Capital Services	5/18/2021	38.35
APPCA0518-600	Amazon Capital Services	5/18/2021	38.05
APPCA0518-601	Amazon Capital Services	5/18/2021	37.64
APPCA0518-602	Amazon Capital Services	5/18/2021	34.54
APPCA0518-603	Amazon Capital Services	5/18/2021	32.31
APPCA0518-604	Amazon Capital Services	5/18/2021	32.43
APPCA0518-605	Amazon Capital Services	5/18/2021	365.79
APPCA0518-606	Amazon Capital Services	5/18/2021	30.19
APPCA0518-607	Amazon Capital Services	5/18/2021	33.12
APPCA0518-608	Amazon Capital Services	5/18/2021	32.31
APPCA0518-609	Amazon Capital Services	5/18/2021	35.54
APPCA0518-610	Amazon Capital Services	5/18/2021	33.35
APPCA0518-611	Amazon Capital Services	5/18/2021	35.46
APPCA0518-612	Amazon Capital Services	5/18/2021	36.52
APPCA0518-613	Amazon Capital Services	5/18/2021	30.16
APPCA0518-614	Amazon Capital Services	5/18/2021	29.08
APPCA0518-615	Amazon Capital Services	5/18/2021	37.39
APPCA0518-616	Amazon Capital Services	5/18/2021	37.67
APPCA0518-617	Amazon Capital Services	5/18/2021	28.01
APPCA0518-618	Amazon Capital Services	5/18/2021	30.16
APPCA0518-619	Amazon Capital Services	5/18/2021	34.41
APPCA0518-620	Amazon Capital Services	5/18/2021	36.87
APPCA0518-621	Amazon Capital Services	5/18/2021	34.84
APPCA0518-622	Amazon Capital Services	5/18/2021	32.22
APPCA0518-623	Amazon Capital Services	5/18/2021	35.87
APPCA0518-624	Amazon Capital Services	5/18/2021	37.62
APPCA0518-625	Amazon Capital Services	5/18/2021	30.05
APPCA0518-626	Amazon Capital Services	5/18/2021	32.61
APPCA0518-627	Amazon Capital Services	5/18/2021	31.13
APPCA0518-628	Amazon Capital Services	5/18/2021	27.24
APPCA0518-629	Amazon Capital Services	5/18/2021	29.49

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-630	Amazon Capital Services	5/18/2021	37.73
APPCA0518-631	Amazon Capital Services	5/18/2021	30.94
APPCA0518-632	Amazon Capital Services	5/18/2021	29.38
APPCA0518-633	Amazon Capital Services	5/18/2021	27.24
APPCA0518-634	Amazon Capital Services	5/18/2021	36.91
APPCA0518-635	Amazon Capital Services	5/18/2021	29.56
APPCA0518-636	Amazon Capital Services	5/18/2021	34.03
APPCA0518-637	Amazon Capital Services	5/18/2021	3.44
APPCA0518-638	Amazon Capital Services	5/18/2021	30.03
APPCA0518-639	Amazon Capital Services	5/18/2021	33.22
APPCA0518-640	Amazon Capital Services	5/18/2021	35.61
APPCA0518-641	Amazon Capital Services	5/18/2021	31.33
APPCA0518-642	Amazon Capital Services	5/18/2021	37.70
APPCA0518-643	Amazon Capital Services	5/18/2021	33.84
APPCA0518-644	Amazon Capital Services	5/18/2021	31.24
APPCA0518-645	Amazon Capital Services	5/18/2021	31.75
APPCA0518-646	Amazon Capital Services	5/18/2021	37.66
APPCA0518-647	Amazon Capital Services	5/18/2021	33.03
APPCA0518-648	Amazon Capital Services	5/18/2021	3.27
APPCA0518-649	Amazon Capital Services	5/18/2021	3.17
APPCA0518-650	Amazon Capital Services	5/18/2021	31.88
APPCA0518-651	Amazon Capital Services	5/18/2021	32.61
APPCA0518-652	Amazon Capital Services	5/18/2021	3.71
APPCA0518-653	Amazon Capital Services	5/18/2021	31.20
APPCA0518-654	Amazon Capital Services	5/18/2021	37.66
APPCA0518-655	Amazon Capital Services	5/18/2021	34.99
APPCA0518-656	Amazon Capital Services	5/18/2021	33.44
APPCA0518-657	Amazon Capital Services	5/18/2021	3.22
APPCA0518-658	Amazon Capital Services	5/18/2021	32.26
APPCA0518-659	Amazon Capital Services	5/18/2021	31.65
APPCA0518-660	Amazon Capital Services	5/18/2021	32.61
APPCA0518-661	Amazon Capital Services	5/18/2021	30.16
APPCA0518-662	Amazon Capital Services	5/18/2021	37.68
APPCA0518-663	Amazon Capital Services	5/18/2021	28.21
APPCA0518-664	Amazon Capital Services	5/18/2021	35.45
APPCA0518-665	Amazon Capital Services	5/18/2021	37.73
APPCA0518-666	Amazon Capital Services	5/18/2021	34.71
APPCA0518-667	Amazon Capital Services	5/18/2021	3.86
APPCA0518-668	Amazon Capital Services	5/18/2021	29.22
APPCA0518-669	Amazon Capital Services	5/18/2021	35.87
APPCA0518-670	Amazon Capital Services	5/18/2021	35.97
APPCA0518-671	Amazon Capital Services	5/18/2021	32.95

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-672	Amazon Capital Services	5/18/2021	35.41
APPCA0518-673	Amazon Capital Services	5/18/2021	27.27
APPCA0518-674	Amazon Capital Services	5/18/2021	36.61
APPCA0518-675	Amazon Capital Services	5/18/2021	35.87
APPCA0518-676	Amazon Capital Services	5/18/2021	36.91
APPCA0518-677	Amazon Capital Services	5/18/2021	30.92
APPCA0518-678	Amazon Capital Services	5/18/2021	37.53
APPCA0518-679	Amazon Capital Services	5/18/2021	29.81
APPCA0518-680	Amazon Capital Services	5/18/2021	33.48
APPCA0518-681	Amazon Capital Services	5/18/2021	34.60
APPCA0518-682	Amazon Capital Services	5/18/2021	29.28
APPCA0518-683	Amazon Capital Services	5/18/2021	30.10
APPCA0518-684	Amazon Capital Services	5/18/2021	36.53
APPCA0518-685	Amazon Capital Services	5/18/2021	35.74
APPCA0518-686	Amazon Capital Services	5/18/2021	30.30
APPCA0518-687	Amazon Capital Services	5/18/2021	323.84
APPCA0518-688	Amazon Capital Services	5/18/2021	30.11
APPCA0518-689	Amazon Capital Services	5/18/2021	29.20
APPCA0518-690	Amazon Capital Services	5/18/2021	32.27
APPCA0518-691	Amazon Capital Services	5/18/2021	35.97
APPCA0518-692	Amazon Capital Services	5/18/2021	31.33
APPCA0518-693	Amazon Capital Services	5/18/2021	30.72
APPCA0518-694	Amazon Capital Services	5/18/2021	3.77
APPCA0518-695	Amazon Capital Services	5/18/2021	29.07
APPCA0518-696	Amazon Capital Services	5/18/2021	36.52
APPCA0518-697	Amazon Capital Services	5/18/2021	32.46
APPCA0518-698	Amazon Capital Services	5/18/2021	30.44
APPCA0518-699	Amazon Capital Services	5/18/2021	36.96
APPCA0518-700	Amazon Capital Services	5/18/2021	31.75
APPCA0518-701	Amazon Capital Services	5/18/2021	33.26
APPCA0518-702	Amazon Capital Services	5/18/2021	31.14
APPCA0518-703	Amazon Capital Services	5/18/2021	27.74
APPCA0518-704	Amazon Capital Services	5/18/2021	31.89
APPCA0518-705	Amazon Capital Services	5/18/2021	32.15
APPCA0518-706	Amazon Capital Services	5/18/2021	31.78
APPCA0518-707	Amazon Capital Services	5/18/2021	271.46
APPCA0518-708	Amazon Capital Services	5/18/2021	32.31
APPCA0518-709	Amazon Capital Services	5/18/2021	30.04
APPCA0518-710	Amazon Capital Services	5/18/2021	28.00
APPCA0518-711	Amazon Capital Services	5/18/2021	31.24
APPCA0518-712	Amazon Capital Services	5/18/2021	30.89
APPCA0518-713	Amazon Capital Services	5/18/2021	27.34

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-714	Amazon Capital Services	5/18/2021	29.79
APPCA0518-715	Amazon Capital Services	5/18/2021	35.96
APPCA0518-716	Amazon Capital Services	5/18/2021	328.25
APPCA0518-717	Amazon Capital Services	5/18/2021	33.61
APPCA0518-718	Amazon Capital Services	5/18/2021	32.27
APPCA0518-719	Amazon Capital Services	5/18/2021	37.68
APPCA0518-720	Amazon Capital Services	5/18/2021	311.75
APPCA0518-721	Amazon Capital Services	5/18/2021	29.75
APPCA0518-722	Amazon Capital Services	5/18/2021	29.08
APPCA0518-723	Amazon Capital Services	5/18/2021	31.23
APPCA0518-724	Amazon Capital Services	5/18/2021	30.44
APPCA0518-725	Amazon Capital Services	5/18/2021	35.60
APPCA0518-726	Amazon Capital Services	5/18/2021	30.80
APPCA0518-727	Amazon Capital Services	5/18/2021	32.97
APPCA0518-728	Amazon Capital Services	5/18/2021	27.82
APPCA0518-729	Amazon Capital Services	5/18/2021	30.45
APPCA0518-730	Amazon Capital Services	5/18/2021	37.73
APPCA0518-731	Amazon Capital Services	5/18/2021	33.21
APPCA0518-732	Amazon Capital Services	5/18/2021	29.39
APPCA0518-733	Amazon Capital Services	5/18/2021	35.31
APPCA0518-734	Amazon Capital Services	5/18/2021	325.16
APPCA0518-735	Amazon Capital Services	5/18/2021	33.36
APPCA0518-736	Amazon Capital Services	5/18/2021	30.67
APPCA0518-737	Amazon Capital Services	5/18/2021	32.46
APPCA0518-738	Amazon Capital Services	5/18/2021	32.08
APPCA0518-739	Amazon Capital Services	5/18/2021	36.59
APPCA0518-740	Amazon Capital Services	5/18/2021	31.48
APPCA0518-741	Amazon Capital Services	5/18/2021	32.25
APPCA0518-742	Amazon Capital Services	5/18/2021	32.31
APPCA0518-743	Amazon Capital Services	5/18/2021	33.08
APPCA0518-744	Amazon Capital Services	5/18/2021	34.43
APPCA0518-745	Amazon Capital Services	5/18/2021	36.09
APPCA0518-746	Amazon Capital Services	5/18/2021	28.00
APPCA0518-747	Amazon Capital Services	5/18/2021	27.98
APPCA0518-748	Amazon Capital Services	5/18/2021	32.31
APPCA0518-749	Amazon Capital Services	5/18/2021	34.49
APPCA0518-750	Amazon Capital Services	5/18/2021	32.61
APPCA0518-751	Amazon Capital Services	5/18/2021	33.97
APPCA0518-752	Amazon Capital Services	5/18/2021	27.66
APPCA0518-753	Amazon Capital Services	5/18/2021	33.08
APPCA0518-754	Amazon Capital Services	5/18/2021	32.29
APPCA0518-755	Amazon Capital Services	5/18/2021	36.50

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APPCA0518-756	Amazon Capital Services	5/18/2021	37.65
APPCA0518-757	Amazon Capital Services	5/18/2021	34.63
APPCA0518-758	Amazon Capital Services	5/18/2021	37.30
APPCA0518-759	Amazon Capital Services	5/18/2021	33.56
APPCA0518-760	Amazon Capital Services	5/18/2021	35.54
APPCA0518-761	Amazon Capital Services	5/18/2021	29.08
APPCA0518-762	Amazon Capital Services	5/18/2021	31.97
APPCA0518-763	Amazon Capital Services	5/18/2021	34.51
APPCA0518-764	Amazon Capital Services	5/18/2021	30.75
APPCA0518-765	Amazon Capital Services	5/18/2021	34.78
APPCA0518-766	Amazon Capital Services	5/18/2021	36.22
APPCA0518-767	Amazon Capital Services	5/18/2021	35.35
APPCA0518-768	Amazon Capital Services	5/18/2021	37.60
APPCA0518-769	Amazon Capital Services	5/18/2021	35.88
APPCA0518-770	Amazon Capital Services	5/18/2021	31.89
APPCA0518-771	Amazon Capital Services	5/18/2021	31.34
APPCA0518-772	Amazon Capital Services	5/18/2021	3.65
APPCA0518-773	Amazon Capital Services	5/18/2021	32.31
APPCA0518-774	Amazon Capital Services	5/18/2021	31.48
APPCA0518-775	Amazon Capital Services	5/18/2021	30.44
APPCA0518-776	Amazon Capital Services	5/18/2021	30.44
APPCA0518-777	Amazon Capital Services	5/18/2021	30.44
APPCA0518-778	Amazon Capital Services	5/18/2021	3.43
APPCA0518-779	Amazon Capital Services	5/18/2021	28.99
APPCA0518-780	Amazon Capital Services	5/18/2021	32.27
APPCA0518-781	Amazon Capital Services	5/18/2021	32.27
APPCA0518-782	Amazon Capital Services	5/18/2021	28.54
APPCA0518-783	Amazon Capital Services	5/18/2021	27.75
APPCA0518-784	Amazon Capital Services	5/18/2021	27.81
APPCA0518-785	Amazon Capital Services	5/18/2021	27.75
APPCA0518-786	Amazon Capital Services	5/18/2021	32.74
APPCA0518-787	Amazon Capital Services	5/18/2021	29.94
APPCA0518-788	Amazon Capital Services	5/18/2021	28.06
APPCA0518-789	Amazon Capital Services	5/18/2021	350.59
APPCA0518-790	Amazon Capital Services	5/18/2021	31.13
APPCA0518-791	Amazon Capital Services	5/18/2021	29.72
APPCA0518-792	Amazon Capital Services	5/18/2021	34.35
APPCA0518-793	Amazon Capital Services	5/18/2021	28.90
APPCA0518-794	Amazon Capital Services	5/18/2021	37.43
APPCA0518-795	Amazon Capital Services	5/18/2021	32.29
APPCA0518-796	Amazon Capital Services	5/18/2021	32.20
APPCA0518-797	Amazon Capital Services	5/18/2021	34.28

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0518-798	Amazon Capital Services	5/18/2021	33.17
APPCA0518-799	Amazon Capital Services	5/18/2021	29.08
APPCA0518-800	Amazon Capital Services	5/18/2021	33.92
APPCA0518-801	Amazon Capital Services	5/18/2021	31.33
APPCA0518-802	Amazon Capital Services	5/18/2021	37.51
APPCA0518-803	Amazon Capital Services	5/18/2021	28.57
APPCA0518-804	Amazon Capital Services	5/18/2021	34.63
APPCA0518-805	Amazon Capital Services	5/18/2021	31.42
APPCA0518-806	Amazon Capital Services	5/18/2021	34.64
APPCA0518-807	Amazon Capital Services	5/18/2021	35.55
APPCA0518-808	Amazon Capital Services	5/18/2021	31.24
APPCA0518-809	Amazon Capital Services	5/18/2021	35.53
APPCA0518-810	Amazon Capital Services	5/18/2021	31.30
APPCA0518-811	Amazon Capital Services	5/18/2021	36.28
APPCA0518-812	Amazon Capital Services	5/18/2021	27.99
APPCA0518-813	Amazon Capital Services	5/18/2021	32.72
APPCA0518-814	Amazon Capital Services	5/18/2021	31.10
APPCA0518-815	Amazon Capital Services	5/18/2021	28.00
APPCA0518-816	Amazon Capital Services	5/18/2021	28.84
APPCA0518-817	Amazon Capital Services	5/18/2021	37.11
APPCA0518-818	Amazon Capital Services	5/18/2021	32.46
APPCA0518-819	Amazon Capital Services	5/18/2021	28.93
APPCA0518-820	Amazon Capital Services	5/18/2021	29.39
APPCA0518-821	Amazon Capital Services	5/18/2021	31.01
APPCA0518-822	Amazon Capital Services	5/18/2021	27.20
APPCA0518-823	Amazon Capital Services	5/18/2021	35.72
APPCA0518-824	Amazon Capital Services	5/18/2021	28.00
APPCA0518-825	Amazon Capital Services	5/18/2021	28.82
APPCA0518-826	Amazon Capital Services	5/18/2021	31.78
APPCA0518-827	Amazon Capital Services	5/18/2021	37.04
APPCA0518-828	Amazon Capital Services	5/18/2021	33.40
APPCA0518-829	Amazon Capital Services	5/18/2021	36.79
APPCA0518-830	Amazon Capital Services	5/18/2021	32.27
APPCA0518-831	Amazon Capital Services	5/18/2021	30.03
APPCA0518-832	Amazon Capital Services	5/18/2021	323.24
APPCA0518-833	Amazon Capital Services	5/18/2021	30.19
APPCA0518-834	Amazon Capital Services	5/18/2021	33.52
APPCA0518-835	Amazon Capital Services	5/18/2021	28.04
APPCA0518-836	Amazon Capital Services	5/18/2021	3.06
APPCA0518-837	Amazon Capital Services	5/18/2021	30.30
APPCA0518-838	Amazon Capital Services	5/18/2021	33.98
APPCA0518-839	Amazon Capital Services	5/18/2021	3.78

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APPCA0518-840	Amazon Capital Services	5/18/2021	27.79
APPCA0518-841	Amazon Capital Services	5/18/2021	31.11
APPCA0518-842	Amazon Capital Services	5/18/2021	34.37
APPCA0518-843	Amazon Capital Services	5/18/2021	28.53
APPCA0518-844	Amazon Capital Services	5/18/2021	31.54
APPCA0518-845	Amazon Capital Services	5/18/2021	33.28
APPCA0518-846	Amazon Capital Services	5/18/2021	34.05
APPCA0518-847	Amazon Capital Services	5/18/2021	34.11
APPCA0518-848	Amazon Capital Services	5/18/2021	29.51
APPCA0518-849	Amazon Capital Services	5/18/2021	37.17
APPCA0518-850	Amazon Capital Services	5/18/2021	31.20
APPCA0518-851	Amazon Capital Services	5/18/2021	32.33
APPCA0518-852	Amazon Capital Services	5/18/2021	36.64
APPCA0518-853	Amazon Capital Services	5/18/2021	32.90
APPCA0518-854	Amazon Capital Services	5/18/2021	31.38
APPCA0518-855	Amazon Capital Services	5/18/2021	35.45
APPCA0518-856	Amazon Capital Services	5/18/2021	27.34
APPCA0518-857	Amazon Capital Services	5/18/2021	28.94
APPCA0518-858	Amazon Capital Services	5/18/2021	34.46
APPCA0518-859	Amazon Capital Services	5/18/2021	35.44
APPCA0518-860	Amazon Capital Services	5/18/2021	29.39
APPCA0518-861	Amazon Capital Services	5/18/2021	36.62
APPCA0518-862	Amazon Capital Services	5/18/2021	29.08
APPCA0518-863	Amazon Capital Services	5/18/2021	36.59
APPCA0518-864	Amazon Capital Services	5/18/2021	32.42
APPCA0518-865	Amazon Capital Services	5/18/2021	37.10
APPCA0518-866	Amazon Capital Services	5/18/2021	31.10
APPCA0518-867	Amazon Capital Services	5/18/2021	37.86
APPCA0518-868	Amazon Capital Services	5/18/2021	36.79
APPCA0518-869	Amazon Capital Services	5/18/2021	27.82
APPCA0518-870	Amazon Capital Services	5/18/2021	32.31
APPCA0518-871	Amazon Capital Services	5/18/2021	29.59
APPCA0518-872	Amazon Capital Services	5/18/2021	31.55
APPCA0518-873	Amazon Capital Services	5/18/2021	35.44
APPCA0518-874	Amazon Capital Services	5/18/2021	36.62
APPCA0518-875	Amazon Capital Services	5/18/2021	37.87
APPCA0518-876	Amazon Capital Services	5/18/2021	35.67
APPCA0518-877	Amazon Capital Services	5/18/2021	31.01
APPCA0518-878	Amazon Capital Services	5/18/2021	28.52
APPCA0518-879	Amazon Capital Services	5/18/2021	28.43
APPCA0518-880	Amazon Capital Services	5/18/2021	32.40
APPCA0518-881	Amazon Capital Services	5/18/2021	37.69

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APPCA0518-882	Amazon Capital Services	5/18/2021	36.98
APPCA0518-883	Amazon Capital Services	5/18/2021	37.69
APPCA0518-884	Amazon Capital Services	5/18/2021	37.66
APPCA0518-885	Amazon Capital Services	5/18/2021	30.16
APPCA0518-886	Amazon Capital Services	5/18/2021	27.76
APPCA0518-887	Amazon Capital Services	5/18/2021	36.52
APPCA0518-888	Amazon Capital Services	5/18/2021	34.48
APPCA0518-889	Amazon Capital Services	5/18/2021	31.75
APPCA0518-890	Amazon Capital Services	5/18/2021	32.59
APPCA0518-891	Amazon Capital Services	5/18/2021	33.63
APPCA0518-892	Amazon Capital Services	5/18/2021	31.33
APPCA0518-893	Amazon Capital Services	5/18/2021	31.87
APPCA0518-894	Amazon Capital Services	5/18/2021	35.93
APPCA0518-895	Amazon Capital Services	5/18/2021	35.55
APPCA0518-896	Amazon Capital Services	5/18/2021	32.30
APPCA0518-897	Amazon Capital Services	5/18/2021	29.07
APPCA0518-898	Amazon Capital Services	5/18/2021	29.93
APPCA0518-899	Amazon Capital Services	5/18/2021	34.35
APPCA0518-900	Amazon Capital Services	5/18/2021	29.95
APPCA0518-901	Amazon Capital Services	5/18/2021	24.86
APPCA0518-902	Amazon Capital Services	5/18/2021	25.36
APPCA0518-903	Amazon Capital Services	5/18/2021	24.86
APPCA0518-904	Amazon Capital Services	5/18/2021	248.96
APPCA0518-905	Amazon Capital Services	5/18/2021	21.48
APPCA0518-906	Amazon Capital Services	5/18/2021	21.53
APPCA0518-907	Amazon Capital Services	5/18/2021	21.50
APPCA0518-908	Amazon Capital Services	5/18/2021	21.77
APPCA0518-909	Amazon Capital Services	5/18/2021	19.61
APPCA0518-910	Amazon Capital Services	5/18/2021	24.23
APPCA0518-911	Amazon Capital Services	5/18/2021	26.93
APPCA0518-912	Amazon Capital Services	5/18/2021	24.76
APPCA0518-913	Amazon Capital Services	5/18/2021	20.35
APPCA0518-914	Amazon Capital Services	5/18/2021	27.05
APPCA0518-915	Amazon Capital Services	5/18/2021	26.92
APPCA0518-916	Amazon Capital Services	5/18/2021	21.18
APPCA0518-917	Amazon Capital Services	5/18/2021	2.47
APPCA0518-918	Amazon Capital Services	5/18/2021	26.93
APPCA0518-919	Amazon Capital Services	5/18/2021	24.77
APPCA0518-920	Amazon Capital Services	5/18/2021	27.18
APPCA0518-921	Amazon Capital Services	5/18/2021	26.90
APPCA0518-922	Amazon Capital Services	5/18/2021	22.60
APPCA0518-923	Amazon Capital Services	5/18/2021	21.54

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APPCA0518-924	Amazon Capital Services	5/18/2021	21.54
APPCA0518-925	Amazon Capital Services	5/18/2021	26.93
APPCA0518-926	Amazon Capital Services	5/18/2021	25.77
APPCA0518-927	Amazon Capital Services	5/18/2021	21.54
APPCA0518-928	Amazon Capital Services	5/18/2021	22.77
APPCA0518-929	Amazon Capital Services	5/18/2021	26.93
APPCA0518-930	Amazon Capital Services	5/18/2021	23.48
APPCA0518-931	Amazon Capital Services	5/18/2021	26.93
APPCA0518-932	Amazon Capital Services	5/18/2021	22.07
APPCA0518-933	Amazon Capital Services	5/18/2021	20.69
APPCA0518-934	Amazon Capital Services	5/18/2021	23.13
APPCA0518-935	Amazon Capital Services	5/18/2021	25.74
APPCA0518-936	Amazon Capital Services	5/18/2021	21.54
APPCA0518-937	Amazon Capital Services	5/18/2021	20.91
APPCA0518-938	Amazon Capital Services	5/18/2021	21.54
APPCA0518-939	Amazon Capital Services	5/18/2021	24.32
APPCA0518-940	Amazon Capital Services	5/18/2021	25.15
APPCA0518-941	Amazon Capital Services	5/18/2021	25.90
APPCA0518-942	Amazon Capital Services	5/18/2021	25.01
APPCA0518-943	Amazon Capital Services	5/18/2021	19.73
APPCA0518-944	Amazon Capital Services	5/18/2021	21.21
APPCA0518-945	Amazon Capital Services	5/18/2021	23.79
APPCA0518-946	Amazon Capital Services	5/18/2021	22.51
APPCA0518-947	Amazon Capital Services	5/18/2021	24.83
APPCA0518-948	Amazon Capital Services	5/18/2021	23.91
APPCA0518-949	Amazon Capital Services	5/18/2021	26.93
APPCA0518-950	Amazon Capital Services	5/18/2021	23.54
APPCA0518-951	Amazon Capital Services	5/18/2021	21.40
APPCA0518-952	Amazon Capital Services	5/18/2021	21.43
APPCA0518-953	Amazon Capital Services	5/18/2021	24.75
APPCA0518-954	Amazon Capital Services	5/18/2021	22.71
APPCA0518-955	Amazon Capital Services	5/18/2021	19.47
APPCA0518-956	Amazon Capital Services	5/18/2021	254.29
APPCA0518-957	Amazon Capital Services	5/18/2021	20.46
APPCA0518-958	Amazon Capital Services	5/18/2021	25.36
APPCA0518-959	Amazon Capital Services	5/18/2021	26.93
APPCA0518-960	Amazon Capital Services	5/18/2021	21.51
APPCA0518-961	Amazon Capital Services	5/18/2021	19.92
APPCA0518-962	Amazon Capital Services	5/18/2021	26.93
APPCA0518-963	Amazon Capital Services	5/18/2021	26.25
APPCA0518-964	Amazon Capital Services	5/18/2021	21.54
APPCA0518-965	Amazon Capital Services	5/18/2021	209.51

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APPCA0518-966	Amazon Capital Services	5/18/2021	25.74
APPCA0518-967	Amazon Capital Services	5/18/2021	21.61
APPCA0518-968	Amazon Capital Services	5/18/2021	24.54
APPCA0518-969	Amazon Capital Services	5/18/2021	22.09
APPCA0518-970	Amazon Capital Services	5/18/2021	26.85
APPCA0518-971	Amazon Capital Services	5/18/2021	205.64
APPCA0518-972	Amazon Capital Services	5/18/2021	25.09
APPCA0518-973	Amazon Capital Services	5/18/2021	22.66
APPCA0518-974	Amazon Capital Services	5/18/2021	19.71
APPCA0518-975	Amazon Capital Services	5/18/2021	23.65
APPCA0518-976	Amazon Capital Services	5/18/2021	23.71
APPCA0518-977	Amazon Capital Services	5/18/2021	21.54
APPCA0518-978	Amazon Capital Services	5/18/2021	26.92
APPCA0518-979	Amazon Capital Services	5/18/2021	26.63
APPCA0518-980	Amazon Capital Services	5/18/2021	24.31
APPCA0518-981	Amazon Capital Services	5/18/2021	22.05
APPCA0518-982	Amazon Capital Services	5/18/2021	21.50
APPCA0518-983	Amazon Capital Services	5/18/2021	25.00
APPCA0518-984	Amazon Capital Services	5/18/2021	25.79
APPCA0518-985	Amazon Capital Services	5/18/2021	24.54
APPCA0518-986	Amazon Capital Services	5/18/2021	20.09
APPCA0518-987	Amazon Capital Services	5/18/2021	19.77
APPCA0518-988	Amazon Capital Services	5/18/2021	23.68
APPCA0518-989	Amazon Capital Services	5/18/2021	23.69
APPCA0518-990	Amazon Capital Services	5/18/2021	25.24
APPCA0518-991	Amazon Capital Services	5/18/2021	27.10
APPCA0518-992	Amazon Capital Services	5/18/2021	21.01
APPCA0518-993	Amazon Capital Services	5/18/2021	26.63
APPCA0518-994	Amazon Capital Services	5/18/2021	23.69
APPCA0518-995	Amazon Capital Services	5/18/2021	23.57
APPCA0518-996	Amazon Capital Services	5/18/2021	23.36
APPCA0518-997	Amazon Capital Services	5/18/2021	25.28
APPCA0518-998	Amazon Capital Services	5/18/2021	21.50
APPCA0518-999	Amazon Capital Services	5/18/2021	26.96
APPCA0520-301	Amazon Capital Services	5/20/2021	8.50
APPCA0520-302	Amazon Capital Services	5/20/2021	99.57
APPCA0520-303	Amazon Capital Services	5/20/2021	7.49
APPCA0520-304	Amazon Capital Services	5/20/2021	7.50
APPCA0520-305	Amazon Capital Services	5/20/2021	7.53
APPCA0520-306	Amazon Capital Services	5/20/2021	64.07
APPCA0520-307	Amazon Capital Services	5/20/2021	7.53
APPCA0520-308	Amazon Capital Services	5/20/2021	92.60

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APPCA0520-309	Amazon Capital Services	5/20/2021	9.69
APPCA0520-310	Amazon Capital Services	5/20/2021	8.07
APPCA0520-311	Amazon Capital Services	5/20/2021	7.48
APPCA0520-312	Amazon Capital Services	5/20/2021	8.61
APPCA0520-313	Amazon Capital Services	5/20/2021	7.53
APPCA0520-314	Amazon Capital Services	5/20/2021	6.99
APPCA0520-315	Amazon Capital Services	5/20/2021	84.55
APPCA0520-316	Amazon Capital Services	5/20/2021	7.41
APPCA0520-317	Amazon Capital Services	5/20/2021	9.73
APPCA0520-318	Amazon Capital Services	5/20/2021	64.43
APPCA0520-319	Amazon Capital Services	5/20/2021	60.39
APPCA0520-320	Amazon Capital Services	5/20/2021	62.60
APPCA0520-321	Amazon Capital Services	5/20/2021	6.94
APPCA0520-322	Amazon Capital Services	5/20/2021	7.52
APPCA0520-323	Amazon Capital Services	5/20/2021	8.61
APPCA0525-1000	Amazon Capital Services	5/25/2021	21.50
APPCA0525-1001	Amazon Capital Services	5/25/2021	18.31
APPCA0525-1002	Amazon Capital Services	5/25/2021	21.38
APPCA0525-1003	Amazon Capital Services	5/25/2021	19.83
APPCA0525-1004	Amazon Capital Services	5/25/2021	178.53
APPCA0525-1005	Amazon Capital Services	5/25/2021	21.54
APPCA0525-1006	Amazon Capital Services	5/25/2021	19.28
APPCA0525-1007	Amazon Capital Services	5/25/2021	19.85
APPCA0525-1008	Amazon Capital Services	5/25/2021	21.39
APPCA0525-1009	Amazon Capital Services	5/25/2021	19.93
APPCA0525-1010	Amazon Capital Services	5/25/2021	20.41
APPCA0525-1011	Amazon Capital Services	5/25/2021	21.62
APPCA0525-1012	Amazon Capital Services	5/25/2021	20.49
APPCA0525-1013	Amazon Capital Services	5/25/2021	21.59
APPCA0525-1014	Amazon Capital Services	5/25/2021	2.13
APPCA0525-1015	Amazon Capital Services	5/25/2021	21.54
APPCA0525-1016	Amazon Capital Services	5/25/2021	21.11
APPCA0525-1017	Amazon Capital Services	5/25/2021	20.45
APPCA0525-1018	Amazon Capital Services	5/25/2021	18.20
APPCA0525-1019	Amazon Capital Services	5/25/2021	18.31
APPCA0525-1020	Amazon Capital Services	5/25/2021	19.28
APPCA0525-1021	Amazon Capital Services	5/25/2021	204.48
APPCA0525-1022	Amazon Capital Services	5/25/2021	203.51
APPCA0525-301	Amazon Capital Services	5/25/2021	89.29
APPCA0525-302	Amazon Capital Services	5/25/2021	9.73
APPCA0525-303	Amazon Capital Services	5/25/2021	69.98
APPCA0525-304	Amazon Capital Services	5/25/2021	89.24

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-305	Amazon Capital Services	5/25/2021	8.29
APPCA0525-306	Amazon Capital Services	5/25/2021	73.94
APPCA0525-307	Amazon Capital Services	5/25/2021	88.89
APPCA0525-308	Amazon Capital Services	5/25/2021	77.03
APPCA0525-309	Amazon Capital Services	5/25/2021	75.41
APPCA0525-310	Amazon Capital Services	5/25/2021	96.37
APPCA0525-311	Amazon Capital Services	5/25/2021	75.17
APPCA0525-312	Amazon Capital Services	5/25/2021	75.73
APPCA0525-313	Amazon Capital Services	5/25/2021	9.67
APPCA0525-314	Amazon Capital Services	5/25/2021	9.98
APPCA0525-315	Amazon Capital Services	5/25/2021	87.27
APPCA0525-316	Amazon Capital Services	5/25/2021	7.53
APPCA0525-317	Amazon Capital Services	5/25/2021	9.69
APPCA0525-318	Amazon Capital Services	5/25/2021	7.53
APPCA0525-319	Amazon Capital Services	5/25/2021	8.51
APPCA0525-320	Amazon Capital Services	5/25/2021	8.57
APPCA0525-321	Amazon Capital Services	5/25/2021	7.53
APPCA0525-322	Amazon Capital Services	5/25/2021	7.53
APPCA0525-323	Amazon Capital Services	5/25/2021	7.53
APPCA0525-324	Amazon Capital Services	5/25/2021	73.82
APPCA0525-325	Amazon Capital Services	5/25/2021	68.27
APPCA0525-326	Amazon Capital Services	5/25/2021	86.76
APPCA0525-327	Amazon Capital Services	5/25/2021	73.26
APPCA0525-328	Amazon Capital Services	5/25/2021	8.58
APPCA0525-329	Amazon Capital Services	5/25/2021	80.74
APPCA0525-330	Amazon Capital Services	5/25/2021	84.47
APPCA0525-331	Amazon Capital Services	5/25/2021	9.69
APPCA0525-332	Amazon Capital Services	5/25/2021	72.83
APPCA0525-333	Amazon Capital Services	5/25/2021	7.74
APPCA0525-334	Amazon Capital Services	5/25/2021	86.49
APPCA0525-335	Amazon Capital Services	5/25/2021	8.61
APPCA0525-336	Amazon Capital Services	5/25/2021	8.57
APPCA0525-337	Amazon Capital Services	5/25/2021	75.65
APPCA0525-338	Amazon Capital Services	5/25/2021	8.61
APPCA0525-339	Amazon Capital Services	5/25/2021	7.53
APPCA0525-340	Amazon Capital Services	5/25/2021	8.61
APPCA0525-341	Amazon Capital Services	5/25/2021	8.18
APPCA0525-342	Amazon Capital Services	5/25/2021	96.43
APPCA0525-343	Amazon Capital Services	5/25/2021	89.78
APPCA0525-344	Amazon Capital Services	5/25/2021	7.53
APPCA0525-345	Amazon Capital Services	5/25/2021	74.95
APPCA0525-346	Amazon Capital Services	5/25/2021	9.26

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-347	Amazon Capital Services	5/25/2021	90.96
APPCA0525-348	Amazon Capital Services	5/25/2021	7.53
APPCA0525-349	Amazon Capital Services	5/25/2021	79.47
APPCA0525-350	Amazon Capital Services	5/25/2021	75.08
APPCA0525-351	Amazon Capital Services	5/25/2021	93.15
APPCA0525-352	Amazon Capital Services	5/25/2021	8.69
APPCA0525-353	Amazon Capital Services	5/25/2021	80.69
APPCA0525-354	Amazon Capital Services	5/25/2021	8.18
APPCA0525-355	Amazon Capital Services	5/25/2021	7.49
APPCA0525-356	Amazon Capital Services	5/25/2021	7.53
APPCA0525-357	Amazon Capital Services	5/25/2021	7.62
APPCA0525-358	Amazon Capital Services	5/25/2021	9.97
APPCA0525-359	Amazon Capital Services	5/25/2021	84.55
APPCA0525-360	Amazon Capital Services	5/25/2021	83.15
APPCA0525-361	Amazon Capital Services	5/25/2021	75.89
APPCA0525-362	Amazon Capital Services	5/25/2021	76.46
APPCA0525-363	Amazon Capital Services	5/25/2021	9.90
APPCA0525-364	Amazon Capital Services	5/25/2021	85.49
APPCA0525-365	Amazon Capital Services	5/25/2021	97.70
APPCA0525-366	Amazon Capital Services	5/25/2021	98.98
APPCA0525-367	Amazon Capital Services	5/25/2021	8.76
APPCA0525-368	Amazon Capital Services	5/25/2021	74.23
APPCA0525-369	Amazon Capital Services	5/25/2021	8.03
APPCA0525-370	Amazon Capital Services	5/25/2021	79.18
APPCA0525-371	Amazon Capital Services	5/25/2021	8.65
APPCA0525-372	Amazon Capital Services	5/25/2021	79.00
APPCA0525-373	Amazon Capital Services	5/25/2021	99.61
APPCA0525-374	Amazon Capital Services	5/25/2021	9.64
APPCA0525-375	Amazon Capital Services	5/25/2021	85.85
APPCA0525-376	Amazon Capital Services	5/25/2021	80.59
APPCA0525-377	Amazon Capital Services	5/25/2021	8.60
APPCA0525-378	Amazon Capital Services	5/25/2021	7.53
APPCA0525-379	Amazon Capital Services	5/25/2021	72.06
APPCA0525-380	Amazon Capital Services	5/25/2021	69.07
APPCA0525-381	Amazon Capital Services	5/25/2021	9.57
APPCA0525-382	Amazon Capital Services	5/25/2021	77.53
APPCA0525-383	Amazon Capital Services	5/25/2021	9.29
APPCA0525-384	Amazon Capital Services	5/25/2021	69.48
APPCA0525-385	Amazon Capital Services	5/25/2021	8.65
APPCA0525-386	Amazon Capital Services	5/25/2021	7.00
APPCA0525-387	Amazon Capital Services	5/25/2021	8.10
APPCA0525-388	Amazon Capital Services	5/25/2021	9.42

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-389	Amazon Capital Services	5/25/2021	7.54
APPCA0525-390	Amazon Capital Services	5/25/2021	78.05
APPCA0525-391	Amazon Capital Services	5/25/2021	8.61
APPCA0525-392	Amazon Capital Services	5/25/2021	9.68
APPCA0525-393	Amazon Capital Services	5/25/2021	8.61
APPCA0525-394	Amazon Capital Services	5/25/2021	9.47
APPCA0525-395	Amazon Capital Services	5/25/2021	70.73
APPCA0525-396	Amazon Capital Services	5/25/2021	72.11
APPCA0525-397	Amazon Capital Services	5/25/2021	8.61
APPCA0525-398	Amazon Capital Services	5/25/2021	8.48
APPCA0525-399	Amazon Capital Services	5/25/2021	99.60
APPCA0525-400	Amazon Capital Services	5/25/2021	86.11
APPCA0525-401	Amazon Capital Services	5/25/2021	8.61
APPCA0525-402	Amazon Capital Services	5/25/2021	8.57
APPCA0525-403	Amazon Capital Services	5/25/2021	79.83
APPCA0525-404	Amazon Capital Services	5/25/2021	8.18
APPCA0525-405	Amazon Capital Services	5/25/2021	7.85
APPCA0525-406	Amazon Capital Services	5/25/2021	86.78
APPCA0525-407	Amazon Capital Services	5/25/2021	7.53
APPCA0525-408	Amazon Capital Services	5/25/2021	8.18
APPCA0525-409	Amazon Capital Services	5/25/2021	7.53
APPCA0525-410	Amazon Capital Services	5/25/2021	7.53
APPCA0525-411	Amazon Capital Services	5/25/2021	7.27
APPCA0525-412	Amazon Capital Services	5/25/2021	7.53
APPCA0525-413	Amazon Capital Services	5/25/2021	8.57
APPCA0525-414	Amazon Capital Services	5/25/2021	9.69
APPCA0525-415	Amazon Capital Services	5/25/2021	68.42
APPCA0525-416	Amazon Capital Services	5/25/2021	8.07
APPCA0525-417	Amazon Capital Services	5/25/2021	7.49
APPCA0525-418	Amazon Capital Services	5/25/2021	9.73
APPCA0525-419	Amazon Capital Services	5/25/2021	80.44
APPCA0525-420	Amazon Capital Services	5/25/2021	9.75
APPCA0525-421	Amazon Capital Services	5/25/2021	78.42
APPCA0525-422	Amazon Capital Services	5/25/2021	69.50
APPCA0525-423	Amazon Capital Services	5/25/2021	8.57
APPCA0525-424	Amazon Capital Services	5/25/2021	9.92
APPCA0525-425	Amazon Capital Services	5/25/2021	92.36
APPCA0525-426	Amazon Capital Services	5/25/2021	93.81
APPCA0525-427	Amazon Capital Services	5/25/2021	91.61
APPCA0525-428	Amazon Capital Services	5/25/2021	70.49
APPCA0525-429	Amazon Capital Services	5/25/2021	9.30
APPCA0525-430	Amazon Capital Services	5/25/2021	9.78

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-431	Amazon Capital Services	5/25/2021	71.81
APPCA0525-432	Amazon Capital Services	5/25/2021	71.07
APPCA0525-433	Amazon Capital Services	5/25/2021	8.61
APPCA0525-434	Amazon Capital Services	5/25/2021	93.37
APPCA0525-435	Amazon Capital Services	5/25/2021	71.32
APPCA0525-436	Amazon Capital Services	5/25/2021	7.60
APPCA0525-437	Amazon Capital Services	5/25/2021	75.06
APPCA0525-438	Amazon Capital Services	5/25/2021	74.20
APPCA0525-439	Amazon Capital Services	5/25/2021	90.12
APPCA0525-440	Amazon Capital Services	5/25/2021	91.28
APPCA0525-441	Amazon Capital Services	5/25/2021	8.61
APPCA0525-442	Amazon Capital Services	5/25/2021	7.45
APPCA0525-443	Amazon Capital Services	5/25/2021	80.77
APPCA0525-444	Amazon Capital Services	5/25/2021	8.89
APPCA0525-445	Amazon Capital Services	5/25/2021	7.53
APPCA0525-446	Amazon Capital Services	5/25/2021	7.56
APPCA0525-447	Amazon Capital Services	5/25/2021	9.69
APPCA0525-448	Amazon Capital Services	5/25/2021	7.53
APPCA0525-449	Amazon Capital Services	5/25/2021	8.12
APPCA0525-450	Amazon Capital Services	5/25/2021	9.44
APPCA0525-451	Amazon Capital Services	5/25/2021	9.69
APPCA0525-452	Amazon Capital Services	5/25/2021	87.19
APPCA0525-453	Amazon Capital Services	5/25/2021	7.56
APPCA0525-454	Amazon Capital Services	5/25/2021	7.41
APPCA0525-455	Amazon Capital Services	5/25/2021	8.57
APPCA0525-456	Amazon Capital Services	5/25/2021	7.03
APPCA0525-457	Amazon Capital Services	5/25/2021	7.57
APPCA0525-458	Amazon Capital Services	5/25/2021	7.53
APPCA0525-459	Amazon Capital Services	5/25/2021	81.95
APPCA0525-460	Amazon Capital Services	5/25/2021	75.16
APPCA0525-461	Amazon Capital Services	5/25/2021	9.69
APPCA0525-462	Amazon Capital Services	5/25/2021	8.10
APPCA0525-463	Amazon Capital Services	5/25/2021	87.13
APPCA0525-464	Amazon Capital Services	5/25/2021	8.43
APPCA0525-465	Amazon Capital Services	5/25/2021	9.78
APPCA0525-466	Amazon Capital Services	5/25/2021	80.51
APPCA0525-467	Amazon Capital Services	5/25/2021	72.72
APPCA0525-468	Amazon Capital Services	5/25/2021	86.83
APPCA0525-469	Amazon Capital Services	5/25/2021	85.00
APPCA0525-470	Amazon Capital Services	5/25/2021	72.09
APPCA0525-471	Amazon Capital Services	5/25/2021	97.41
APPCA0525-472	Amazon Capital Services	5/25/2021	9.92

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-473	Amazon Capital Services	5/25/2021	7.63
APPCA0525-474	Amazon Capital Services	5/25/2021	7.53
APPCA0525-475	Amazon Capital Services	5/25/2021	70.85
APPCA0525-476	Amazon Capital Services	5/25/2021	75.69
APPCA0525-477	Amazon Capital Services	5/25/2021	9.23
APPCA0525-478	Amazon Capital Services	5/25/2021	78.56
APPCA0525-479	Amazon Capital Services	5/25/2021	82.16
APPCA0525-480	Amazon Capital Services	5/25/2021	77.92
APPCA0525-481	Amazon Capital Services	5/25/2021	9.44
APPCA0525-482	Amazon Capital Services	5/25/2021	84.22
APPCA0525-483	Amazon Capital Services	5/25/2021	99.35
APPCA0525-484	Amazon Capital Services	5/25/2021	8.66
APPCA0525-485	Amazon Capital Services	5/25/2021	82.02
APPCA0525-486	Amazon Capital Services	5/25/2021	7.53
APPCA0525-487	Amazon Capital Services	5/25/2021	7.53
APPCA0525-488	Amazon Capital Services	5/25/2021	92.00
APPCA0525-489	Amazon Capital Services	5/25/2021	86.93
APPCA0525-490	Amazon Capital Services	5/25/2021	9.69
APPCA0525-491	Amazon Capital Services	5/25/2021	8.61
APPCA0525-492	Amazon Capital Services	5/25/2021	84.82
APPCA0525-493	Amazon Capital Services	5/25/2021	84.11
APPCA0525-494	Amazon Capital Services	5/25/2021	99.14
APPCA0525-495	Amazon Capital Services	5/25/2021	7.33
APPCA0525-496	Amazon Capital Services	5/25/2021	83.62
APPCA0525-497	Amazon Capital Services	5/25/2021	7.53
APPCA0525-498	Amazon Capital Services	5/25/2021	8.56
APPCA0525-499	Amazon Capital Services	5/25/2021	75.37
APPCA0525-500	Amazon Capital Services	5/25/2021	7.49
APPCA0525-501	Amazon Capital Services	5/25/2021	7.53
APPCA0525-502	Amazon Capital Services	5/25/2021	8.66
APPCA0525-503	Amazon Capital Services	5/25/2021	7.53
APPCA0525-504	Amazon Capital Services	5/25/2021	7.53
APPCA0525-505	Amazon Capital Services	5/25/2021	68.56
APPCA0525-506	Amazon Capital Services	5/25/2021	7.57
APPCA0525-507	Amazon Capital Services	5/25/2021	76.78
APPCA0525-508	Amazon Capital Services	5/25/2021	7.53
APPCA0525-509	Amazon Capital Services	5/25/2021	69.55
APPCA0525-510	Amazon Capital Services	5/25/2021	76.63
APPCA0525-511	Amazon Capital Services	5/25/2021	9.64
APPCA0525-512	Amazon Capital Services	5/25/2021	8.05
APPCA0525-513	Amazon Capital Services	5/25/2021	68.83
APPCA0525-514	Amazon Capital Services	5/25/2021	7.88

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-515	Amazon Capital Services	5/25/2021	7.53
APPCA0525-516	Amazon Capital Services	5/25/2021	7.24
APPCA0525-517	Amazon Capital Services	5/25/2021	98.32
APPCA0525-518	Amazon Capital Services	5/25/2021	72.25
APPCA0525-519	Amazon Capital Services	5/25/2021	8.61
APPCA0525-520	Amazon Capital Services	5/25/2021	8.93
APPCA0525-521	Amazon Capital Services	5/25/2021	69.96
APPCA0525-522	Amazon Capital Services	5/25/2021	9.64
APPCA0525-523	Amazon Capital Services	5/25/2021	8.61
APPCA0525-524	Amazon Capital Services	5/25/2021	85.80
APPCA0525-525	Amazon Capital Services	5/25/2021	94.58
APPCA0525-526	Amazon Capital Services	5/25/2021	7.53
APPCA0525-527	Amazon Capital Services	5/25/2021	99.45
APPCA0525-528	Amazon Capital Services	5/25/2021	9.69
APPCA0525-529	Amazon Capital Services	5/25/2021	7.78
APPCA0525-530	Amazon Capital Services	5/25/2021	7.60
APPCA0525-531	Amazon Capital Services	5/25/2021	7.52
APPCA0525-532	Amazon Capital Services	5/25/2021	8.61
APPCA0525-533	Amazon Capital Services	5/25/2021	7.53
APPCA0525-534	Amazon Capital Services	5/25/2021	9.69
APPCA0525-535	Amazon Capital Services	5/25/2021	7.19
APPCA0525-536	Amazon Capital Services	5/25/2021	92.54
APPCA0525-537	Amazon Capital Services	5/25/2021	97.41
APPCA0525-538	Amazon Capital Services	5/25/2021	81.88
APPCA0525-539	Amazon Capital Services	5/25/2021	7.53
APPCA0525-540	Amazon Capital Services	5/25/2021	9.69
APPCA0525-541	Amazon Capital Services	5/25/2021	7.41
APPCA0525-542	Amazon Capital Services	5/25/2021	7.03
APPCA0525-543	Amazon Capital Services	5/25/2021	74.14
APPCA0525-544	Amazon Capital Services	5/25/2021	69.95
APPCA0525-545	Amazon Capital Services	5/25/2021	96.96
APPCA0525-546	Amazon Capital Services	5/25/2021	7.53
APPCA0525-547	Amazon Capital Services	5/25/2021	96.96
APPCA0525-548	Amazon Capital Services	5/25/2021	9.72
APPCA0525-549	Amazon Capital Services	5/25/2021	90.28
APPCA0525-550	Amazon Capital Services	5/25/2021	8.29
APPCA0525-551	Amazon Capital Services	5/25/2021	7.25
APPCA0525-552	Amazon Capital Services	5/25/2021	84.79
APPCA0525-553	Amazon Capital Services	5/25/2021	69.13
APPCA0525-554	Amazon Capital Services	5/25/2021	9.47
APPCA0525-555	Amazon Capital Services	5/25/2021	73.34
APPCA0525-556	Amazon Capital Services	5/25/2021	72.24

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-557	Amazon Capital Services	5/25/2021	92.90
APPCA0525-558	Amazon Capital Services	5/25/2021	9.36
APPCA0525-559	Amazon Capital Services	5/25/2021	86.17
APPCA0525-560	Amazon Capital Services	5/25/2021	8.69
APPCA0525-561	Amazon Capital Services	5/25/2021	8.63
APPCA0525-562	Amazon Capital Services	5/25/2021	77.01
APPCA0525-563	Amazon Capital Services	5/25/2021	70.88
APPCA0525-564	Amazon Capital Services	5/25/2021	78.24
APPCA0525-565	Amazon Capital Services	5/25/2021	7.56
APPCA0525-566	Amazon Capital Services	5/25/2021	9.29
APPCA0525-567	Amazon Capital Services	5/25/2021	70.23
APPCA0525-568	Amazon Capital Services	5/25/2021	84.92
APPCA0525-569	Amazon Capital Services	5/25/2021	8.61
APPCA0525-570	Amazon Capital Services	5/25/2021	88.37
APPCA0525-571	Amazon Capital Services	5/25/2021	7.53
APPCA0525-572	Amazon Capital Services	5/25/2021	79.49
APPCA0525-573	Amazon Capital Services	5/25/2021	86.38
APPCA0525-574	Amazon Capital Services	5/25/2021	8.61
APPCA0525-575	Amazon Capital Services	5/25/2021	74.34
APPCA0525-576	Amazon Capital Services	5/25/2021	71.99
APPCA0525-577	Amazon Capital Services	5/25/2021	97.63
APPCA0525-578	Amazon Capital Services	5/25/2021	72.20
APPCA0525-579	Amazon Capital Services	5/25/2021	83.73
APPCA0525-580	Amazon Capital Services	5/25/2021	9.64
APPCA0525-581	Amazon Capital Services	5/25/2021	9.32
APPCA0525-582	Amazon Capital Services	5/25/2021	68.16
APPCA0525-583	Amazon Capital Services	5/25/2021	70.34
APPCA0525-584	Amazon Capital Services	5/25/2021	82.39
APPCA0525-585	Amazon Capital Services	5/25/2021	8.07
APPCA0525-586	Amazon Capital Services	5/25/2021	85.07
APPCA0525-587	Amazon Capital Services	5/25/2021	93.31
APPCA0525-588	Amazon Capital Services	5/25/2021	82.94
APPCA0525-589	Amazon Capital Services	5/25/2021	7.53
APPCA0525-590	Amazon Capital Services	5/25/2021	94.59
APPCA0525-591	Amazon Capital Services	5/25/2021	7.53
APPCA0525-592	Amazon Capital Services	5/25/2021	8.63
APPCA0525-593	Amazon Capital Services	5/25/2021	70.93
APPCA0525-594	Amazon Capital Services	5/25/2021	8.61
APPCA0525-595	Amazon Capital Services	5/25/2021	95.64
APPCA0525-596	Amazon Capital Services	5/25/2021	8.61
APPCA0525-597	Amazon Capital Services	5/25/2021	753.16
APPCA0525-598	Amazon Capital Services	5/25/2021	76.03

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-599	Amazon Capital Services	5/25/2021	7.57
APPCA0525-600	Amazon Capital Services	5/25/2021	7.53
APPCA0525-601	Amazon Capital Services	5/25/2021	216.38
APPCA0525-602	Amazon Capital Services	5/25/2021	64.92
APPCA0525-603	Amazon Capital Services	5/25/2021	21.85
APPCA0525-604	Amazon Capital Services	5/25/2021	23.76
APPCA0525-605	Amazon Capital Services	5/25/2021	62.61
APPCA0525-606	Amazon Capital Services	5/25/2021	23.69
APPCA0525-607	Amazon Capital Services	5/25/2021	64.84
APPCA0525-608	Amazon Capital Services	5/25/2021	21.93
APPCA0525-609	Amazon Capital Services	5/25/2021	24.44
APPCA0525-610	Amazon Capital Services	5/25/2021	6.51
APPCA0525-611	Amazon Capital Services	5/25/2021	6.45
APPCA0525-612	Amazon Capital Services	5/25/2021	6.45
APPCA0525-613	Amazon Capital Services	5/25/2021	64.14
APPCA0525-614	Amazon Capital Services	5/25/2021	6.38
APPCA0525-615	Amazon Capital Services	5/25/2021	6.45
APPCA0525-616	Amazon Capital Services	5/25/2021	21.74
APPCA0525-617	Amazon Capital Services	5/25/2021	66.23
APPCA0525-618	Amazon Capital Services	5/25/2021	38.74
APPCA0525-619	Amazon Capital Services	5/25/2021	61.29
APPCA0525-620	Amazon Capital Services	5/25/2021	67.97
APPCA0525-621	Amazon Capital Services	5/25/2021	60.09
APPCA0525-622	Amazon Capital Services	5/25/2021	6.46
APPCA0525-623	Amazon Capital Services	5/25/2021	35.57
APPCA0525-624	Amazon Capital Services	5/25/2021	24.88
APPCA0525-625	Amazon Capital Services	5/25/2021	430.99
APPCA0525-626	Amazon Capital Services	5/25/2021	6.41
APPCA0525-627	Amazon Capital Services	5/25/2021	65.34
APPCA0525-628	Amazon Capital Services	5/25/2021	315.72
APPCA0525-629	Amazon Capital Services	5/25/2021	63.00
APPCA0525-630	Amazon Capital Services	5/25/2021	62.96
APPCA0525-631	Amazon Capital Services	5/25/2021	6.45
APPCA0525-632	Amazon Capital Services	5/25/2021	6.46
APPCA0525-633	Amazon Capital Services	5/25/2021	6.45
APPCA0525-634	Amazon Capital Services	5/25/2021	23.42
APPCA0525-635	Amazon Capital Services	5/25/2021	62.99
APPCA0525-636	Amazon Capital Services	5/25/2021	22.56
APPCA0525-637	Amazon Capital Services	5/25/2021	25.50
APPCA0525-638	Amazon Capital Services	5/25/2021	21.92
APPCA0525-639	Amazon Capital Services	5/25/2021	62.81
APPCA0525-640	Amazon Capital Services	5/25/2021	22.60

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-641	Amazon Capital Services	5/25/2021	60.30
APPCA0525-642	Amazon Capital Services	5/25/2021	24.42
APPCA0525-643	Amazon Capital Services	5/25/2021	64.85
APPCA0525-644	Amazon Capital Services	5/25/2021	63.26
APPCA0525-645	Amazon Capital Services	5/25/2021	23.46
APPCA0525-646	Amazon Capital Services	5/25/2021	221.72
APPCA0525-647	Amazon Capital Services	5/25/2021	22.51
APPCA0525-648	Amazon Capital Services	5/25/2021	61.90
APPCA0525-649	Amazon Capital Services	5/25/2021	67.77
APPCA0525-650	Amazon Capital Services	5/25/2021	22.58
APPCA0525-651	Amazon Capital Services	5/25/2021	61.22
APPCA0525-652	Amazon Capital Services	5/25/2021	21.66
APPCA0525-653	Amazon Capital Services	5/25/2021	67.96
APPCA0525-654	Amazon Capital Services	5/25/2021	6.45
APPCA0525-655	Amazon Capital Services	5/25/2021	67.80
APPCA0525-656	Amazon Capital Services	5/25/2021	24.85
APPCA0525-657	Amazon Capital Services	5/25/2021	60.72
APPCA0525-658	Amazon Capital Services	5/25/2021	36.52
APPCA0525-659	Amazon Capital Services	5/25/2021	24.46
APPCA0525-660	Amazon Capital Services	5/25/2021	57.54
APPCA0525-661	Amazon Capital Services	5/25/2021	25.54
APPCA0525-662	Amazon Capital Services	5/25/2021	5.89
APPCA0525-663	Amazon Capital Services	5/25/2021	44.07
APPCA0525-664	Amazon Capital Services	5/25/2021	34.21
APPCA0525-665	Amazon Capital Services	5/25/2021	36.80
APPCA0525-666	Amazon Capital Services	5/25/2021	37.88
APPCA0525-667	Amazon Capital Services	5/25/2021	6.48
APPCA0525-668	Amazon Capital Services	5/25/2021	22.77
APPCA0525-669	Amazon Capital Services	5/25/2021	23.64
APPCA0525-670	Amazon Capital Services	5/25/2021	65.68
APPCA0525-671	Amazon Capital Services	5/25/2021	43.06
APPCA0525-672	Amazon Capital Services	5/25/2021	48.42
APPCA0525-673	Amazon Capital Services	5/25/2021	53.00
APPCA0525-674	Amazon Capital Services	5/25/2021	32.29
APPCA0525-675	Amazon Capital Services	5/25/2021	6.25
APPCA0525-676	Amazon Capital Services	5/25/2021	24.66
APPCA0525-677	Amazon Capital Services	5/25/2021	248.92
APPCA0525-678	Amazon Capital Services	5/25/2021	22.54
APPCA0525-679	Amazon Capital Services	5/25/2021	5.16
APPCA0525-680	Amazon Capital Services	5/25/2021	21.66
APPCA0525-681	Amazon Capital Services	5/25/2021	62.84
APPCA0525-682	Amazon Capital Services	5/25/2021	25.00

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APPCA0525-683	Amazon Capital Services	5/25/2021	34.48
APPCA0525-684	Amazon Capital Services	5/25/2021	24.39
APPCA0525-685	Amazon Capital Services	5/25/2021	33.54
APPCA0525-686	Amazon Capital Services	5/25/2021	61.44
APPCA0525-687	Amazon Capital Services	5/25/2021	59.31
APPCA0525-688	Amazon Capital Services	5/25/2021	4.26
APPCA0525-689	Amazon Capital Services	5/25/2021	63.85
APPCA0525-690	Amazon Capital Services	5/25/2021	31.69
APPCA0525-691	Amazon Capital Services	5/25/2021	60.56
APPCA0525-692	Amazon Capital Services	5/25/2021	45.69
APPCA0525-693	Amazon Capital Services	5/25/2021	67.87
APPCA0525-694	Amazon Capital Services	5/25/2021	24.00
APPCA0525-695	Amazon Capital Services	5/25/2021	56.46
APPCA0525-696	Amazon Capital Services	5/25/2021	53.98
APPCA0525-697	Amazon Capital Services	5/25/2021	6.29
APPCA0525-698	Amazon Capital Services	5/25/2021	37.70
APPCA0525-699	Amazon Capital Services	5/25/2021	49.07
APPCA0525-700	Amazon Capital Services	5/25/2021	6.51
APPCA0525-701	Amazon Capital Services	5/25/2021	62.14
APPCA0525-702	Amazon Capital Services	5/25/2021	67.46
APPCA0525-703	Amazon Capital Services	5/25/2021	6.45
APPCA0525-704	Amazon Capital Services	5/25/2021	67.64
APPCA0525-705	Amazon Capital Services	5/25/2021	25.31
APPCA0525-706	Amazon Capital Services	5/25/2021	6.45
APPCA0525-707	Amazon Capital Services	5/25/2021	24.89
APPCA0525-708	Amazon Capital Services	5/25/2021	23.71
APPCA0525-709	Amazon Capital Services	5/25/2021	62.50
APPCA0525-710	Amazon Capital Services	5/25/2021	24.77
APPCA0525-711	Amazon Capital Services	5/25/2021	60.59
APPCA0525-712	Amazon Capital Services	5/25/2021	24.47
APPCA0525-713	Amazon Capital Services	5/25/2021	24.76
APPCA0525-714	Amazon Capital Services	5/25/2021	23.68
APPCA0525-715	Amazon Capital Services	5/25/2021	215.49
APPCA0525-716	Amazon Capital Services	5/25/2021	62.71
APPCA0525-717	Amazon Capital Services	5/25/2021	22.09
APPCA0525-718	Amazon Capital Services	5/25/2021	24.53
APPCA0525-719	Amazon Capital Services	5/25/2021	63.59
APPCA0525-720	Amazon Capital Services	5/25/2021	24.76
APPCA0525-721	Amazon Capital Services	5/25/2021	24.77
APPCA0525-722	Amazon Capital Services	5/25/2021	23.69
APPCA0525-723	Amazon Capital Services	5/25/2021	45.24
APPCA0525-724	Amazon Capital Services	5/25/2021	394.26

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APPCA0525-725	Amazon Capital Services	5/25/2021	32.69
APPCA0525-726	Amazon Capital Services	5/25/2021	5.10
APPCA0525-727	Amazon Capital Services	5/25/2021	64.32
APPCA0525-728	Amazon Capital Services	5/25/2021	27.87
APPCA0525-729	Amazon Capital Services	5/25/2021	41.99
APPCA0525-730	Amazon Capital Services	5/25/2021	39.03
APPCA0525-731	Amazon Capital Services	5/25/2021	33.46
APPCA0525-732	Amazon Capital Services	5/25/2021	51.97
APPCA0525-733	Amazon Capital Services	5/25/2021	3.64
APPCA0525-734	Amazon Capital Services	5/25/2021	26.92
APPCA0525-735	Amazon Capital Services	5/25/2021	60.03
APPCA0525-736	Amazon Capital Services	5/25/2021	22.57
APPCA0525-737	Amazon Capital Services	5/25/2021	30.16
APPCA0525-738	Amazon Capital Services	5/25/2021	63.44
APPCA0525-739	Amazon Capital Services	5/25/2021	25.58
APPCA0525-740	Amazon Capital Services	5/25/2021	60.31
APPCA0525-741	Amazon Capital Services	5/25/2021	24.67
APPCA0525-742	Amazon Capital Services	5/25/2021	63.70
APPCA0525-743	Amazon Capital Services	5/25/2021	64.60
APPCA0525-744	Amazon Capital Services	5/25/2021	23.89
APPCA0525-745	Amazon Capital Services	5/25/2021	6.50
APPCA0525-746	Amazon Capital Services	5/25/2021	67.09
APPCA0525-747	Amazon Capital Services	5/25/2021	23.90
APPCA0525-748	Amazon Capital Services	5/25/2021	23.64
APPCA0525-749	Amazon Capital Services	5/25/2021	64.48
APPCA0525-750	Amazon Capital Services	5/25/2021	6.44
APPCA0525-751	Amazon Capital Services	5/25/2021	6.45
APPCA0525-752	Amazon Capital Services	5/25/2021	67.38
APPCA0525-753	Amazon Capital Services	5/25/2021	6.45
APPCA0525-754	Amazon Capital Services	5/25/2021	66.16
APPCA0525-755	Amazon Capital Services	5/25/2021	22.80
APPCA0525-756	Amazon Capital Services	5/25/2021	6.42
APPCA0525-757	Amazon Capital Services	5/25/2021	22.64
APPCA0525-758	Amazon Capital Services	5/25/2021	22.87
APPCA0525-759	Amazon Capital Services	5/25/2021	23.19
APPCA0525-760	Amazon Capital Services	5/25/2021	6.86
APPCA0525-761	Amazon Capital Services	5/25/2021	42.13
APPCA0525-762	Amazon Capital Services	5/25/2021	30.31
APPCA0525-763	Amazon Capital Services	5/25/2021	6.44
APPCA0525-764	Amazon Capital Services	5/25/2021	30.12
APPCA0525-765	Amazon Capital Services	5/25/2021	28.26
APPCA0525-766	Amazon Capital Services	5/25/2021	4.08

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-767	Amazon Capital Services	5/25/2021	26.92
APPCA0525-768	Amazon Capital Services	5/25/2021	3.13
APPCA0525-769	Amazon Capital Services	5/25/2021	38.03
APPCA0525-770	Amazon Capital Services	5/25/2021	29.08
APPCA0525-771	Amazon Capital Services	5/25/2021	33.61
APPCA0525-772	Amazon Capital Services	5/25/2021	3.22
APPCA0525-773	Amazon Capital Services	5/25/2021	25.63
APPCA0525-774	Amazon Capital Services	5/25/2021	52.73
APPCA0525-775	Amazon Capital Services	5/25/2021	24.33
APPCA0525-776	Amazon Capital Services	5/25/2021	6.48
APPCA0525-777	Amazon Capital Services	5/25/2021	22.12
APPCA0525-778	Amazon Capital Services	5/25/2021	5.43
APPCA0525-779	Amazon Capital Services	5/25/2021	41.03
APPCA0525-780	Amazon Capital Services	5/25/2021	38.59
APPCA0525-781	Amazon Capital Services	5/25/2021	43.78
APPCA0525-782	Amazon Capital Services	5/25/2021	55.43
APPCA0525-783	Amazon Capital Services	5/25/2021	64.06
APPCA0525-784	Amazon Capital Services	5/25/2021	29.60
APPCA0525-785	Amazon Capital Services	5/25/2021	25.76
APPCA0525-786	Amazon Capital Services	5/25/2021	22.62
APPCA0525-787	Amazon Capital Services	5/25/2021	41.01
APPCA0525-788	Amazon Capital Services	5/25/2021	34.36
APPCA0525-789	Amazon Capital Services	5/25/2021	30.43
APPCA0525-790	Amazon Capital Services	5/25/2021	60.33
APPCA0525-791	Amazon Capital Services	5/25/2021	26.46
APPCA0525-792	Amazon Capital Services	5/25/2021	22.59
APPCA0525-793	Amazon Capital Services	5/25/2021	64.91
APPCA0525-794	Amazon Capital Services	5/25/2021	63.11
APPCA0525-795	Amazon Capital Services	5/25/2021	60.30
APPCA0525-796	Amazon Capital Services	5/25/2021	215.38
APPCA0525-797	Amazon Capital Services	5/25/2021	66.64
APPCA0525-798	Amazon Capital Services	5/25/2021	23.73
APPCA0525-799	Amazon Capital Services	5/25/2021	65.79
APPCA0525-800	Amazon Capital Services	5/25/2021	48.36
APPCA0525-801	Amazon Capital Services	5/25/2021	39.63
APPCA0525-802	Amazon Capital Services	5/25/2021	23.05
APPCA0525-803	Amazon Capital Services	5/25/2021	33.29
APPCA0525-804	Amazon Capital Services	5/25/2021	38.55
APPCA0525-805	Amazon Capital Services	5/25/2021	26.85
APPCA0525-806	Amazon Capital Services	5/25/2021	6.48
APPCA0525-807	Amazon Capital Services	5/25/2021	26.91
APPCA0525-808	Amazon Capital Services	5/25/2021	63.13

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-809	Amazon Capital Services	5/25/2021	5.38
APPCA0525-810	Amazon Capital Services	5/25/2021	60.30
APPCA0525-811	Amazon Capital Services	5/25/2021	63.29
APPCA0525-812	Amazon Capital Services	5/25/2021	26.93
APPCA0525-813	Amazon Capital Services	5/25/2021	40.90
APPCA0525-814	Amazon Capital Services	5/25/2021	38.77
APPCA0525-815	Amazon Capital Services	5/25/2021	5.86
APPCA0525-816	Amazon Capital Services	5/25/2021	24.77
APPCA0525-817	Amazon Capital Services	5/25/2021	24.66
APPCA0525-818	Amazon Capital Services	5/25/2021	30.73
APPCA0525-819	Amazon Capital Services	5/25/2021	30.30
APPCA0525-820	Amazon Capital Services	5/25/2021	23.65
APPCA0525-821	Amazon Capital Services	5/25/2021	22.41
APPCA0525-822	Amazon Capital Services	5/25/2021	22.08
APPCA0525-823	Amazon Capital Services	5/25/2021	36.17
APPCA0525-824	Amazon Capital Services	5/25/2021	68.04
APPCA0525-825	Amazon Capital Services	5/25/2021	34.77
APPCA0525-826	Amazon Capital Services	5/25/2021	31.14
APPCA0525-827	Amazon Capital Services	5/25/2021	41.12
APPCA0525-828	Amazon Capital Services	5/25/2021	6.45
APPCA0525-829	Amazon Capital Services	5/25/2021	26.91
APPCA0525-830	Amazon Capital Services	5/25/2021	31.71
APPCA0525-831	Amazon Capital Services	5/25/2021	37.66
APPCA0525-832	Amazon Capital Services	5/25/2021	47.62
APPCA0525-833	Amazon Capital Services	5/25/2021	46.20
APPCA0525-834	Amazon Capital Services	5/25/2021	24.57
APPCA0525-835	Amazon Capital Services	5/25/2021	6.45
APPCA0525-836	Amazon Capital Services	5/25/2021	24.77
APPCA0525-837	Amazon Capital Services	5/25/2021	42.12
APPCA0525-838	Amazon Capital Services	5/25/2021	56.01
APPCA0525-839	Amazon Capital Services	5/25/2021	27.28
APPCA0525-840	Amazon Capital Services	5/25/2021	25.84
APPCA0525-841	Amazon Capital Services	5/25/2021	38.76
APPCA0525-842	Amazon Capital Services	5/25/2021	51.93
APPCA0525-843	Amazon Capital Services	5/25/2021	63.12
APPCA0525-844	Amazon Capital Services	5/25/2021	57.40
APPCA0525-845	Amazon Capital Services	5/25/2021	6.45
APPCA0525-846	Amazon Capital Services	5/25/2021	6.47
APPCA0525-847	Amazon Capital Services	5/25/2021	23.38
APPCA0525-848	Amazon Capital Services	5/25/2021	21.87
APPCA0525-849	Amazon Capital Services	5/25/2021	4.99
APPCA0525-850	Amazon Capital Services	5/25/2021	23.30

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-851	Amazon Capital Services	5/25/2021	23.93
APPCA0525-852	Amazon Capital Services	5/25/2021	6.45
APPCA0525-853	Amazon Capital Services	5/25/2021	40.16
APPCA0525-854	Amazon Capital Services	5/25/2021	41.68
APPCA0525-855	Amazon Capital Services	5/25/2021	6.45
APPCA0525-856	Amazon Capital Services	5/25/2021	41.14
APPCA0525-857	Amazon Capital Services	5/25/2021	67.30
APPCA0525-858	Amazon Capital Services	5/25/2021	25.85
APPCA0525-859	Amazon Capital Services	5/25/2021	25.29
APPCA0525-860	Amazon Capital Services	5/25/2021	42.83
APPCA0525-861	Amazon Capital Services	5/25/2021	38.16
APPCA0525-862	Amazon Capital Services	5/25/2021	24.89
APPCA0525-863	Amazon Capital Services	5/25/2021	29.06
APPCA0525-864	Amazon Capital Services	5/25/2021	29.19
APPCA0525-865	Amazon Capital Services	5/25/2021	37.25
APPCA0525-866	Amazon Capital Services	5/25/2021	4.82
APPCA0525-867	Amazon Capital Services	5/25/2021	5.94
APPCA0525-868	Amazon Capital Services	5/25/2021	68.01
APPCA0525-869	Amazon Capital Services	5/25/2021	62.04
APPCA0525-870	Amazon Capital Services	5/25/2021	24.20
APPCA0525-871	Amazon Capital Services	5/25/2021	6.48
APPCA0525-872	Amazon Capital Services	5/25/2021	65.14
APPCA0525-873	Amazon Capital Services	5/25/2021	24.75
APPCA0525-874	Amazon Capital Services	5/25/2021	23.26
APPCA0525-875	Amazon Capital Services	5/25/2021	22.17
APPCA0525-876	Amazon Capital Services	5/25/2021	64.11
APPCA0525-877	Amazon Capital Services	5/25/2021	25.04
APPCA0525-878	Amazon Capital Services	5/25/2021	6.44
APPCA0525-879	Amazon Capital Services	5/25/2021	23.59
APPCA0525-880	Amazon Capital Services	5/25/2021	236.08
APPCA0525-881	Amazon Capital Services	5/25/2021	60.26
APPCA0525-882	Amazon Capital Services	5/25/2021	60.44
APPCA0525-883	Amazon Capital Services	5/25/2021	22.98
APPCA0525-884	Amazon Capital Services	5/25/2021	21.64
APPCA0525-885	Amazon Capital Services	5/25/2021	22.62
APPCA0525-886	Amazon Capital Services	5/25/2021	66.91
APPCA0525-887	Amazon Capital Services	5/25/2021	62.01
APPCA0525-888	Amazon Capital Services	5/25/2021	24.87
APPCA0525-889	Amazon Capital Services	5/25/2021	24.41
APPCA0525-890	Amazon Capital Services	5/25/2021	212.11
APPCA0525-891	Amazon Capital Services	5/25/2021	6.51
APPCA0525-892	Amazon Capital Services	5/25/2021	24.10

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-893	Amazon Capital Services	5/25/2021	41.65
APPCA0525-894	Amazon Capital Services	5/25/2021	62.61
APPCA0525-895	Amazon Capital Services	5/25/2021	6.47
APPCA0525-896	Amazon Capital Services	5/25/2021	25.43
APPCA0525-897	Amazon Capital Services	5/25/2021	22.62
APPCA0525-898	Amazon Capital Services	5/25/2021	64.60
APPCA0525-899	Amazon Capital Services	5/25/2021	6.94
APPCA0525-900	Amazon Capital Services	5/25/2021	37.70
APPCA0525-901	Amazon Capital Services	5/25/2021	21.51
APPCA0525-902	Amazon Capital Services	5/25/2021	21.53
APPCA0525-903	Amazon Capital Services	5/25/2021	19.93
APPCA0525-904	Amazon Capital Services	5/25/2021	21.52
APPCA0525-905	Amazon Capital Services	5/25/2021	19.37
APPCA0525-906	Amazon Capital Services	5/25/2021	19.53
APPCA0525-907	Amazon Capital Services	5/25/2021	20.85
APPCA0525-908	Amazon Capital Services	5/25/2021	20.46
APPCA0525-909	Amazon Capital Services	5/25/2021	18.74
APPCA0525-910	Amazon Capital Services	5/25/2021	20.62
APPCA0525-911	Amazon Capital Services	5/25/2021	18.75
APPCA0525-912	Amazon Capital Services	5/25/2021	18.86
APPCA0525-913	Amazon Capital Services	5/25/2021	18.31
APPCA0525-914	Amazon Capital Services	5/25/2021	177.79
APPCA0525-915	Amazon Capital Services	5/25/2021	19.38
APPCA0525-916	Amazon Capital Services	5/25/2021	21.50
APPCA0525-917	Amazon Capital Services	5/25/2021	18.67
APPCA0525-918	Amazon Capital Services	5/25/2021	19.20
APPCA0525-919	Amazon Capital Services	5/25/2021	21.55
APPCA0525-920	Amazon Capital Services	5/25/2021	19.93
APPCA0525-921	Amazon Capital Services	5/25/2021	18.31
APPCA0525-922	Amazon Capital Services	5/25/2021	21.54
APPCA0525-923	Amazon Capital Services	5/25/2021	18.39
APPCA0525-924	Amazon Capital Services	5/25/2021	19.37
APPCA0525-925	Amazon Capital Services	5/25/2021	20.47
APPCA0525-926	Amazon Capital Services	5/25/2021	191.68
APPCA0525-927	Amazon Capital Services	5/25/2021	208.80
APPCA0525-928	Amazon Capital Services	5/25/2021	182.08
APPCA0525-929	Amazon Capital Services	5/25/2021	19.66
APPCA0525-930	Amazon Capital Services	5/25/2021	19.38
APPCA0525-931	Amazon Capital Services	5/25/2021	21.54
APPCA0525-932	Amazon Capital Services	5/25/2021	19.38
APPCA0525-933	Amazon Capital Services	5/25/2021	18.64
APPCA0525-934	Amazon Capital Services	5/25/2021	20.11

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APPCA0525-935	Amazon Capital Services	5/25/2021	19.45
APPCA0525-936	Amazon Capital Services	5/25/2021	19.35
APPCA0525-937	Amazon Capital Services	5/25/2021	19.20
APPCA0525-938	Amazon Capital Services	5/25/2021	18.27
APPCA0525-939	Amazon Capital Services	5/25/2021	18.77
APPCA0525-940	Amazon Capital Services	5/25/2021	21.43
APPCA0525-941	Amazon Capital Services	5/25/2021	18.17
APPCA0525-942	Amazon Capital Services	5/25/2021	20.35
APPCA0525-943	Amazon Capital Services	5/25/2021	21.46
APPCA0525-944	Amazon Capital Services	5/25/2021	21.41
APPCA0525-945	Amazon Capital Services	5/25/2021	18.86
APPCA0525-946	Amazon Capital Services	5/25/2021	21.64
APPCA0525-947	Amazon Capital Services	5/25/2021	176.40
APPCA0525-948	Amazon Capital Services	5/25/2021	21.54
APPCA0525-949	Amazon Capital Services	5/25/2021	19.34
APPCA0525-950	Amazon Capital Services	5/25/2021	19.36
APPCA0525-951	Amazon Capital Services	5/25/2021	2.12
APPCA0525-952	Amazon Capital Services	5/25/2021	19.33
APPCA0525-953	Amazon Capital Services	5/25/2021	21.32
APPCA0525-954	Amazon Capital Services	5/25/2021	21.21
APPCA0525-955	Amazon Capital Services	5/25/2021	21.60
APPCA0525-956	Amazon Capital Services	5/25/2021	2.92
APPCA0525-957	Amazon Capital Services	5/25/2021	20.42
APPCA0525-958	Amazon Capital Services	5/25/2021	2.07
APPCA0525-959	Amazon Capital Services	5/25/2021	18.31
APPCA0525-960	Amazon Capital Services	5/25/2021	20.93
APPCA0525-961	Amazon Capital Services	5/25/2021	19.86
APPCA0525-962	Amazon Capital Services	5/25/2021	21.50
APPCA0525-963	Amazon Capital Services	5/25/2021	21.53
APPCA0525-964	Amazon Capital Services	5/25/2021	18.31
APPCA0525-965	Amazon Capital Services	5/25/2021	20.46
APPCA0525-966	Amazon Capital Services	5/25/2021	19.47
APPCA0525-967	Amazon Capital Services	5/25/2021	20.46
APPCA0525-968	Amazon Capital Services	5/25/2021	21.64
APPCA0525-969	Amazon Capital Services	5/25/2021	19.17
APPCA0525-970	Amazon Capital Services	5/25/2021	21.54
APPCA0525-971	Amazon Capital Services	5/25/2021	20.45
APPCA0525-972	Amazon Capital Services	5/25/2021	20.35
APPCA0525-973	Amazon Capital Services	5/25/2021	18.26
APPCA0525-974	Amazon Capital Services	5/25/2021	19.92
APPCA0525-975	Amazon Capital Services	5/25/2021	18.82
APPCA0525-976	Amazon Capital Services	5/25/2021	20.14

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0525-977	Amazon Capital Services	5/25/2021	20.54
APPCA0525-978	Amazon Capital Services	5/25/2021	19.38
APPCA0525-979	Amazon Capital Services	5/25/2021	20.47
APPCA0525-980	Amazon Capital Services	5/25/2021	18.08
APPCA0525-981	Amazon Capital Services	5/25/2021	20.83
APPCA0525-982	Amazon Capital Services	5/25/2021	21.62
APPCA0525-983	Amazon Capital Services	5/25/2021	19.33
APPCA0525-984	Amazon Capital Services	5/25/2021	18.31
APPCA0525-985	Amazon Capital Services	5/25/2021	19.54
APPCA0525-986	Amazon Capital Services	5/25/2021	191.83
APPCA0525-987	Amazon Capital Services	5/25/2021	20.46
APPCA0525-988	Amazon Capital Services	5/25/2021	20.12
APPCA0525-989	Amazon Capital Services	5/25/2021	21.54
APPCA0525-990	Amazon Capital Services	5/25/2021	19.94
APPCA0525-991	Amazon Capital Services	5/25/2021	19.25
APPCA0525-992	Amazon Capital Services	5/25/2021	21.57
APPCA0525-993	Amazon Capital Services	5/25/2021	21.49
APPCA0525-994	Amazon Capital Services	5/25/2021	21.54
APPCA0525-995	Amazon Capital Services	5/25/2021	20.45
APPCA0525-996	Amazon Capital Services	5/25/2021	19.34
APPCA0525-997	Amazon Capital Services	5/25/2021	201.47
APPCA0525-998	Amazon Capital Services	5/25/2021	20.44
APPCA0525-999	Amazon Capital Services	5/25/2021	20.46
APPCA0527-301	Amazon Capital Services	5/27/2021	46.17
APPCA0527-302	Amazon Capital Services	5/27/2021	8.61
APPCA0527-303	Amazon Capital Services	5/27/2021	22.62
APPCA0527-304	Amazon Capital Services	5/27/2021	14.00
APPCA0527-305	Amazon Capital Services	5/27/2021	13.23
APPCA0527-306	Amazon Capital Services	5/27/2021	58.19
APPCA0527-307	Amazon Capital Services	5/27/2021	13.02
APPCA0527-308	Amazon Capital Services	5/27/2021	81.87
APPCA0527-309	Amazon Capital Services	5/27/2021	56.05
APPCA0527-310	Amazon Capital Services	5/27/2021	5.92
APPCA0527-311	Amazon Capital Services	5/27/2021	8.68
APPCA0527-312	Amazon Capital Services	5/27/2021	66.81
APPCA0527-313	Amazon Capital Services	5/27/2021	14.13
APPCA0527-314	Amazon Capital Services	5/27/2021	7.26
APPCA0527-315	Amazon Capital Services	5/27/2021	43.24
APPCA0527-316	Amazon Capital Services	5/27/2021	46.00
APPCA0527-317	Amazon Capital Services	5/27/2021	44.58
APPCA0527-318	Amazon Capital Services	5/27/2021	48.87
APPCA0527-319	Amazon Capital Services	5/27/2021	76.18

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0527-320	Amazon Capital Services	5/27/2021	12.92
APPCA0527-321	Amazon Capital Services	5/27/2021	8.35
APPCA0527-322	Amazon Capital Services	5/27/2021	23.93
APPCA0527-323	Amazon Capital Services	5/27/2021	44.65
APPCA0527-324	Amazon Capital Services	5/27/2021	43.49
APPCA0527-325	Amazon Capital Services	5/27/2021	15.07
APPCA0527-326	Amazon Capital Services	5/27/2021	50.20
APPCA0527-327	Amazon Capital Services	5/27/2021	6.45
APPCA0527-328	Amazon Capital Services	5/27/2021	7.47
APPCA0527-329	Amazon Capital Services	5/27/2021	62.21
APPCA0527-330	Amazon Capital Services	5/27/2021	5.38
APPCA0527-331	Amazon Capital Services	5/27/2021	15.07
APPCA0527-332	Amazon Capital Services	5/27/2021	112.72
APPCA0527-333	Amazon Capital Services	5/27/2021	11.37
APPCA0527-334	Amazon Capital Services	5/27/2021	11.74
APPCA0527-335	Amazon Capital Services	5/27/2021	14.00
APPCA0527-336	Amazon Capital Services	5/27/2021	17.35
APPCA0527-337	Amazon Capital Services	5/27/2021	6.15
APPCA0527-338	Amazon Capital Services	5/27/2021	104.51
APPCA0527-339	Amazon Capital Services	5/27/2021	50.02
APPCA0527-340	Amazon Capital Services	5/27/2021	173.99
APPCA0527-341	Amazon Capital Services	5/27/2021	47.26
APPCA0527-342	Amazon Capital Services	5/27/2021	156.16
APPCA0527-343	Amazon Capital Services	5/27/2021	17.01
APPCA0527-344	Amazon Capital Services	5/27/2021	48.05
APPCA0527-345	Amazon Capital Services	5/27/2021	52.17
APPCA0527-346	Amazon Capital Services	5/27/2021	5.87
APPCA0527-347	Amazon Capital Services	5/27/2021	57.57
APPCA0527-348	Amazon Capital Services	5/27/2021	57.11
APPCA0527-349	Amazon Capital Services	5/27/2021	5.44
APPCA0527-350	Amazon Capital Services	5/27/2021	53.35
APPCA0527-351	Amazon Capital Services	5/27/2021	45.26
APPCA0527-352	Amazon Capital Services	5/27/2021	56.28
APPCA0527-353	Amazon Capital Services	5/27/2021	45.24
APPCA0527-354	Amazon Capital Services	5/27/2021	55.16
APPCA0527-355	Amazon Capital Services	5/27/2021	48.28
APPCA0527-356	Amazon Capital Services	5/27/2021	43.34
APPCA0527-357	Amazon Capital Services	5/27/2021	44.16
APPCA0527-358	Amazon Capital Services	5/27/2021	52.66
APPCA0527-359	Amazon Capital Services	5/27/2021	48.35
APPCA0527-360	Amazon Capital Services	5/27/2021	45.40
APPCA0527-361	Amazon Capital Services	5/27/2021	137.59

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0527-362	Amazon Capital Services	5/27/2021	110.90
APPCA0527-363	Amazon Capital Services	5/27/2021	54.36
APPCA0527-364	Amazon Capital Services	5/27/2021	10.86
APPCA0527-365	Amazon Capital Services	5/27/2021	14.05
APPCA0527-366	Amazon Capital Services	5/27/2021	5.59
APPCA0527-367	Amazon Capital Services	5/27/2021	58.98
APPCA0527-368	Amazon Capital Services	5/27/2021	14.00
APPCA0527-369	Amazon Capital Services	5/27/2021	12.92
APPCA0527-370	Amazon Capital Services	5/27/2021	16.15
APPCA0527-371	Amazon Capital Services	5/27/2021	44.80
APPCA0527-372	Amazon Capital Services	5/27/2021	49.49
APPCA0527-373	Amazon Capital Services	5/27/2021	58.19
APPCA0527-374	Amazon Capital Services	5/27/2021	13.95
APPCA0527-375	Amazon Capital Services	5/27/2021	1.70
APPCA0527-376	Amazon Capital Services	5/27/2021	15.21
APPCA0527-377	Amazon Capital Services	5/27/2021	12.89
APPCA0527-378	Amazon Capital Services	5/27/2021	131.79
APPCA0527-379	Amazon Capital Services	5/27/2021	45.59
APPCA0527-380	Amazon Capital Services	5/27/2021	60.31
APPCA0527-381	Amazon Capital Services	5/27/2021	81.94
APPCA0527-382	Amazon Capital Services	5/27/2021	16.15
APPCA0527-383	Amazon Capital Services	5/27/2021	15.21
APPCA0527-384	Amazon Capital Services	5/27/2021	5.38
APPCA0527-385	Amazon Capital Services	5/27/2021	49.79
APPCA0527-386	Amazon Capital Services	5/27/2021	5.38
APPCA0527-387	Amazon Capital Services	5/27/2021	80.97
APPCA0527-388	Amazon Capital Services	5/27/2021	10.76
APPCA0527-389	Amazon Capital Services	5/27/2021	46.21
APPCA0527-390	Amazon Capital Services	5/27/2021	5.38
APPCA0527-391	Amazon Capital Services	5/27/2021	14.09
APPCA0527-392	Amazon Capital Services	5/27/2021	15.06
APPCA0527-393	Amazon Capital Services	5/27/2021	15.55
APPCA0527-394	Amazon Capital Services	5/27/2021	14.81
APPCA0527-395	Amazon Capital Services	5/27/2021	14.00
APPCA0527-396	Amazon Capital Services	5/27/2021	118.04
APPCA0527-397	Amazon Capital Services	5/27/2021	160.25
APPCA0527-398	Amazon Capital Services	5/27/2021	10.12
APPCA0527-399	Amazon Capital Services	5/27/2021	72.84
APPCA0527-400	Amazon Capital Services	5/27/2021	7.38
APPCA0527-401	Amazon Capital Services	5/27/2021	52.32
APPCA0527-402	Amazon Capital Services	5/27/2021	50.84
APPCA0527-403	Amazon Capital Services	5/27/2021	17.76

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0527-404	Amazon Capital Services	5/27/2021	48.70
APPCA0527-405	Amazon Capital Services	5/27/2021	5.43
APPCA0527-406	Amazon Capital Services	5/27/2021	53.77
APPCA0527-407	Amazon Capital Services	5/27/2021	17.23
APPCA0527-408	Amazon Capital Services	5/27/2021	44.71
APPCA0527-409	Amazon Capital Services	5/27/2021	55.97
APPCA0527-410	Amazon Capital Services	5/27/2021	48.65
APPCA0527-411	Amazon Capital Services	5/27/2021	48.43
APPCA0527-412	Amazon Capital Services	5/27/2021	48.66
APPCA0527-413	Amazon Capital Services	5/27/2021	47.36
APPCA0527-414	Amazon Capital Services	5/27/2021	15.03
APPCA0527-415	Amazon Capital Services	5/27/2021	76.84
APPCA0527-416	Amazon Capital Services	5/27/2021	62.46
APPCA0527-417	Amazon Capital Services	5/27/2021	49.86
APPCA0527-418	Amazon Capital Services	5/27/2021	46.63
APPCA0527-419	Amazon Capital Services	5/27/2021	15.07
APPCA0527-420	Amazon Capital Services	5/27/2021	45.22
APPCA0527-421	Amazon Capital Services	5/27/2021	16.45
APPCA0527-422	Amazon Capital Services	5/27/2021	72.13
APPCA0527-423	Amazon Capital Services	5/27/2021	286.08
APPCA0527-424	Amazon Capital Services	5/27/2021	7.53
APPCA0527-425	Amazon Capital Services	5/27/2021	6.42
APPCA0527-426	Amazon Capital Services	5/27/2021	50.00
APPCA0527-427	Amazon Capital Services	5/27/2021	11.76
APPCA0527-428	Amazon Capital Services	5/27/2021	13.91
APPCA0527-429	Amazon Capital Services	5/27/2021	14.82
APPCA0527-430	Amazon Capital Services	5/27/2021	61.56
APPCA0527-431	Amazon Capital Services	5/27/2021	59.14
APPCA0527-432	Amazon Capital Services	5/27/2021	57.63
APPCA0527-433	Amazon Capital Services	5/27/2021	48.17
APPCA0527-434	Amazon Capital Services	5/27/2021	8.38
APPCA0527-435	Amazon Capital Services	5/27/2021	24.77
APPCA0527-436	Amazon Capital Services	5/27/2021	12.40
APPCA0527-437	Amazon Capital Services	5/27/2021	67.04
APPCA0527-438	Amazon Capital Services	5/27/2021	13.46
APPCA0527-439	Amazon Capital Services	5/27/2021	34.47
APPCA0527-440	Amazon Capital Services	5/27/2021	52.09
APPCA0527-441	Amazon Capital Services	5/27/2021	10.58
APPCA0527-442	Amazon Capital Services	5/27/2021	59.76
APPCA0527-443	Amazon Capital Services	5/27/2021	7.53
APPCA0527-444	Amazon Capital Services	5/27/2021	6.25
APPCA0527-445	Amazon Capital Services	5/27/2021	52.32

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0527-446	Amazon Capital Services	5/27/2021	77.41
APPCA0527-447	Amazon Capital Services	5/27/2021	52.92
APPCA0527-448	Amazon Capital Services	5/27/2021	16.18
APPCA0527-449	Amazon Capital Services	5/27/2021	8.64
APPCA0527-450	Amazon Capital Services	5/27/2021	58.05
APPCA0527-451	Amazon Capital Services	5/27/2021	58.64
APPCA0527-452	Amazon Capital Services	5/27/2021	46.61
APPCA0527-453	Amazon Capital Services	5/27/2021	43.78
APPCA0527-454	Amazon Capital Services	5/27/2021	53.61
APPCA0527-455	Amazon Capital Services	5/27/2021	58.72
APPCA0527-456	Amazon Capital Services	5/27/2021	51.76
APPCA0527-457	Amazon Capital Services	5/27/2021	43.38
APPCA0527-458	Amazon Capital Services	5/27/2021	46.54
APPCA0527-459	Amazon Capital Services	5/27/2021	153.22
APPCA0527-460	Amazon Capital Services	5/27/2021	56.55
APPCA0527-461	Amazon Capital Services	5/27/2021	52.62
APPCA0527-462	Amazon Capital Services	5/27/2021	5.40
APPCA0527-463	Amazon Capital Services	5/27/2021	5.17
APPCA0527-464	Amazon Capital Services	5/27/2021	53.86
APPCA0527-465	Amazon Capital Services	5/27/2021	168.04
APPCA0527-466	Amazon Capital Services	5/27/2021	53.05
APPCA0527-467	Amazon Capital Services	5/27/2021	47.09
APPCA0527-468	Amazon Capital Services	5/27/2021	53.17
APPCA0527-469	Amazon Capital Services	5/27/2021	157.24
APPCA0527-470	Amazon Capital Services	5/27/2021	118.79
APPCA0527-471	Amazon Capital Services	5/27/2021	50.69
APPCA0527-472	Amazon Capital Services	5/27/2021	175.49
APPCA0527-473	Amazon Capital Services	5/27/2021	47.29
APPCA0527-474	Amazon Capital Services	5/27/2021	5.43
APPCA0527-475	Amazon Capital Services	5/27/2021	144.94
APPCA0527-476	Amazon Capital Services	5/27/2021	44.96
APPCA0527-477	Amazon Capital Services	5/27/2021	44.96
APPCA0527-478	Amazon Capital Services	5/27/2021	58.78
APPCA0527-479	Amazon Capital Services	5/27/2021	52.84
APPCA0527-480	Amazon Capital Services	5/27/2021	59.20
APPCA0527-481	Amazon Capital Services	5/27/2021	50.28
APPCA0527-482	Amazon Capital Services	5/27/2021	49.69
APPCA0527-483	Amazon Capital Services	5/27/2021	52.86
APPCA0527-484	Amazon Capital Services	5/27/2021	5.57
APPCA0527-485	Amazon Capital Services	5/27/2021	46.63
APPCA0527-486	Amazon Capital Services	5/27/2021	5.38
APPCA0527-487	Amazon Capital Services	5/27/2021	100.13

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0527-488	Amazon Capital Services	5/27/2021	29.08
APPCA0527-489	Amazon Capital Services	5/27/2021	117.38
APPCA0527-490	Amazon Capital Services	5/27/2021	14.00
APPCA0527-491	Amazon Capital Services	5/27/2021	45.22
APPCA0527-492	Amazon Capital Services	5/27/2021	14.00
APPCA0527-493	Amazon Capital Services	5/27/2021	5.38
APPCA0527-494	Amazon Capital Services	5/27/2021	10.89
APPCA0527-495	Amazon Capital Services	5/27/2021	104.91
APPCA0527-496	Amazon Capital Services	5/27/2021	17.01
APPCA0527-497	Amazon Capital Services	5/27/2021	11.90
APPCA0527-498	Amazon Capital Services	5/27/2021	51.48
APPCA0527-499	Amazon Capital Services	5/27/2021	10.57
APPCA0527-500	Amazon Capital Services	5/27/2021	60.31
APPCA0527-501	Amazon Capital Services	5/27/2021	62.01
APPCA0527-502	Amazon Capital Services	5/27/2021	79.22
APPCA0527-503	Amazon Capital Services	5/27/2021	56.82
APPCA0527-504	Amazon Capital Services	5/27/2021	77.49
APPCA0527-505	Amazon Capital Services	5/27/2021	13.04
APPCA0527-506	Amazon Capital Services	5/27/2021	83.31
APPCA0527-507	Amazon Capital Services	5/27/2021	62.79
APPCA0527-508	Amazon Capital Services	5/27/2021	7.53
APPCA0527-509	Amazon Capital Services	5/27/2021	69.99
APPCA0527-510	Amazon Capital Services	5/27/2021	10.76
APPCA0527-511	Amazon Capital Services	5/27/2021	7.27
APPCA0527-512	Amazon Capital Services	5/27/2021	66.76
APPCA0527-513	Amazon Capital Services	5/27/2021	73.42
APPCA0527-514	Amazon Capital Services	5/27/2021	55.42
APPCA0527-515	Amazon Capital Services	5/27/2021	63.87
APPCA0527-516	Amazon Capital Services	5/27/2021	32.31
APPCA0527-517	Amazon Capital Services	5/27/2021	11.35
APPCA0527-518	Amazon Capital Services	5/27/2021	138.02
APPCA0527-519	Amazon Capital Services	5/27/2021	59.78
APPCA0527-520	Amazon Capital Services	5/27/2021	68.70
APPCA0527-521	Amazon Capital Services	5/27/2021	55.97
APPCA0527-522	Amazon Capital Services	5/27/2021	64.64
APPCA0527-523	Amazon Capital Services	5/27/2021	32.61
APPCA0527-524	Amazon Capital Services	5/27/2021	75.49
APPCA0527-525	Amazon Capital Services	5/27/2021	45.96
APPCA0527-526	Amazon Capital Services	5/27/2021	64.79
APPCA0527-527	Amazon Capital Services	5/27/2021	77.85
APPCA0527-528	Amazon Capital Services	5/27/2021	19.88
APPCA0527-529	Amazon Capital Services	5/27/2021	67.51

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0527-530	Amazon Capital Services	5/27/2021	146.52
APPCA0527-531	Amazon Capital Services	5/27/2021	49.07
APPCA0527-532	Amazon Capital Services	5/27/2021	7.49
APPCA0527-533	Amazon Capital Services	5/27/2021	6.42
APPCA0527-534	Amazon Capital Services	5/27/2021	5.92
APPCA0527-535	Amazon Capital Services	5/27/2021	107.70
APPCA0527-536	Amazon Capital Services	5/27/2021	1,782.74
APPCA0527-537	Amazon Capital Services	5/27/2021	34.95
APPCA0527-538	Amazon Capital Services	5/27/2021	35.45
APPCA0527-539	Amazon Capital Services	5/27/2021	74.02
APPCA0527-540	Amazon Capital Services	5/27/2021	129.19
APPCA0527-541	Amazon Capital Services	5/27/2021	8.92
APPCA0527-542	Amazon Capital Services	5/27/2021	5.29
APPCA0527-543	Amazon Capital Services	5/27/2021	65.76
APPCA0527-544	Amazon Capital Services	5/27/2021	46.21
APPCA0527-545	Amazon Capital Services	5/27/2021	12.92
APPCA0527-546	Amazon Capital Services	5/27/2021	159.91
APPCA0527-547	Amazon Capital Services	5/27/2021	16.15
APPCA0527-548	Amazon Capital Services	5/27/2021	12.91
APPCA0527-549	Amazon Capital Services	5/27/2021	10.55
APPCA0527-550	Amazon Capital Services	5/27/2021	17.75
APPCA0527-551	Amazon Capital Services	5/27/2021	130.84
APPCA0527-552	Amazon Capital Services	5/27/2021	11.29
APPCA0527-553	Amazon Capital Services	5/27/2021	16.44
APPCA0527-554	Amazon Capital Services	5/27/2021	127.68
APPCA0527-555	Amazon Capital Services	5/27/2021	10.76
APPCA0527-556	Amazon Capital Services	5/27/2021	16.15
APPCA0527-557	Amazon Capital Services	5/27/2021	10.49
APPCA0527-558	Amazon Capital Services	5/27/2021	105.41
APPCA0527-559	Amazon Capital Services	5/27/2021	57.10
APPCA0527-560	Amazon Capital Services	5/27/2021	101.29
APPCA0527-561	Amazon Capital Services	5/27/2021	31.77
APPCA0527-562	Amazon Capital Services	5/27/2021	18.31
APPCA0527-563	Amazon Capital Services	5/27/2021	5.66
APPCA0527-564	Amazon Capital Services	5/27/2021	53.39
APPCA0527-565	Amazon Capital Services	5/27/2021	23.09
APPCA0527-566	Amazon Capital Services	5/27/2021	51.02
APPCA0527-567	Amazon Capital Services	5/27/2021	5.70
APPCA0527-568	Amazon Capital Services	5/27/2021	46.84
APPCA0527-569	Amazon Capital Services	5/27/2021	37.32
APPCA0527-570	Amazon Capital Services	5/27/2021	42.60
APPCA0527-571	Amazon Capital Services	5/27/2021	55.51

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0527-572	Amazon Capital Services	5/27/2021	67.76
APPCA0527-573	Amazon Capital Services	5/27/2021	14.08
APPCA0527-574	Amazon Capital Services	5/27/2021	8.18
APPCA0527-575	Amazon Capital Services	5/27/2021	6.45
APPCA0527-576	Amazon Capital Services	5/27/2021	27.59
APPCA0527-577	Amazon Capital Services	5/27/2021	79.80
APPCA0527-578	Amazon Capital Services	5/27/2021	7.53
APPCA0527-579	Amazon Capital Services	5/27/2021	17.23
APPCA0527-580	Amazon Capital Services	5/27/2021	58.10
APPCA0527-581	Amazon Capital Services	5/27/2021	5.38
APPCA0527-582	Amazon Capital Services	5/27/2021	46.21
APPCA0527-583	Amazon Capital Services	5/27/2021	5.38
APPCA0527-584	Amazon Capital Services	5/27/2021	49.58
APPCA0527-585	Amazon Capital Services	5/27/2021	56.17
APPCA0527-586	Amazon Capital Services	5/27/2021	120.28
APPCA0527-587	Amazon Capital Services	5/27/2021	50.22
APPCA0527-588	Amazon Capital Services	5/27/2021	5.68
APPCA0527-589	Amazon Capital Services	5/27/2021	5.64
APPCA0527-590	Amazon Capital Services	5/27/2021	53.75
APPCA0527-591	Amazon Capital Services	5/27/2021	55.87
APPCA0527-592	Amazon Capital Services	5/27/2021	15.87
APPCA0527-593	Amazon Capital Services	5/27/2021	147.18
APPCA0527-594	Amazon Capital Services	5/27/2021	57.39
APPCA0527-595	Amazon Capital Services	5/27/2021	45.81
APPCA0527-596	Amazon Capital Services	5/27/2021	45.50
APPCA0527-597	Amazon Capital Services	5/27/2021	144.12
APPCA0527-598	Amazon Capital Services	5/27/2021	10.76
APPCA0527-599	Amazon Capital Services	5/27/2021	12.59
APPCA0527-600	Amazon Capital Services	5/27/2021	14.57
APPCA0527-601	Amazon Capital Services	5/27/2021	124.70
APPCA0527-602	Amazon Capital Services	5/27/2021	113.13
APPCA0527-603	Amazon Capital Services	5/27/2021	14.97
APPCA0527-604	Amazon Capital Services	5/27/2021	12.92
APPCA0527-605	Amazon Capital Services	5/27/2021	102.53
APPCA0527-606	Amazon Capital Services	5/27/2021	10.06
APPCA0527-607	Amazon Capital Services	5/27/2021	69.06
APPCA0527-608	Amazon Capital Services	5/27/2021	80.79
APPCA0527-609	Amazon Capital Services	5/27/2021	50.58
APPCA0527-610	Amazon Capital Services	5/27/2021	85.14
APPCA0527-611	Amazon Capital Services	5/27/2021	65.56
APPCA0527-612	Amazon Capital Services	5/27/2021	15.03
APPCA0527-613	Amazon Capital Services	5/27/2021	11.80

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0527-614	Amazon Capital Services	5/27/2021	10.72
APPCA0527-615	Amazon Capital Services	5/27/2021	12.92
APPCA0527-616	Amazon Capital Services	5/27/2021	53.88
APPCA0527-617	Amazon Capital Services	5/27/2021	15.39
APPCA0527-618	Amazon Capital Services	5/27/2021	44.10
APPCA0527-619	Amazon Capital Services	5/27/2021	62.90
APPCA0527-620	Amazon Capital Services	5/27/2021	54.17
APPCA0527-621	Amazon Capital Services	5/27/2021	47.36
APPCA0527-622	Amazon Capital Services	5/27/2021	8.31
APPCA0527-623	Amazon Capital Services	5/27/2021	84.52
APPCA0527-624	Amazon Capital Services	5/27/2021	63.37
APPCA0527-625	Amazon Capital Services	5/27/2021	16.05
APPCA0527-626	Amazon Capital Services	5/27/2021	17.23
APPCA0527-627	Amazon Capital Services	5/27/2021	68.91
APPCA0527-628	Amazon Capital Services	5/27/2021	8.12
APPCA0527-629	Amazon Capital Services	5/27/2021	37.70
APPCA0527-630	Amazon Capital Services	5/27/2021	17.24
APPCA0527-631	Amazon Capital Services	5/27/2021	11.73
APPCA0527-632	Amazon Capital Services	5/27/2021	57.78
APPCA0527-633	Amazon Capital Services	5/27/2021	49.09
APPCA0527-634	Amazon Capital Services	5/27/2021	12.94
APPCA0527-635	Amazon Capital Services	5/27/2021	139.13
APPCA0527-636	Amazon Capital Services	5/27/2021	67.27
APPCA0527-637	Amazon Capital Services	5/27/2021	54.51
APPCA0527-638	Amazon Capital Services	5/27/2021	64.64
APPCA0527-639	Amazon Capital Services	5/27/2021	8.58
APPCA0527-640	Amazon Capital Services	5/27/2021	26.72
APPCA0527-641	Amazon Capital Services	5/27/2021	50.23
APPCA0527-642	Amazon Capital Services	5/27/2021	50.47
APPCA0527-643	Amazon Capital Services	5/27/2021	50.02
APPCA0527-644	Amazon Capital Services	5/27/2021	14.00
APPCA0527-645	Amazon Capital Services	5/27/2021	57.11
APPCA0527-646	Amazon Capital Services	5/27/2021	15.05
APPCA0527-647	Amazon Capital Services	5/27/2021	14.00
APPCA0527-648	Amazon Capital Services	5/27/2021	7.53
APPCA0527-649	Amazon Capital Services	5/27/2021	48.79
APPCA0527-650	Amazon Capital Services	5/27/2021	86.06
APPCA0527-651	Amazon Capital Services	5/27/2021	14.68
APPCA0527-652	Amazon Capital Services	5/27/2021	8.69
APPCA0527-653	Amazon Capital Services	5/27/2021	12.49
APPCA0527-654	Amazon Capital Services	5/27/2021	54.36
APPCA0527-655	Amazon Capital Services	5/27/2021	53.39

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0527-656	Amazon Capital Services	5/27/2021	52.79
APPCA0527-657	Amazon Capital Services	5/27/2021	165.77
APPCA0527-658	Amazon Capital Services	5/27/2021	55.19
APPCA0527-659	Amazon Capital Services	5/27/2021	17.41
APPCA0527-660	Amazon Capital Services	5/27/2021	17.77
APPCA0527-661	Amazon Capital Services	5/27/2021	101.11
APPCA0527-662	Amazon Capital Services	5/27/2021	14.04
APPCA0527-663	Amazon Capital Services	5/27/2021	16.15
APPCA0527-664	Amazon Capital Services	5/27/2021	15.60
APPCA0527-665	Amazon Capital Services	5/27/2021	14.54
APPCA0527-666	Amazon Capital Services	5/27/2021	15.07
APPCA0527-667	Amazon Capital Services	5/27/2021	14.05
APPCA0527-668	Amazon Capital Services	5/27/2021	50.72
APPCA0527-669	Amazon Capital Services	5/27/2021	11.72
APPCA0527-670	Amazon Capital Services	5/27/2021	17.23
APPCA0527-671	Amazon Capital Services	5/27/2021	100.69
APPCA0527-672	Amazon Capital Services	5/27/2021	10.24
APPCA0527-673	Amazon Capital Services	5/27/2021	10.78
APPCA0527-674	Amazon Capital Services	5/27/2021	5.43
APPCA0527-675	Amazon Capital Services	5/27/2021	59.25
APPCA0527-676	Amazon Capital Services	5/27/2021	48.33
APPCA0527-677	Amazon Capital Services	5/27/2021	47.29
APPCA0527-678	Amazon Capital Services	5/27/2021	64.31
APPCA0527-679	Amazon Capital Services	5/27/2021	6.30
APPCA0527-680	Amazon Capital Services	5/27/2021	5.38
APPCA0527-681	Amazon Capital Services	5/27/2021	8.61
APPCA0527-682	Amazon Capital Services	5/27/2021	6.41
APPCA0527-683	Amazon Capital Services	5/27/2021	10.81
APPCA0527-684	Amazon Capital Services	5/27/2021	16.15
APPCA0527-685	Amazon Capital Services	5/27/2021	10.74
APPCA0527-686	Amazon Capital Services	5/27/2021	14.99
APPCA0527-687	Amazon Capital Services	5/27/2021	10.90
APPCA0527-688	Amazon Capital Services	5/27/2021	16.15
APPCA0527-689	Amazon Capital Services	5/27/2021	12.91
APPCA0527-690	Amazon Capital Services	5/27/2021	50.34
APPCA0527-691	Amazon Capital Services	5/27/2021	17.14
APPCA0527-692	Amazon Capital Services	5/27/2021	7.86
APPCA0527-693	Amazon Capital Services	5/27/2021	63.92
APPCA0527-694	Amazon Capital Services	5/27/2021	46.74
APPCA0527-695	Amazon Capital Services	5/27/2021	107.74
APPCA0527-696	Amazon Capital Services	5/27/2021	61.92
APPCA0527-697	Amazon Capital Services	5/27/2021	62.25

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APPCA0527-698	Amazon Capital Services	5/27/2021	64.03
APPCA0527-699	Amazon Capital Services	5/27/2021	14.75
APPCA0527-700	Amazon Capital Services	5/27/2021	8.57
APPCA0527-701	Amazon Capital Services	5/27/2021	52.27
APPCA0527-702	Amazon Capital Services	5/27/2021	43.80
APPCA0527-703	Amazon Capital Services	5/27/2021	46.27
APPCA0527-704	Amazon Capital Services	5/27/2021	54.11
APPCA0527-705	Amazon Capital Services	5/27/2021	5.29
APPCA0527-706	Amazon Capital Services	5/27/2021	84.74
APPCA0527-707	Amazon Capital Services	5/27/2021	62.25
APPCA0527-708	Amazon Capital Services	5/27/2021	5.38
APPCA0527-709	Amazon Capital Services	5/27/2021	16.12
APPCA0527-710	Amazon Capital Services	5/27/2021	12.90
APPCA0527-711	Amazon Capital Services	5/27/2021	65.17
APPCA0527-712	Amazon Capital Services	5/27/2021	43.53
APPCA0527-713	Amazon Capital Services	5/27/2021	66.86
APPCA0527-714	Amazon Capital Services	5/27/2021	118.53
APPCA0527-715	Amazon Capital Services	5/27/2021	47.96
APPCA0527-716	Amazon Capital Services	5/27/2021	21.54
APPCA0527-717	Amazon Capital Services	5/27/2021	87.29
APPCA0527-718	Amazon Capital Services	5/27/2021	52.89
APPCA0527-719	Amazon Capital Services	5/27/2021	14.20
APPCA0527-720	Amazon Capital Services	5/27/2021	14.06
APPCA0527-721	Amazon Capital Services	5/27/2021	38.85
APPCA0527-722	Amazon Capital Services	5/27/2021	43.48
APPCA0527-723	Amazon Capital Services	5/27/2021	42.69
APPCA0527-724	Amazon Capital Services	5/27/2021	78.19
APPCA0527-725	Amazon Capital Services	5/27/2021	64.47
APPCA0527-726	Amazon Capital Services	5/27/2021	35.70
APPCA0527-727	Amazon Capital Services	5/27/2021	81.46
APPCA0527-728	Amazon Capital Services	5/27/2021	18.72
APPCA0527-729	Amazon Capital Services	5/27/2021	12.91
APPCA0527-730	Amazon Capital Services	5/27/2021	16.15
APPCA0527-731	Amazon Capital Services	5/27/2021	105.58
APPCA0527-732	Amazon Capital Services	5/27/2021	15.61
APPCA0527-733	Amazon Capital Services	5/27/2021	15.28
APPCA0527-734	Amazon Capital Services	5/27/2021	17.00
APPCA0527-735	Amazon Capital Services	5/27/2021	13.81
APPCA0527-736	Amazon Capital Services	5/27/2021	13.46
APPCA0527-737	Amazon Capital Services	5/27/2021	154.05
APPCA0527-738	Amazon Capital Services	5/27/2021	14.26
APPCA0527-739	Amazon Capital Services	5/27/2021	107.59

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APPCA0527-740	Amazon Capital Services	5/27/2021	7.53
APPCA0527-741	Amazon Capital Services	5/27/2021	67.36
APPCA0527-742	Amazon Capital Services	5/27/2021	55.04
APPCA0527-743	Amazon Capital Services	5/27/2021	5.36
APPCA0527-744	Amazon Capital Services	5/27/2021	59.72
APPCA0527-745	Amazon Capital Services	5/27/2021	7.46
APPCA0527-746	Amazon Capital Services	5/27/2021	161.72
APPCA0527-747	Amazon Capital Services	5/27/2021	62.34
APPCA0527-748	Amazon Capital Services	5/27/2021	61.70
APPCA0527-749	Amazon Capital Services	5/27/2021	55.87
APPCA0527-750	Amazon Capital Services	5/27/2021	12.27
APPCA0527-751	Amazon Capital Services	5/27/2021	49.54
APPCA0527-752	Amazon Capital Services	5/27/2021	8.16
APPCA0527-753	Amazon Capital Services	5/27/2021	10.76
APPCA0527-754	Amazon Capital Services	5/27/2021	55.28
APPCA0527-755	Amazon Capital Services	5/27/2021	60.52
APPCA0527-756	Amazon Capital Services	5/27/2021	50.83
APPCA0527-757	Amazon Capital Services	5/27/2021	8.08
APPCA0527-758	Amazon Capital Services	5/27/2021	75.43
APPCA0527-759	Amazon Capital Services	5/27/2021	8.07
APPCA0527-760	Amazon Capital Services	5/27/2021	47.02
APPCA0527-761	Amazon Capital Services	5/27/2021	26.90
APPCA0527-762	Amazon Capital Services	5/27/2021	32.31
APPCA0527-763	Amazon Capital Services	5/27/2021	5.40
APPCA0527-764	Amazon Capital Services	5/27/2021	22.61
APPCA0527-765	Amazon Capital Services	5/27/2021	5.59
APPCA0527-766	Amazon Capital Services	5/27/2021	63.65
APPCA0527-767	Amazon Capital Services	5/27/2021	73.59
APPCA0527-768	Amazon Capital Services	5/27/2021	46.53
APPCA0527-769	Amazon Capital Services	5/27/2021	49.12
APPCA0527-770	Amazon Capital Services	5/27/2021	53.21
APPCA0527-771	Amazon Capital Services	5/27/2021	14.00
APPCA0527-772	Amazon Capital Services	5/27/2021	66.88
APPCA0527-773	Amazon Capital Services	5/27/2021	11.83
APPCA0527-774	Amazon Capital Services	5/27/2021	87.34
APPCA0527-775	Amazon Capital Services	5/27/2021	66.47
APPCA0527-776	Amazon Capital Services	5/27/2021	58.14
APPCA0527-777	Amazon Capital Services	5/27/2021	81.79
APPCA0527-778	Amazon Capital Services	5/27/2021	148.50
APPCA0527-779	Amazon Capital Services	5/27/2021	54.24
APPCA0527-780	Amazon Capital Services	5/27/2021	51.70
APPCA0527-781	Amazon Capital Services	5/27/2021	54.98

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Check Number	Vendor Name	Check Date	Check Amount
APPCA0527-782	Amazon Capital Services	5/27/2021	56.33
APPCA0527-783	Amazon Capital Services	5/27/2021	5.40
APPCA0527-784	Amazon Capital Services	5/27/2021	141.57
APPCA0527-785	Amazon Capital Services	5/27/2021	5.85
APPCA0527-786	Amazon Capital Services	5/27/2021	45.11
APPCA0527-787	Amazon Capital Services	5/27/2021	17.23
APPCA0527-788	Amazon Capital Services	5/27/2021	58.94
APPCA0527-789	Amazon Capital Services	5/27/2021	46.32
APPCA0527-790	Amazon Capital Services	5/27/2021	57.39
APPCA0527-791	Amazon Capital Services	5/27/2021	49.45
APPCA0527-792	Amazon Capital Services	5/27/2021	58.10
APPCA0527-793	Amazon Capital Services	5/27/2021	48.59
APPCA0527-794	Amazon Capital Services	5/27/2021	43.67
APPCA0527-795	Amazon Capital Services	5/27/2021	48.39
APPCA0527-796	Amazon Capital Services	5/27/2021	123.84
APPCA0527-797	Amazon Capital Services	5/27/2021	150.65
APPCA0527-798	Amazon Capital Services	5/27/2021	48.93
APPCA0527-799	Amazon Capital Services	5/27/2021	11.14
APPCA0527-800	Amazon Capital Services	5/27/2021	15.05
APPCA0527-801	Amazon Capital Services	5/27/2021	10.76
APPCA0527-802	Amazon Capital Services	5/27/2021	5.99
APPCA0527-803	Amazon Capital Services	5/27/2021	166.75
APPCA0527-804	Amazon Capital Services	5/27/2021	106.04
APPCA0527-805	Amazon Capital Services	5/27/2021	14.14
APPCA0527-806	Amazon Capital Services	5/27/2021	15.07
APPCA0527-807	Amazon Capital Services	5/27/2021	12.92
APPCA0527-808	Amazon Capital Services	5/27/2021	8.31
APPCA0527-809	Amazon Capital Services	5/27/2021	32.27
APPCA0527-810	Amazon Capital Services	5/27/2021	16.39
APPCA0527-811	Amazon Capital Services	5/27/2021	49.55
APPCA0527-812	Amazon Capital Services	5/27/2021	16.65
APPCA0527-813	Amazon Capital Services	5/27/2021	37.85
APPCA0527-814	Amazon Capital Services	5/27/2021	18.39
APPCA0527-815	Amazon Capital Services	5/27/2021	8.61
APPCA0527-816	Amazon Capital Services	5/27/2021	22.60
APPCA0527-817	Amazon Capital Services	5/27/2021	3.24
APPCA0527-818	Amazon Capital Services	5/27/2021	21.91
APPCA0527-819	Amazon Capital Services	5/27/2021	48.61
APPCA0527-820	Amazon Capital Services	5/27/2021	44.25
APPCA0527-821	Amazon Capital Services	5/27/2021	161.60
APPCA0527-822	Amazon Capital Services	5/27/2021	19.34
APPCA0527-823	Amazon Capital Services	5/27/2021	48.64

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APPCA0527-824	Amazon Capital Services	5/27/2021	54.39
APPCA0527-825	Amazon Capital Services	5/27/2021	15.07
APPCA0527-826	Amazon Capital Services	5/27/2021	26.55
APPCA0527-827	Amazon Capital Services	5/27/2021	27.90
APPCA0527-828	Amazon Capital Services	5/27/2021	7.48
APPCA0527-829	Amazon Capital Services	5/27/2021	48.43
APPCA0527-830	Amazon Capital Services	5/27/2021	8.61
APPCA0527-831	Amazon Capital Services	5/27/2021	53.56
APPCA0527-832	Amazon Capital Services	5/27/2021	54.11
APPCA0527-833	Amazon Capital Services	5/27/2021	46.46
APPCA0527-834	Amazon Capital Services	5/27/2021	5.38
APPCA0527-835	Amazon Capital Services	5/27/2021	5.90
APPCA0527-836	Amazon Capital Services	5/27/2021	59.24
APPCA0527-837	Amazon Capital Services	5/27/2021	57.63
APPCA0527-838	Amazon Capital Services	5/27/2021	6.20
APPCA0527-839	Amazon Capital Services	5/27/2021	48.45
APPCA0527-840	Amazon Capital Services	5/27/2021	57.43
APPCA0527-841	Amazon Capital Services	5/27/2021	47.16
APPCA0527-842	Amazon Capital Services	5/27/2021	6.02
APPCA0527-843	Amazon Capital Services	5/27/2021	14.00
APPCA0527-844	Amazon Capital Services	5/27/2021	5.19
APPCA0527-845	Amazon Capital Services	5/27/2021	50.09
APPCA0527-846	Amazon Capital Services	5/27/2021	138.61
APPCA0527-847	Amazon Capital Services	5/27/2021	111.10
APPCA0527-848	Amazon Capital Services	5/27/2021	15.07
APPCA0527-849	Amazon Capital Services	5/27/2021	44.62
APPCA0527-850	Amazon Capital Services	5/27/2021	10.82
APPCA0527-851	Amazon Capital Services	5/27/2021	12.88
APPCA0527-852	Amazon Capital Services	5/27/2021	16.81
APPCA0527-853	Amazon Capital Services	5/27/2021	17.90
APPCA0527-854	Amazon Capital Services	5/27/2021	13.18
APPCA0527-855	Amazon Capital Services	5/27/2021	12.82
APPCA0527-856	Amazon Capital Services	5/27/2021	15.07
APPCA0527-857	Amazon Capital Services	5/27/2021	13.44
APPCA0527-858	Amazon Capital Services	5/27/2021	5.32
APPCA0527-859	Amazon Capital Services	5/27/2021	150.36
APPCA0527-860	Amazon Capital Services	5/27/2021	13.55
APPCA0527-861	Amazon Capital Services	5/27/2021	15.07
APPCA0527-862	Amazon Capital Services	5/27/2021	17.23
APPCA0527-863	Amazon Capital Services	5/27/2021	15.99
APPCA0527-864	Amazon Capital Services	5/27/2021	57.62
APPCA0527-865	Amazon Capital Services	5/27/2021	167.47

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APPCA0527-866	Amazon Capital Services	5/27/2021	5.38
APPCA0527-867	Amazon Capital Services	5/27/2021	52.58
APPCA0527-868	Amazon Capital Services	5/27/2021	1.58
APPCA0527-869	Amazon Capital Services	5/27/2021	10.58
APPCA0527-870	Amazon Capital Services	5/27/2021	5.29
APPCA0527-871	Amazon Capital Services	5/27/2021	52.72
APPCA0527-872	Amazon Capital Services	5/27/2021	86.99
APPCA0527-873	Amazon Capital Services	5/27/2021	46.61
APPCA0527-874	Amazon Capital Services	5/27/2021	65.72
APPCA0527-875	Amazon Capital Services	5/27/2021	16.10
APPCA210504-01	Amazon Capital Services	5/4/2021	44.23
APPCA210504-02	Amazon Capital Services	5/4/2021	45.66
APPCA210504-03	Amazon Capital Services	5/4/2021	5.40
APPCA210504-04	Amazon Capital Services	5/4/2021	42.32
APPCA210504-05	Amazon Capital Services	5/4/2021	39.66
APPCA210504-06	Amazon Capital Services	5/4/2021	16.26
APPCA210504-07	Amazon Capital Services	5/4/2021	51.59
APPCA210504-08	Amazon Capital Services	5/4/2021	157.70
APPCA210504-09	Amazon Capital Services	5/4/2021	7.46
APPCA210504-10	Amazon Capital Services	5/4/2021	64.37
APPCA210504-100	Amazon Capital Services	5/4/2021	2.47
APPCA210504-101	Amazon Capital Services	5/4/2021	66.37
APPCA210504-102	Amazon Capital Services	5/4/2021	24.64
APPCA210504-103	Amazon Capital Services	5/4/2021	18.43
APPCA210504-104	Amazon Capital Services	5/4/2021	140.06
APPCA210504-105	Amazon Capital Services	5/4/2021	26.88
APPCA210504-106	Amazon Capital Services	5/4/2021	97.86
APPCA210504-107	Amazon Capital Services	5/4/2021	15.07
APPCA210504-108	Amazon Capital Services	5/4/2021	3.60
APPCA210504-109	Amazon Capital Services	5/4/2021	17.19
APPCA210504-11	Amazon Capital Services	5/4/2021	23.44
APPCA210504-110	Amazon Capital Services	5/4/2021	14.93
APPCA210504-111	Amazon Capital Services	5/4/2021	37.50
APPCA210504-112	Amazon Capital Services	5/4/2021	8.60
APPCA210504-113	Amazon Capital Services	5/4/2021	19.49
APPCA210504-114	Amazon Capital Services	5/4/2021	32.50
APPCA210504-115	Amazon Capital Services	5/4/2021	16.21
APPCA210504-116	Amazon Capital Services	5/4/2021	16.11
APPCA210504-117	Amazon Capital Services	5/4/2021	40.70
APPCA210504-118	Amazon Capital Services	5/4/2021	7.49
APPCA210504-119	Amazon Capital Services	5/4/2021	26.90
APPCA210504-12	Amazon Capital Services	5/4/2021	77.19

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APPCA210504-120	Amazon Capital Services	5/4/2021	18.31
APPCA210504-121	Amazon Capital Services	5/4/2021	11.95
APPCA210504-122	Amazon Capital Services	5/4/2021	22.59
APPCA210504-123	Amazon Capital Services	5/4/2021	19.38
APPCA210504-124	Amazon Capital Services	5/4/2021	90.75
APPCA210504-125	Amazon Capital Services	5/4/2021	20.82
APPCA210504-126	Amazon Capital Services	5/4/2021	5.38
APPCA210504-127	Amazon Capital Services	5/4/2021	123.36
APPCA210504-128	Amazon Capital Services	5/4/2021	65.59
APPCA210504-129	Amazon Capital Services	5/4/2021	103.06
APPCA210504-13	Amazon Capital Services	5/4/2021	32.23
APPCA210504-130	Amazon Capital Services	5/4/2021	36.53
APPCA210504-131	Amazon Capital Services	5/4/2021	62.26
APPCA210504-132	Amazon Capital Services	5/4/2021	150.67
APPCA210504-133	Amazon Capital Services	5/4/2021	26.35
APPCA210504-134	Amazon Capital Services	5/4/2021	48.47
APPCA210504-135	Amazon Capital Services	5/4/2021	53.82
APPCA210504-136	Amazon Capital Services	5/4/2021	21.53
APPCA210504-137	Amazon Capital Services	5/4/2021	60.68
APPCA210504-138	Amazon Capital Services	5/4/2021	56.77
APPCA210504-139	Amazon Capital Services	5/4/2021	134.63
APPCA210504-14	Amazon Capital Services	5/4/2021	18.77
APPCA210504-140	Amazon Capital Services	5/4/2021	38.65
APPCA210504-141	Amazon Capital Services	5/4/2021	101.38
APPCA210504-142	Amazon Capital Services	5/4/2021	19.99
APPCA210504-143	Amazon Capital Services	5/4/2021	42.25
APPCA210504-144	Amazon Capital Services	5/4/2021	6.59
APPCA210504-145	Amazon Capital Services	5/4/2021	20.56
APPCA210504-146	Amazon Capital Services	5/4/2021	61.98
APPCA210504-147	Amazon Capital Services	5/4/2021	6.21
APPCA210504-148	Amazon Capital Services	5/4/2021	38.76
APPCA210504-149	Amazon Capital Services	5/4/2021	22.51
APPCA210504-15	Amazon Capital Services	5/4/2021	47.56
APPCA210504-150	Amazon Capital Services	5/4/2021	31.61
APPCA210504-151	Amazon Capital Services	5/4/2021	16.81
APPCA210504-152	Amazon Capital Services	5/4/2021	43.51
APPCA210504-153	Amazon Capital Services	5/4/2021	52.52
APPCA210504-154	Amazon Capital Services	5/4/2021	21.93
APPCA210504-155	Amazon Capital Services	5/4/2021	23.68
APPCA210504-156	Amazon Capital Services	5/4/2021	61.59
APPCA210504-157	Amazon Capital Services	5/4/2021	58.42
APPCA210504-158	Amazon Capital Services	5/4/2021	48.63

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APPCA210504-159	Amazon Capital Services	5/4/2021	21.74
APPCA210504-16	Amazon Capital Services	5/4/2021	22.34
APPCA210504-160	Amazon Capital Services	5/4/2021	13.47
APPCA210504-161	Amazon Capital Services	5/4/2021	129.29
APPCA210504-162	Amazon Capital Services	5/4/2021	16.23
APPCA210504-163	Amazon Capital Services	5/4/2021	11.85
APPCA210504-164	Amazon Capital Services	5/4/2021	15.01
APPCA210504-165	Amazon Capital Services	5/4/2021	11.83
APPCA210504-166	Amazon Capital Services	5/4/2021	54.25
APPCA210504-167	Amazon Capital Services	5/4/2021	24.67
APPCA210504-168	Amazon Capital Services	5/4/2021	48.94
APPCA210504-169	Amazon Capital Services	5/4/2021	25.70
APPCA210504-17	Amazon Capital Services	5/4/2021	43.74
APPCA210504-170	Amazon Capital Services	5/4/2021	171.06
APPCA210504-171	Amazon Capital Services	5/4/2021	8.38
APPCA210504-172	Amazon Capital Services	5/4/2021	90.90
APPCA210504-173	Amazon Capital Services	5/4/2021	27.03
APPCA210504-174	Amazon Capital Services	5/4/2021	19.02
APPCA210504-175	Amazon Capital Services	5/4/2021	15.64
APPCA210504-176	Amazon Capital Services	5/4/2021	30.27
APPCA210504-177	Amazon Capital Services	5/4/2021	7.51
APPCA210504-178	Amazon Capital Services	5/4/2021	11.90
APPCA210504-179	Amazon Capital Services	5/4/2021	27.06
APPCA210504-18	Amazon Capital Services	5/4/2021	40.08
APPCA210504-180	Amazon Capital Services	5/4/2021	17.11
APPCA210504-181	Amazon Capital Services	5/4/2021	15.21
APPCA210504-182	Amazon Capital Services	5/4/2021	17.54
APPCA210504-183	Amazon Capital Services	5/4/2021	38.68
APPCA210504-184	Amazon Capital Services	5/4/2021	43.09
APPCA210504-185	Amazon Capital Services	5/4/2021	175.60
APPCA210504-186	Amazon Capital Services	5/4/2021	40.93
APPCA210504-187	Amazon Capital Services	5/4/2021	33.55
APPCA210504-188	Amazon Capital Services	5/4/2021	25.85
APPCA210504-189	Amazon Capital Services	5/4/2021	11.95
APPCA210504-19	Amazon Capital Services	5/4/2021	29.87
APPCA210504-190	Amazon Capital Services	5/4/2021	16.13
APPCA210504-191	Amazon Capital Services	5/4/2021	10.66
APPCA210504-192	Amazon Capital Services	5/4/2021	95.03
APPCA210504-193	Amazon Capital Services	5/4/2021	6.45
APPCA210504-194	Amazon Capital Services	5/4/2021	18.48
APPCA210504-195	Amazon Capital Services	5/4/2021	49.73
APPCA210504-196	Amazon Capital Services	5/4/2021	46.22

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210504-197	Amazon Capital Services	5/4/2021	29.22
APPCA210504-198	Amazon Capital Services	5/4/2021	4.76
APPCA210504-199	Amazon Capital Services	5/4/2021	32.29
APPCA210504-20	Amazon Capital Services	5/4/2021	36.92
APPCA210504-200	Amazon Capital Services	5/4/2021	248.91
APPCA210504-201	Amazon Capital Services	5/4/2021	3.22
APPCA210504-202	Amazon Capital Services	5/4/2021	67.24
APPCA210504-203	Amazon Capital Services	5/4/2021	7.34
APPCA210504-204	Amazon Capital Services	5/4/2021	27.97
APPCA210504-205	Amazon Capital Services	5/4/2021	76.30
APPCA210504-206	Amazon Capital Services	5/4/2021	26.92
APPCA210504-207	Amazon Capital Services	5/4/2021	11.84
APPCA210504-208	Amazon Capital Services	5/4/2021	21.54
APPCA210504-209	Amazon Capital Services	5/4/2021	34.96
APPCA210504-21	Amazon Capital Services	5/4/2021	117.35
APPCA210504-210	Amazon Capital Services	5/4/2021	31.47
APPCA210504-211	Amazon Capital Services	5/4/2021	8.57
APPCA210504-212	Amazon Capital Services	5/4/2021	20.93
APPCA210504-213	Amazon Capital Services	5/4/2021	29.61
APPCA210504-214	Amazon Capital Services	5/4/2021	7.53
APPCA210504-215	Amazon Capital Services	5/4/2021	23.89
APPCA210504-216	Amazon Capital Services	5/4/2021	55.82
APPCA210504-217	Amazon Capital Services	5/4/2021	14.92
APPCA210504-218	Amazon Capital Services	5/4/2021	302.72
APPCA210504-219	Amazon Capital Services	5/4/2021	5.43
APPCA210504-22	Amazon Capital Services	5/4/2021	21.63
APPCA210504-220	Amazon Capital Services	5/4/2021	19.08
APPCA210504-221	Amazon Capital Services	5/4/2021	38.00
APPCA210504-222	Amazon Capital Services	5/4/2021	15.28
APPCA210504-223	Amazon Capital Services	5/4/2021	32.30
APPCA210504-224	Amazon Capital Services	5/4/2021	45.32
APPCA210504-225	Amazon Capital Services	5/4/2021	44.10
APPCA210504-226	Amazon Capital Services	5/4/2021	26.92
APPCA210504-227	Amazon Capital Services	5/4/2021	4.28
APPCA210504-228	Amazon Capital Services	5/4/2021	7.06
APPCA210504-229	Amazon Capital Services	5/4/2021	33.22
APPCA210504-23	Amazon Capital Services	5/4/2021	26.90
APPCA210504-230	Amazon Capital Services	5/4/2021	9.04
APPCA210504-231	Amazon Capital Services	5/4/2021	35.88
APPCA210504-232	Amazon Capital Services	5/4/2021	36.57
APPCA210504-233	Amazon Capital Services	5/4/2021	14.00
APPCA210504-234	Amazon Capital Services	5/4/2021	78.10

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210504-235	Amazon Capital Services	5/4/2021	40.93
APPCA210504-236	Amazon Capital Services	5/4/2021	17.23
APPCA210504-237	Amazon Capital Services	5/4/2021	52.09
APPCA210504-238	Amazon Capital Services	5/4/2021	30.06
APPCA210504-239	Amazon Capital Services	5/4/2021	19.38
APPCA210504-24	Amazon Capital Services	5/4/2021	54.24
APPCA210504-240	Amazon Capital Services	5/4/2021	6.45
APPCA210504-241	Amazon Capital Services	5/4/2021	21.50
APPCA210504-242	Amazon Capital Services	5/4/2021	47.84
APPCA210504-243	Amazon Capital Services	5/4/2021	26.91
APPCA210504-244	Amazon Capital Services	5/4/2021	17.93
APPCA210504-245	Amazon Capital Services	5/4/2021	18.18
APPCA210504-246	Amazon Capital Services	5/4/2021	36.48
APPCA210504-247	Amazon Capital Services	5/4/2021	25.29
APPCA210504-248	Amazon Capital Services	5/4/2021	65.15
APPCA210504-249	Amazon Capital Services	5/4/2021	4.32
APPCA210504-25	Amazon Capital Services	5/4/2021	17.99
APPCA210504-250	Amazon Capital Services	5/4/2021	3.49
APPCA210504-251	Amazon Capital Services	5/4/2021	6.37
APPCA210504-252	Amazon Capital Services	5/4/2021	11.91
APPCA210504-253	Amazon Capital Services	5/4/2021	23.52
APPCA210504-254	Amazon Capital Services	5/4/2021	15.10
APPCA210504-255	Amazon Capital Services	5/4/2021	37.66
APPCA210504-256	Amazon Capital Services	5/4/2021	54.09
APPCA210504-257	Amazon Capital Services	5/4/2021	140.06
APPCA210504-258	Amazon Capital Services	5/4/2021	44.96
APPCA210504-259	Amazon Capital Services	5/4/2021	79.54
APPCA210504-26	Amazon Capital Services	5/4/2021	2.91
APPCA210504-260	Amazon Capital Services	5/4/2021	105.28
APPCA210504-261	Amazon Capital Services	5/4/2021	34.15
APPCA210504-262	Amazon Capital Services	5/4/2021	29.23
APPCA210504-263	Amazon Capital Services	5/4/2021	15.07
APPCA210504-264	Amazon Capital Services	5/4/2021	11.58
APPCA210504-265	Amazon Capital Services	5/4/2021	21.53
APPCA210504-266	Amazon Capital Services	5/4/2021	21.96
APPCA210504-267	Amazon Capital Services	5/4/2021	27.91
APPCA210504-268	Amazon Capital Services	5/4/2021	112.46
APPCA210504-269	Amazon Capital Services	5/4/2021	15.07
APPCA210504-27	Amazon Capital Services	5/4/2021	28.98
APPCA210504-270	Amazon Capital Services	5/4/2021	33.15
APPCA210504-271	Amazon Capital Services	5/4/2021	39.34
APPCA210504-272	Amazon Capital Services	5/4/2021	21.59

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210504-273	Amazon Capital Services	5/4/2021	21.64
APPCA210504-274	Amazon Capital Services	5/4/2021	6.48
APPCA210504-275	Amazon Capital Services	5/4/2021	27.88
APPCA210504-276	Amazon Capital Services	5/4/2021	48.56
APPCA210504-277	Amazon Capital Services	5/4/2021	42.81
APPCA210504-278	Amazon Capital Services	5/4/2021	55.19
APPCA210504-279	Amazon Capital Services	5/4/2021	27.69
APPCA210504-28	Amazon Capital Services	5/4/2021	113.29
APPCA210504-280	Amazon Capital Services	5/4/2021	53.08
APPCA210504-281	Amazon Capital Services	5/4/2021	64.09
APPCA210504-282	Amazon Capital Services	5/4/2021	105.09
APPCA210504-283	Amazon Capital Services	5/4/2021	5.37
APPCA210504-284	Amazon Capital Services	5/4/2021	26.94
APPCA210504-285	Amazon Capital Services	5/4/2021	15.21
APPCA210504-286	Amazon Capital Services	5/4/2021	10.22
APPCA210504-287	Amazon Capital Services	5/4/2021	52.74
APPCA210504-288	Amazon Capital Services	5/4/2021	26.93
APPCA210504-289	Amazon Capital Services	5/4/2021	246.67
APPCA210504-29	Amazon Capital Services	5/4/2021	57.51
APPCA210504-290	Amazon Capital Services	5/4/2021	34.71
APPCA210504-291	Amazon Capital Services	5/4/2021	28.00
APPCA210504-292	Amazon Capital Services	5/4/2021	29.08
APPCA210504-293	Amazon Capital Services	5/4/2021	32.31
APPCA210504-294	Amazon Capital Services	5/4/2021	28.28
APPCA210504-295	Amazon Capital Services	5/4/2021	5.64
APPCA210504-296	Amazon Capital Services	5/4/2021	9.14
APPCA210504-297	Amazon Capital Services	5/4/2021	33.61
APPCA210504-298	Amazon Capital Services	5/4/2021	45.24
APPCA210504-299	Amazon Capital Services	5/4/2021	45.51
APPCA210504-30	Amazon Capital Services	5/4/2021	20.87
APPCA210504-300	Amazon Capital Services	5/4/2021	18.31
APPCA210504-31	Amazon Capital Services	5/4/2021	30.30
APPCA210504-32	Amazon Capital Services	5/4/2021	64.45
APPCA210504-33	Amazon Capital Services	5/4/2021	63.13
APPCA210504-34	Amazon Capital Services	5/4/2021	20.46
APPCA210504-35	Amazon Capital Services	5/4/2021	23.74
APPCA210504-36	Amazon Capital Services	5/4/2021	17.14
APPCA210504-37	Amazon Capital Services	5/4/2021	15.49
APPCA210504-38	Amazon Capital Services	5/4/2021	30.16
APPCA210504-39	Amazon Capital Services	5/4/2021	13.98
APPCA210504-40	Amazon Capital Services	5/4/2021	39.28
APPCA210504-41	Amazon Capital Services	5/4/2021	33.23

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210504-42	Amazon Capital Services	5/4/2021	77.54
APPCA210504-43	Amazon Capital Services	5/4/2021	183.37
APPCA210504-44	Amazon Capital Services	5/4/2021	48.48
APPCA210504-45	Amazon Capital Services	5/4/2021	55.70
APPCA210504-46	Amazon Capital Services	5/4/2021	37.06
APPCA210504-47	Amazon Capital Services	5/4/2021	7.37
APPCA210504-48	Amazon Capital Services	5/4/2021	165.03
APPCA210504-49	Amazon Capital Services	5/4/2021	20.45
APPCA210504-50	Amazon Capital Services	5/4/2021	42.21
APPCA210504-51	Amazon Capital Services	5/4/2021	78.19
APPCA210504-52	Amazon Capital Services	5/4/2021	40.15
APPCA210504-53	Amazon Capital Services	5/4/2021	38.17
APPCA210504-54	Amazon Capital Services	5/4/2021	14.00
APPCA210504-55	Amazon Capital Services	5/4/2021	8.36
APPCA210504-56	Amazon Capital Services	5/4/2021	25.16
APPCA210504-57	Amazon Capital Services	5/4/2021	15.10
APPCA210504-58	Amazon Capital Services	5/4/2021	12.88
APPCA210504-59	Amazon Capital Services	5/4/2021	29.58
APPCA210504-60	Amazon Capital Services	5/4/2021	28.91
APPCA210504-61	Amazon Capital Services	5/4/2021	4.32
APPCA210504-62	Amazon Capital Services	5/4/2021	10.53
APPCA210504-63	Amazon Capital Services	5/4/2021	16.47
APPCA210504-64	Amazon Capital Services	5/4/2021	8.60
APPCA210504-65	Amazon Capital Services	5/4/2021	13.21
APPCA210504-66	Amazon Capital Services	5/4/2021	16.13
APPCA210504-67	Amazon Capital Services	5/4/2021	14.00
APPCA210504-68	Amazon Capital Services	5/4/2021	31.98
APPCA210504-69	Amazon Capital Services	5/4/2021	11.81
APPCA210504-70	Amazon Capital Services	5/4/2021	51.85
APPCA210504-71	Amazon Capital Services	5/4/2021	17.20
APPCA210504-72	Amazon Capital Services	5/4/2021	14.06
APPCA210504-73	Amazon Capital Services	5/4/2021	10.76
APPCA210504-74	Amazon Capital Services	5/4/2021	5.69
APPCA210504-75	Amazon Capital Services	5/4/2021	27.73
APPCA210504-76	Amazon Capital Services	5/4/2021	8.61
APPCA210504-77	Amazon Capital Services	5/4/2021	12.80
APPCA210504-78	Amazon Capital Services	5/4/2021	118.51
APPCA210504-79	Amazon Capital Services	5/4/2021	3.68
APPCA210504-80	Amazon Capital Services	5/4/2021	30.15
APPCA210504-81	Amazon Capital Services	5/4/2021	11.97
APPCA210504-82	Amazon Capital Services	5/4/2021	9.69
APPCA210504-83	Amazon Capital Services	5/4/2021	51.30

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210504-84	Amazon Capital Services	5/4/2021	45.26
APPCA210504-85	Amazon Capital Services	5/4/2021	18.43
APPCA210504-86	Amazon Capital Services	5/4/2021	69.22
APPCA210504-87	Amazon Capital Services	5/4/2021	13.04
APPCA210504-88	Amazon Capital Services	5/4/2021	52.05
APPCA210504-89	Amazon Capital Services	5/4/2021	24.58
APPCA210504-90	Amazon Capital Services	5/4/2021	33.52
APPCA210504-91	Amazon Capital Services	5/4/2021	7.48
APPCA210504-92	Amazon Capital Services	5/4/2021	54.86
APPCA210504-93	Amazon Capital Services	5/4/2021	34.09
APPCA210504-94	Amazon Capital Services	5/4/2021	7.51
APPCA210504-95	Amazon Capital Services	5/4/2021	18.31
APPCA210504-96	Amazon Capital Services	5/4/2021	40.15
APPCA210504-97	Amazon Capital Services	5/4/2021	16.15
APPCA210504-98	Amazon Capital Services	5/4/2021	30.26
APPCA210504-99	Amazon Capital Services	5/4/2021	13.99
APPCA210506-01	Amazon Capital Services	5/6/2021	109.50
APPCA210506-02	Amazon Capital Services	5/6/2021	14.00
APPCA210506-03	Amazon Capital Services	5/6/2021	20.50
APPCA210506-04	Amazon Capital Services	5/6/2021	16.15
APPCA210506-05	Amazon Capital Services	5/6/2021	10.77
APPCA210506-06	Amazon Capital Services	5/6/2021	13.95
APPCA210506-07	Amazon Capital Services	5/6/2021	10.76
APPCA210506-08	Amazon Capital Services	5/6/2021	162.36
APPCA210506-09	Amazon Capital Services	5/6/2021	14.06
APPCA210506-10	Amazon Capital Services	5/6/2021	54.75
APPCA210506-100	Amazon Capital Services	5/6/2021	28.00
APPCA210506-101	Amazon Capital Services	5/6/2021	12.88
APPCA210506-102	Amazon Capital Services	5/6/2021	25.93
APPCA210506-103	Amazon Capital Services	5/6/2021	12.33
APPCA210506-104	Amazon Capital Services	5/6/2021	6.03
APPCA210506-105	Amazon Capital Services	5/6/2021	43.84
APPCA210506-106	Amazon Capital Services	5/6/2021	55.00
APPCA210506-107	Amazon Capital Services	5/6/2021	17.18
APPCA210506-108	Amazon Capital Services	5/6/2021	15.00
APPCA210506-109	Amazon Capital Services	5/6/2021	10.84
APPCA210506-11	Amazon Capital Services	5/6/2021	27.57
APPCA210506-110	Amazon Capital Services	5/6/2021	15.14
APPCA210506-111	Amazon Capital Services	5/6/2021	43.09
APPCA210506-112	Amazon Capital Services	5/6/2021	16.11
APPCA210506-113	Amazon Capital Services	5/6/2021	10.76
APPCA210506-114	Amazon Capital Services	5/6/2021	11.84

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210506-115	Amazon Capital Services	5/6/2021	17.04
APPCA210506-116	Amazon Capital Services	5/6/2021	19.62
APPCA210506-117	Amazon Capital Services	5/6/2021	39.70
APPCA210506-118	Amazon Capital Services	5/6/2021	54.02
APPCA210506-119	Amazon Capital Services	5/6/2021	25.05
APPCA210506-12	Amazon Capital Services	5/6/2021	38.84
APPCA210506-120	Amazon Capital Services	5/6/2021	38.74
APPCA210506-121	Amazon Capital Services	5/6/2021	14.06
APPCA210506-122	Amazon Capital Services	5/6/2021	41.06
APPCA210506-123	Amazon Capital Services	5/6/2021	43.33
APPCA210506-124	Amazon Capital Services	5/6/2021	21.44
APPCA210506-125	Amazon Capital Services	5/6/2021	43.51
APPCA210506-126	Amazon Capital Services	5/6/2021	5.47
APPCA210506-127	Amazon Capital Services	5/6/2021	12.18
APPCA210506-128	Amazon Capital Services	5/6/2021	146.36
APPCA210506-129	Amazon Capital Services	5/6/2021	49.68
APPCA210506-13	Amazon Capital Services	5/6/2021	43.28
APPCA210506-130	Amazon Capital Services	5/6/2021	37.70
APPCA210506-131	Amazon Capital Services	5/6/2021	54.03
APPCA210506-132	Amazon Capital Services	5/6/2021	30.16
APPCA210506-133	Amazon Capital Services	5/6/2021	16.26
APPCA210506-134	Amazon Capital Services	5/6/2021	38.79
APPCA210506-135	Amazon Capital Services	5/6/2021	12.81
APPCA210506-136	Amazon Capital Services	5/6/2021	51.10
APPCA210506-137	Amazon Capital Services	5/6/2021	14.04
APPCA210506-138	Amazon Capital Services	5/6/2021	59.63
APPCA210506-139	Amazon Capital Services	5/6/2021	11.49
APPCA210506-14	Amazon Capital Services	5/6/2021	10.76
APPCA210506-140	Amazon Capital Services	5/6/2021	14.00
APPCA210506-141	Amazon Capital Services	5/6/2021	49.54
APPCA210506-142	Amazon Capital Services	5/6/2021	45.32
APPCA210506-143	Amazon Capital Services	5/6/2021	13.47
APPCA210506-144	Amazon Capital Services	5/6/2021	10.23
APPCA210506-145	Amazon Capital Services	5/6/2021	31.13
APPCA210506-146	Amazon Capital Services	5/6/2021	44.11
APPCA210506-147	Amazon Capital Services	5/6/2021	54.28
APPCA210506-148	Amazon Capital Services	5/6/2021	13.25
APPCA210506-149	Amazon Capital Services	5/6/2021	42.98
APPCA210506-15	Amazon Capital Services	5/6/2021	10.26
APPCA210506-150	Amazon Capital Services	5/6/2021	16.46
APPCA210506-151	Amazon Capital Services	5/6/2021	25.81
APPCA210506-152	Amazon Capital Services	5/6/2021	112.77

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210506-153	Amazon Capital Services	5/6/2021	5.33
APPCA210506-154	Amazon Capital Services	5/6/2021	53.86
APPCA210506-155	Amazon Capital Services	5/6/2021	43.29
APPCA210506-156	Amazon Capital Services	5/6/2021	45.42
APPCA210506-157	Amazon Capital Services	5/6/2021	43.10
APPCA210506-158	Amazon Capital Services	5/6/2021	51.67
APPCA210506-159	Amazon Capital Services	5/6/2021	54.27
APPCA210506-16	Amazon Capital Services	5/6/2021	10.66
APPCA210506-160	Amazon Capital Services	5/6/2021	38.38
APPCA210506-161	Amazon Capital Services	5/6/2021	13.00
APPCA210506-162	Amazon Capital Services	5/6/2021	50.47
APPCA210506-163	Amazon Capital Services	5/6/2021	55.66
APPCA210506-164	Amazon Capital Services	5/6/2021	13.15
APPCA210506-165	Amazon Capital Services	5/6/2021	39.22
APPCA210506-166	Amazon Capital Services	5/6/2021	11.84
APPCA210506-167	Amazon Capital Services	5/6/2021	13.98
APPCA210506-168	Amazon Capital Services	5/6/2021	130.63
APPCA210506-169	Amazon Capital Services	5/6/2021	10.76
APPCA210506-17	Amazon Capital Services	5/6/2021	5.29
APPCA210506-170	Amazon Capital Services	5/6/2021	13.27
APPCA210506-171	Amazon Capital Services	5/6/2021	5.40
APPCA210506-172	Amazon Capital Services	5/6/2021	13.46
APPCA210506-173	Amazon Capital Services	5/6/2021	15.06
APPCA210506-174	Amazon Capital Services	5/6/2021	5.19
APPCA210506-175	Amazon Capital Services	5/6/2021	5.38
APPCA210506-176	Amazon Capital Services	5/6/2021	49.94
APPCA210506-177	Amazon Capital Services	5/6/2021	14.20
APPCA210506-178	Amazon Capital Services	5/6/2021	11.91
APPCA210506-179	Amazon Capital Services	5/6/2021	51.75
APPCA210506-18	Amazon Capital Services	5/6/2021	49.74
APPCA210506-180	Amazon Capital Services	5/6/2021	15.07
APPCA210506-181	Amazon Capital Services	5/6/2021	50.59
APPCA210506-182	Amazon Capital Services	5/6/2021	12.92
APPCA210506-183	Amazon Capital Services	5/6/2021	47.25
APPCA210506-184	Amazon Capital Services	5/6/2021	11.38
APPCA210506-185	Amazon Capital Services	5/6/2021	5.92
APPCA210506-186	Amazon Capital Services	5/6/2021	11.48
APPCA210506-187	Amazon Capital Services	5/6/2021	28.00
APPCA210506-188	Amazon Capital Services	5/6/2021	31.62
APPCA210506-189	Amazon Capital Services	5/6/2021	105.56
APPCA210506-19	Amazon Capital Services	5/6/2021	56.84
APPCA210506-190	Amazon Capital Services	5/6/2021	41.98

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210506-191	Amazon Capital Services	5/6/2021	43.70
APPCA210506-192	Amazon Capital Services	5/6/2021	58.71
APPCA210506-193	Amazon Capital Services	5/6/2021	2.00
APPCA210506-194	Amazon Capital Services	5/6/2021	43.09
APPCA210506-195	Amazon Capital Services	5/6/2021	25.54
APPCA210506-196	Amazon Capital Services	5/6/2021	12.62
APPCA210506-197	Amazon Capital Services	5/6/2021	42.98
APPCA210506-198	Amazon Capital Services	5/6/2021	49.54
APPCA210506-199	Amazon Capital Services	5/6/2021	50.62
APPCA210506-20	Amazon Capital Services	5/6/2021	25.98
APPCA210506-200	Amazon Capital Services	5/6/2021	50.85
APPCA210506-201	Amazon Capital Services	5/6/2021	55.84
APPCA210506-202	Amazon Capital Services	5/6/2021	12.92
APPCA210506-203	Amazon Capital Services	5/6/2021	47.14
APPCA210506-204	Amazon Capital Services	5/6/2021	13.90
APPCA210506-205	Amazon Capital Services	5/6/2021	13.52
APPCA210506-206	Amazon Capital Services	5/6/2021	25.13
APPCA210506-207	Amazon Capital Services	5/6/2021	10.76
APPCA210506-208	Amazon Capital Services	5/6/2021	14.95
APPCA210506-209	Amazon Capital Services	5/6/2021	25.43
APPCA210506-21	Amazon Capital Services	5/6/2021	109.62
APPCA210506-210	Amazon Capital Services	5/6/2021	10.81
APPCA210506-211	Amazon Capital Services	5/6/2021	15.10
APPCA210506-212	Amazon Capital Services	5/6/2021	40.93
APPCA210506-213	Amazon Capital Services	5/6/2021	117.78
APPCA210506-214	Amazon Capital Services	5/6/2021	30.75
APPCA210506-215	Amazon Capital Services	5/6/2021	20.54
APPCA210506-216	Amazon Capital Services	5/6/2021	21.50
APPCA210506-217	Amazon Capital Services	5/6/2021	29.08
APPCA210506-218	Amazon Capital Services	5/6/2021	29.08
APPCA210506-219	Amazon Capital Services	5/6/2021	11.54
APPCA210506-22	Amazon Capital Services	5/6/2021	50.68
APPCA210506-220	Amazon Capital Services	5/6/2021	30.55
APPCA210506-221	Amazon Capital Services	5/6/2021	44.21
APPCA210506-222	Amazon Capital Services	5/6/2021	12.81
APPCA210506-223	Amazon Capital Services	5/6/2021	47.12
APPCA210506-224	Amazon Capital Services	5/6/2021	39.28
APPCA210506-225	Amazon Capital Services	5/6/2021	31.92
APPCA210506-226	Amazon Capital Services	5/6/2021	19.36
APPCA210506-227	Amazon Capital Services	5/6/2021	16.11
APPCA210506-228	Amazon Capital Services	5/6/2021	4.19
APPCA210506-229	Amazon Capital Services	5/6/2021	12.82

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210506-23	Amazon Capital Services	5/6/2021	12.09
APPCA210506-230	Amazon Capital Services	5/6/2021	26.92
APPCA210506-231	Amazon Capital Services	5/6/2021	56.01
APPCA210506-232	Amazon Capital Services	5/6/2021	31.42
APPCA210506-233	Amazon Capital Services	5/6/2021	111.45
APPCA210506-234	Amazon Capital Services	5/6/2021	4.82
APPCA210506-235	Amazon Capital Services	5/6/2021	10.76
APPCA210506-236	Amazon Capital Services	5/6/2021	52.63
APPCA210506-237	Amazon Capital Services	5/6/2021	50.80
APPCA210506-238	Amazon Capital Services	5/6/2021	26.07
APPCA210506-239	Amazon Capital Services	5/6/2021	45.40
APPCA210506-24	Amazon Capital Services	5/6/2021	58.16
APPCA210506-240	Amazon Capital Services	5/6/2021	6.22
APPCA210506-241	Amazon Capital Services	5/6/2021	4.30
APPCA210506-242	Amazon Capital Services	5/6/2021	39.60
APPCA210506-243	Amazon Capital Services	5/6/2021	43.68
APPCA210506-244	Amazon Capital Services	5/6/2021	44.79
APPCA210506-245	Amazon Capital Services	5/6/2021	53.52
APPCA210506-246	Amazon Capital Services	5/6/2021	57.03
APPCA210506-247	Amazon Capital Services	5/6/2021	52.68
APPCA210506-248	Amazon Capital Services	5/6/2021	25.43
APPCA210506-249	Amazon Capital Services	5/6/2021	52.77
APPCA210506-25	Amazon Capital Services	5/6/2021	55.01
APPCA210506-250	Amazon Capital Services	5/6/2021	13.62
APPCA210506-251	Amazon Capital Services	5/6/2021	4.12
APPCA210506-252	Amazon Capital Services	5/6/2021	42.98
APPCA210506-253	Amazon Capital Services	5/6/2021	5.31
APPCA210506-254	Amazon Capital Services	5/6/2021	31.71
APPCA210506-255	Amazon Capital Services	5/6/2021	10.78
APPCA210506-256	Amazon Capital Services	5/6/2021	55.67
APPCA210506-257	Amazon Capital Services	5/6/2021	126.62
APPCA210506-258	Amazon Capital Services	5/6/2021	2.12
APPCA210506-259	Amazon Capital Services	5/6/2021	36.10
APPCA210506-26	Amazon Capital Services	5/6/2021	50.81
APPCA210506-260	Amazon Capital Services	5/6/2021	16.13
APPCA210506-261	Amazon Capital Services	5/6/2021	36.89
APPCA210506-262	Amazon Capital Services	5/6/2021	4.86
APPCA210506-263	Amazon Capital Services	5/6/2021	46.94
APPCA210506-264	Amazon Capital Services	5/6/2021	30.04
APPCA210506-265	Amazon Capital Services	5/6/2021	15.64
APPCA210506-266	Amazon Capital Services	5/6/2021	35.42
APPCA210506-267	Amazon Capital Services	5/6/2021	13.95

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210506-268	Amazon Capital Services	5/6/2021	35.34
APPCA210506-269	Amazon Capital Services	5/6/2021	51.54
APPCA210506-27	Amazon Capital Services	5/6/2021	40.92
APPCA210506-270	Amazon Capital Services	5/6/2021	39.87
APPCA210506-271	Amazon Capital Services	5/6/2021	29.46
APPCA210506-272	Amazon Capital Services	5/6/2021	110.74
APPCA210506-273	Amazon Capital Services	5/6/2021	29.43
APPCA210506-274	Amazon Capital Services	5/6/2021	50.19
APPCA210506-275	Amazon Capital Services	5/6/2021	2.84
APPCA210506-276	Amazon Capital Services	5/6/2021	34.62
APPCA210506-277	Amazon Capital Services	5/6/2021	1.82
APPCA210506-278	Amazon Capital Services	5/6/2021	117.94
APPCA210506-279	Amazon Capital Services	5/6/2021	5.38
APPCA210506-28	Amazon Capital Services	5/6/2021	51.29
APPCA210506-280	Amazon Capital Services	5/6/2021	34.28
APPCA210506-281	Amazon Capital Services	5/6/2021	36.93
APPCA210506-282	Amazon Capital Services	5/6/2021	53.70
APPCA210506-283	Amazon Capital Services	5/6/2021	12.92
APPCA210506-284	Amazon Capital Services	5/6/2021	52.67
APPCA210506-285	Amazon Capital Services	5/6/2021	31.23
APPCA210506-286	Amazon Capital Services	5/6/2021	5.10
APPCA210506-287	Amazon Capital Services	5/6/2021	4.05
APPCA210506-288	Amazon Capital Services	5/6/2021	10.98
APPCA210506-289	Amazon Capital Services	5/6/2021	51.69
APPCA210506-29	Amazon Capital Services	5/6/2021	41.32
APPCA210506-290	Amazon Capital Services	5/6/2021	45.53
APPCA210506-291	Amazon Capital Services	5/6/2021	12.44
APPCA210506-292	Amazon Capital Services	5/6/2021	20.46
APPCA210506-293	Amazon Capital Services	5/6/2021	28.40
APPCA210506-294	Amazon Capital Services	5/6/2021	45.02
APPCA210506-295	Amazon Capital Services	5/6/2021	4.00
APPCA210506-296	Amazon Capital Services	5/6/2021	49.96
APPCA210506-297	Amazon Capital Services	5/6/2021	11.90
APPCA210506-298	Amazon Capital Services	5/6/2021	5.16
APPCA210506-299	Amazon Capital Services	5/6/2021	28.00
APPCA210506-30	Amazon Capital Services	5/6/2021	56.98
APPCA210506-300	Amazon Capital Services	5/6/2021	58.71
APPCA210506-31	Amazon Capital Services	5/6/2021	40.57
APPCA210506-32	Amazon Capital Services	5/6/2021	42.98
APPCA210506-33	Amazon Capital Services	5/6/2021	10.66
APPCA210506-34	Amazon Capital Services	5/6/2021	15.06
APPCA210506-35	Amazon Capital Services	5/6/2021	12.90

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210506-36	Amazon Capital Services	5/6/2021	10.86
APPCA210506-37	Amazon Capital Services	5/6/2021	4.30
APPCA210506-38	Amazon Capital Services	5/6/2021	40.66
APPCA210506-39	Amazon Capital Services	5/6/2021	10.86
APPCA210506-40	Amazon Capital Services	5/6/2021	50.62
APPCA210506-41	Amazon Capital Services	5/6/2021	19.38
APPCA210506-42	Amazon Capital Services	5/6/2021	5.03
APPCA210506-43	Amazon Capital Services	5/6/2021	23.95
APPCA210506-44	Amazon Capital Services	5/6/2021	10.00
APPCA210506-45	Amazon Capital Services	5/6/2021	107.10
APPCA210506-46	Amazon Capital Services	5/6/2021	21.54
APPCA210506-47	Amazon Capital Services	5/6/2021	28.00
APPCA210506-48	Amazon Capital Services	5/6/2021	12.35
APPCA210506-49	Amazon Capital Services	5/6/2021	26.88
APPCA210506-50	Amazon Capital Services	5/6/2021	17.10
APPCA210506-51	Amazon Capital Services	5/6/2021	117.15
APPCA210506-52	Amazon Capital Services	5/6/2021	127.54
APPCA210506-53	Amazon Capital Services	5/6/2021	43.09
APPCA210506-54	Amazon Capital Services	5/6/2021	1.65
APPCA210506-55	Amazon Capital Services	5/6/2021	13.52
APPCA210506-56	Amazon Capital Services	5/6/2021	4.32
APPCA210506-57	Amazon Capital Services	5/6/2021	44.13
APPCA210506-58	Amazon Capital Services	5/6/2021	12.92
APPCA210506-59	Amazon Capital Services	5/6/2021	23.66
APPCA210506-60	Amazon Capital Services	5/6/2021	44.72
APPCA210506-61	Amazon Capital Services	5/6/2021	57.93
APPCA210506-62	Amazon Capital Services	5/6/2021	6.44
APPCA210506-63	Amazon Capital Services	5/6/2021	50.62
APPCA210506-64	Amazon Capital Services	5/6/2021	11.84
APPCA210506-65	Amazon Capital Services	5/6/2021	41.46
APPCA210506-66	Amazon Capital Services	5/6/2021	101.76
APPCA210506-67	Amazon Capital Services	5/6/2021	50.57
APPCA210506-68	Amazon Capital Services	5/6/2021	53.86
APPCA210506-69	Amazon Capital Services	5/6/2021	12.91
APPCA210506-70	Amazon Capital Services	5/6/2021	44.63
APPCA210506-71	Amazon Capital Services	5/6/2021	10.46
APPCA210506-72	Amazon Capital Services	5/6/2021	42.67
APPCA210506-73	Amazon Capital Services	5/6/2021	10.60
APPCA210506-74	Amazon Capital Services	5/6/2021	31.36
APPCA210506-75	Amazon Capital Services	5/6/2021	10.81
APPCA210506-76	Amazon Capital Services	5/6/2021	11.94
APPCA210506-77	Amazon Capital Services	5/6/2021	47.90

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APPCA210506-78	Amazon Capital Services	5/6/2021	16.85
APPCA210506-79	Amazon Capital Services	5/6/2021	15.06
APPCA210506-80	Amazon Capital Services	5/6/2021	11.48
APPCA210506-81	Amazon Capital Services	5/6/2021	5.66
APPCA210506-82	Amazon Capital Services	5/6/2021	11.84
APPCA210506-83	Amazon Capital Services	5/6/2021	130.49
APPCA210506-84	Amazon Capital Services	5/6/2021	197.89
APPCA210506-85	Amazon Capital Services	5/6/2021	11.76
APPCA210506-86	Amazon Capital Services	5/6/2021	15.03
APPCA210506-87	Amazon Capital Services	5/6/2021	140.02
APPCA210506-88	Amazon Capital Services	5/6/2021	13.78
APPCA210506-89	Amazon Capital Services	5/6/2021	10.91
APPCA210506-90	Amazon Capital Services	5/6/2021	5.95
APPCA210506-91	Amazon Capital Services	5/6/2021	59.65
APPCA210506-92	Amazon Capital Services	5/6/2021	130.30
APPCA210506-93	Amazon Capital Services	5/6/2021	58.56
APPCA210506-94	Amazon Capital Services	5/6/2021	26.37
APPCA210506-95	Amazon Capital Services	5/6/2021	10.66
APPCA210506-96	Amazon Capital Services	5/6/2021	4.54
APPCA210506-97	Amazon Capital Services	5/6/2021	5.38
APPCA210506-98	Amazon Capital Services	5/6/2021	12.69
APPCA210506-99	Amazon Capital Services	5/6/2021	26.32
APPCA210507-01	Charter Impact, Inc.	5/7/2021	87,044.00
APPCA210507-02	Charter Impact, Inc.	5/7/2021	80.00
APPCA210507-03	Horse Savvy Training	5/7/2021	285.00
APPCA210507-04	McColgan & Associates Inc	5/7/2021	8,263.80
APPCA210507-05	Procopio, Cory, Hargreaves & Savitch LLP	5/7/2021	2,390.65
APPCA210511-01	Amazon Capital Services	5/11/2021	7.60
APPCA210511-02	Amazon Capital Services	5/11/2021	64.59
APPCA210511-03	Amazon Capital Services	5/11/2021	8.60
APPCA210511-04	Amazon Capital Services	5/11/2021	86.58
APPCA210511-05	Amazon Capital Services	5/11/2021	96.36
APPCA210511-06	Amazon Capital Services	5/11/2021	89.73
APPCA210511-07	Amazon Capital Services	5/11/2021	60.70
APPCA210511-08	Amazon Capital Services	5/11/2021	78.42
APPCA210511-09	Amazon Capital Services	5/11/2021	76.98
APPCA210511-10	Amazon Capital Services	5/11/2021	71.83
APPCA210511-100	Amazon Capital Services	5/11/2021	7.29
APPCA210511-101	Amazon Capital Services	5/11/2021	7.53
APPCA210511-102	Amazon Capital Services	5/11/2021	86.35
APPCA210511-103	Amazon Capital Services	5/11/2021	9.04
APPCA210511-104	Amazon Capital Services	5/11/2021	8.15

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210511-105	Amazon Capital Services	5/11/2021	90.08
APPCA210511-106	Amazon Capital Services	5/11/2021	71.99
APPCA210511-107	Amazon Capital Services	5/11/2021	9.78
APPCA210511-108	Amazon Capital Services	5/11/2021	80.43
APPCA210511-109	Amazon Capital Services	5/11/2021	66.90
APPCA210511-11	Amazon Capital Services	5/11/2021	6.81
APPCA210511-110	Amazon Capital Services	5/11/2021	79.64
APPCA210511-111	Amazon Capital Services	5/11/2021	90.35
APPCA210511-112	Amazon Capital Services	5/11/2021	75.81
APPCA210511-113	Amazon Capital Services	5/11/2021	9.69
APPCA210511-114	Amazon Capital Services	5/11/2021	9.50
APPCA210511-115	Amazon Capital Services	5/11/2021	83.34
APPCA210511-116	Amazon Capital Services	5/11/2021	7.49
APPCA210511-117	Amazon Capital Services	5/11/2021	88.25
APPCA210511-118	Amazon Capital Services	5/11/2021	64.64
APPCA210511-119	Amazon Capital Services	5/11/2021	9.54
APPCA210511-12	Amazon Capital Services	5/11/2021	7.50
APPCA210511-120	Amazon Capital Services	5/11/2021	7.57
APPCA210511-121	Amazon Capital Services	5/11/2021	8.97
APPCA210511-122	Amazon Capital Services	5/11/2021	7.22
APPCA210511-123	Amazon Capital Services	5/11/2021	63.54
APPCA210511-124	Amazon Capital Services	5/11/2021	64.75
APPCA210511-125	Amazon Capital Services	5/11/2021	60.40
APPCA210511-126	Amazon Capital Services	5/11/2021	62.59
APPCA210511-127	Amazon Capital Services	5/11/2021	8.69
APPCA210511-128	Amazon Capital Services	5/11/2021	64.65
APPCA210511-129	Amazon Capital Services	5/11/2021	9.67
APPCA210511-13	Amazon Capital Services	5/11/2021	8.61
APPCA210511-130	Amazon Capital Services	5/11/2021	62.39
APPCA210511-131	Amazon Capital Services	5/11/2021	8.38
APPCA210511-132	Amazon Capital Services	5/11/2021	9.82
APPCA210511-133	Amazon Capital Services	5/11/2021	9.69
APPCA210511-134	Amazon Capital Services	5/11/2021	71.26
APPCA210511-135	Amazon Capital Services	5/11/2021	66.95
APPCA210511-136	Amazon Capital Services	5/11/2021	9.71
APPCA210511-137	Amazon Capital Services	5/11/2021	79.52
APPCA210511-138	Amazon Capital Services	5/11/2021	91.83
APPCA210511-139	Amazon Capital Services	5/11/2021	66.72
APPCA210511-14	Amazon Capital Services	5/11/2021	9.69
APPCA210511-140	Amazon Capital Services	5/11/2021	65.24
APPCA210511-141	Amazon Capital Services	5/11/2021	92.23
APPCA210511-142	Amazon Capital Services	5/11/2021	60.30

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210511-143	Amazon Capital Services	5/11/2021	70.12
APPCA210511-144	Amazon Capital Services	5/11/2021	78.90
APPCA210511-145	Amazon Capital Services	5/11/2021	9.73
APPCA210511-146	Amazon Capital Services	5/11/2021	9.78
APPCA210511-147	Amazon Capital Services	5/11/2021	64.11
APPCA210511-148	Amazon Capital Services	5/11/2021	9.64
APPCA210511-149	Amazon Capital Services	5/11/2021	730.53
APPCA210511-15	Amazon Capital Services	5/11/2021	7.27
APPCA210511-150	Amazon Capital Services	5/11/2021	8.38
APPCA210511-151	Amazon Capital Services	5/11/2021	7.85
APPCA210511-152	Amazon Capital Services	5/11/2021	88.33
APPCA210511-153	Amazon Capital Services	5/11/2021	98.46
APPCA210511-154	Amazon Capital Services	5/11/2021	81.97
APPCA210511-155	Amazon Capital Services	5/11/2021	9.26
APPCA210511-156	Amazon Capital Services	5/11/2021	85.16
APPCA210511-157	Amazon Capital Services	5/11/2021	7.51
APPCA210511-158	Amazon Capital Services	5/11/2021	7.53
APPCA210511-159	Amazon Capital Services	5/11/2021	93.06
APPCA210511-16	Amazon Capital Services	5/11/2021	8.61
APPCA210511-160	Amazon Capital Services	5/11/2021	64.60
APPCA210511-161	Amazon Capital Services	5/11/2021	72.17
APPCA210511-162	Amazon Capital Services	5/11/2021	7.53
APPCA210511-163	Amazon Capital Services	5/11/2021	8.51
APPCA210511-164	Amazon Capital Services	5/11/2021	86.73
APPCA210511-165	Amazon Capital Services	5/11/2021	6.87
APPCA210511-166	Amazon Capital Services	5/11/2021	87.00
APPCA210511-167	Amazon Capital Services	5/11/2021	66.78
APPCA210511-168	Amazon Capital Services	5/11/2021	7.10
APPCA210511-169	Amazon Capital Services	5/11/2021	9.17
APPCA210511-17	Amazon Capital Services	5/11/2021	73.91
APPCA210511-170	Amazon Capital Services	5/11/2021	80.57
APPCA210511-171	Amazon Capital Services	5/11/2021	8.69
APPCA210511-172	Amazon Capital Services	5/11/2021	7.56
APPCA210511-173	Amazon Capital Services	5/11/2021	9.01
APPCA210511-174	Amazon Capital Services	5/11/2021	85.86
APPCA210511-175	Amazon Capital Services	5/11/2021	9.69
APPCA210511-176	Amazon Capital Services	5/11/2021	7.57
APPCA210511-177	Amazon Capital Services	5/11/2021	7.57
APPCA210511-178	Amazon Capital Services	5/11/2021	7.96
APPCA210511-179	Amazon Capital Services	5/11/2021	86.04
APPCA210511-18	Amazon Capital Services	5/11/2021	74.45
APPCA210511-180	Amazon Capital Services	5/11/2021	8.18

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APPCA210511-181	Amazon Capital Services	5/11/2021	8.61
APPCA210511-182	Amazon Capital Services	5/11/2021	7.53
APPCA210511-183	Amazon Capital Services	5/11/2021	85.90
APPCA210511-184	Amazon Capital Services	5/11/2021	8.56
APPCA210511-185	Amazon Capital Services	5/11/2021	9.59
APPCA210511-186	Amazon Capital Services	5/11/2021	9.95
APPCA210511-187	Amazon Capital Services	5/11/2021	79.72
APPCA210511-188	Amazon Capital Services	5/11/2021	9.78
APPCA210511-189	Amazon Capital Services	5/11/2021	7.53
APPCA210511-19	Amazon Capital Services	5/11/2021	8.65
APPCA210511-190	Amazon Capital Services	5/11/2021	9.04
APPCA210511-191	Amazon Capital Services	5/11/2021	66.61
APPCA210511-192	Amazon Capital Services	5/11/2021	64.96
APPCA210511-193	Amazon Capital Services	5/11/2021	94.42
APPCA210511-194	Amazon Capital Services	5/11/2021	9.64
APPCA210511-195	Amazon Capital Services	5/11/2021	65.24
APPCA210511-196	Amazon Capital Services	5/11/2021	9.73
APPCA210511-197	Amazon Capital Services	5/11/2021	60.78
APPCA210511-198	Amazon Capital Services	5/11/2021	8.61
APPCA210511-199	Amazon Capital Services	5/11/2021	7.09
APPCA210511-20	Amazon Capital Services	5/11/2021	8.98
APPCA210511-200	Amazon Capital Services	5/11/2021	87.53
APPCA210511-201	Amazon Capital Services	5/11/2021	88.25
APPCA210511-202	Amazon Capital Services	5/11/2021	72.88
APPCA210511-203	Amazon Capital Services	5/11/2021	9.69
APPCA210511-204	Amazon Capital Services	5/11/2021	7.53
APPCA210511-205	Amazon Capital Services	5/11/2021	77.10
APPCA210511-206	Amazon Capital Services	5/11/2021	8.87
APPCA210511-207	Amazon Capital Services	5/11/2021	76.10
APPCA210511-208	Amazon Capital Services	5/11/2021	7.53
APPCA210511-209	Amazon Capital Services	5/11/2021	9.82
APPCA210511-21	Amazon Capital Services	5/11/2021	8.67
APPCA210511-210	Amazon Capital Services	5/11/2021	8.53
APPCA210511-211	Amazon Capital Services	5/11/2021	68.28
APPCA210511-212	Amazon Capital Services	5/11/2021	7.60
APPCA210511-213	Amazon Capital Services	5/11/2021	73.93
APPCA210511-214	Amazon Capital Services	5/11/2021	83.80
APPCA210511-215	Amazon Capital Services	5/11/2021	84.71
APPCA210511-216	Amazon Capital Services	5/11/2021	74.53
APPCA210511-217	Amazon Capital Services	5/11/2021	9.90
APPCA210511-218	Amazon Capital Services	5/11/2021	95.89
APPCA210511-219	Amazon Capital Services	5/11/2021	83.04

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APPCA210511-22	Amazon Capital Services	5/11/2021	7.35
APPCA210511-220	Amazon Capital Services	5/11/2021	97.95
APPCA210511-221	Amazon Capital Services	5/11/2021	84.88
APPCA210511-222	Amazon Capital Services	5/11/2021	62.43
APPCA210511-223	Amazon Capital Services	5/11/2021	67.76
APPCA210511-224	Amazon Capital Services	5/11/2021	9.68
APPCA210511-225	Amazon Capital Services	5/11/2021	72.06
APPCA210511-226	Amazon Capital Services	5/11/2021	9.63
APPCA210511-227	Amazon Capital Services	5/11/2021	64.52
APPCA210511-228	Amazon Capital Services	5/11/2021	8.62
APPCA210511-229	Amazon Capital Services	5/11/2021	78.05
APPCA210511-23	Amazon Capital Services	5/11/2021	9.26
APPCA210511-230	Amazon Capital Services	5/11/2021	65.15
APPCA210511-231	Amazon Capital Services	5/11/2021	9.69
APPCA210511-232	Amazon Capital Services	5/11/2021	65.08
APPCA210511-233	Amazon Capital Services	5/11/2021	62.76
APPCA210511-234	Amazon Capital Services	5/11/2021	62.23
APPCA210511-235	Amazon Capital Services	5/11/2021	62.48
APPCA210511-236	Amazon Capital Services	5/11/2021	95.41
APPCA210511-237	Amazon Capital Services	5/11/2021	95.23
APPCA210511-238	Amazon Capital Services	5/11/2021	7.53
APPCA210511-239	Amazon Capital Services	5/11/2021	9.01
APPCA210511-24	Amazon Capital Services	5/11/2021	9.70
APPCA210511-240	Amazon Capital Services	5/11/2021	7.52
APPCA210511-241	Amazon Capital Services	5/11/2021	7.53
APPCA210511-242	Amazon Capital Services	5/11/2021	79.87
APPCA210511-243	Amazon Capital Services	5/11/2021	73.46
APPCA210511-244	Amazon Capital Services	5/11/2021	90.87
APPCA210511-245	Amazon Capital Services	5/11/2021	96.96
APPCA210511-246	Amazon Capital Services	5/11/2021	67.90
APPCA210511-247	Amazon Capital Services	5/11/2021	8.57
APPCA210511-248	Amazon Capital Services	5/11/2021	70.03
APPCA210511-249	Amazon Capital Services	5/11/2021	75.43
APPCA210511-25	Amazon Capital Services	5/11/2021	8.61
APPCA210511-250	Amazon Capital Services	5/11/2021	65.17
APPCA210511-251	Amazon Capital Services	5/11/2021	62.35
APPCA210511-252	Amazon Capital Services	5/11/2021	80.28
APPCA210511-253	Amazon Capital Services	5/11/2021	67.87
APPCA210511-254	Amazon Capital Services	5/11/2021	7.60
APPCA210511-255	Amazon Capital Services	5/11/2021	8.61
APPCA210511-256	Amazon Capital Services	5/11/2021	8.02
APPCA210511-257	Amazon Capital Services	5/11/2021	7.53

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210511-258	Amazon Capital Services	5/11/2021	9.33
APPCA210511-259	Amazon Capital Services	5/11/2021	7.57
APPCA210511-26	Amazon Capital Services	5/11/2021	9.69
APPCA210511-260	Amazon Capital Services	5/11/2021	64.50
APPCA210511-261	Amazon Capital Services	5/11/2021	8.16
APPCA210511-262	Amazon Capital Services	5/11/2021	7.60
APPCA210511-263	Amazon Capital Services	5/11/2021	78.17
APPCA210511-264	Amazon Capital Services	5/11/2021	72.55
APPCA210511-265	Amazon Capital Services	5/11/2021	7.77
APPCA210511-266	Amazon Capital Services	5/11/2021	86.17
APPCA210511-267	Amazon Capital Services	5/11/2021	80.00
APPCA210511-268	Amazon Capital Services	5/11/2021	76.58
APPCA210511-269	Amazon Capital Services	5/11/2021	71.52
APPCA210511-27	Amazon Capital Services	5/11/2021	7.33
APPCA210511-270	Amazon Capital Services	5/11/2021	99.79
APPCA210511-271	Amazon Capital Services	5/11/2021	9.78
APPCA210511-272	Amazon Capital Services	5/11/2021	65.98
APPCA210511-273	Amazon Capital Services	5/11/2021	9.69
APPCA210511-274	Amazon Capital Services	5/11/2021	9.73
APPCA210511-275	Amazon Capital Services	5/11/2021	6.99
APPCA210511-276	Amazon Capital Services	5/11/2021	6.80
APPCA210511-277	Amazon Capital Services	5/11/2021	7.51
APPCA210511-278	Amazon Capital Services	5/11/2021	80.19
APPCA210511-279	Amazon Capital Services	5/11/2021	9.64
APPCA210511-28	Amazon Capital Services	5/11/2021	7.52
APPCA210511-280	Amazon Capital Services	5/11/2021	7.58
APPCA210511-281	Amazon Capital Services	5/11/2021	7.53
APPCA210511-282	Amazon Capital Services	5/11/2021	80.16
APPCA210511-283	Amazon Capital Services	5/11/2021	79.04
APPCA210511-284	Amazon Capital Services	5/11/2021	8.61
APPCA210511-285	Amazon Capital Services	5/11/2021	75.15
APPCA210511-286	Amazon Capital Services	5/11/2021	9.26
APPCA210511-287	Amazon Capital Services	5/11/2021	81.20
APPCA210511-288	Amazon Capital Services	5/11/2021	78.40
APPCA210511-289	Amazon Capital Services	5/11/2021	8.69
APPCA210511-29	Amazon Capital Services	5/11/2021	69.99
APPCA210511-290	Amazon Capital Services	5/11/2021	8.04
APPCA210511-291	Amazon Capital Services	5/11/2021	8.51
APPCA210511-292	Amazon Capital Services	5/11/2021	60.01
APPCA210511-293	Amazon Capital Services	5/11/2021	9.67
APPCA210511-294	Amazon Capital Services	5/11/2021	7.53
APPCA210511-295	Amazon Capital Services	5/11/2021	8.67

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210511-296	Amazon Capital Services	5/11/2021	9.69
APPCA210511-297	Amazon Capital Services	5/11/2021	7.85
APPCA210511-298	Amazon Capital Services	5/11/2021	63.46
APPCA210511-299	Amazon Capital Services	5/11/2021	81.06
APPCA210511-30	Amazon Capital Services	5/11/2021	66.44
APPCA210511-300	Amazon Capital Services	5/11/2021	61.41
APPCA210511-31	Amazon Capital Services	5/11/2021	69.90
APPCA210511-32	Amazon Capital Services	5/11/2021	72.53
APPCA210511-33	Amazon Capital Services	5/11/2021	74.53
APPCA210511-34	Amazon Capital Services	5/11/2021	83.29
APPCA210511-35	Amazon Capital Services	5/11/2021	7.52
APPCA210511-36	Amazon Capital Services	5/11/2021	70.85
APPCA210511-37	Amazon Capital Services	5/11/2021	76.12
APPCA210511-38	Amazon Capital Services	5/11/2021	67.96
APPCA210511-39	Amazon Capital Services	5/11/2021	7.09
APPCA210511-40	Amazon Capital Services	5/11/2021	7.52
APPCA210511-41	Amazon Capital Services	5/11/2021	7.53
APPCA210511-42	Amazon Capital Services	5/11/2021	6.78
APPCA210511-43	Amazon Capital Services	5/11/2021	75.00
APPCA210511-44	Amazon Capital Services	5/11/2021	67.87
APPCA210511-45	Amazon Capital Services	5/11/2021	72.90
APPCA210511-46	Amazon Capital Services	5/11/2021	81.30
APPCA210511-47	Amazon Capital Services	5/11/2021	88.51
APPCA210511-48	Amazon Capital Services	5/11/2021	87.37
APPCA210511-49	Amazon Capital Services	5/11/2021	91.26
APPCA210511-50	Amazon Capital Services	5/11/2021	61.08
APPCA210511-51	Amazon Capital Services	5/11/2021	7.53
APPCA210511-52	Amazon Capital Services	5/11/2021	91.55
APPCA210511-53	Amazon Capital Services	5/11/2021	8.02
APPCA210511-54	Amazon Capital Services	5/11/2021	69.98
APPCA210511-55	Amazon Capital Services	5/11/2021	87.15
APPCA210511-56	Amazon Capital Services	5/11/2021	88.30
APPCA210511-57	Amazon Capital Services	5/11/2021	7.53
APPCA210511-58	Amazon Capital Services	5/11/2021	68.50
APPCA210511-59	Amazon Capital Services	5/11/2021	75.62
APPCA210511-60	Amazon Capital Services	5/11/2021	7.53
APPCA210511-61	Amazon Capital Services	5/11/2021	64.55
APPCA210511-62	Amazon Capital Services	5/11/2021	72.00
APPCA210511-63	Amazon Capital Services	5/11/2021	99.65
APPCA210511-64	Amazon Capital Services	5/11/2021	7.32
APPCA210511-65	Amazon Capital Services	5/11/2021	8.61
APPCA210511-66	Amazon Capital Services	5/11/2021	8.57

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210511-67	Amazon Capital Services	5/11/2021	82.62
APPCA210511-68	Amazon Capital Services	5/11/2021	72.23
APPCA210511-69	Amazon Capital Services	5/11/2021	76.60
APPCA210511-70	Amazon Capital Services	5/11/2021	77.00
APPCA210511-71	Amazon Capital Services	5/11/2021	92.94
APPCA210511-72	Amazon Capital Services	5/11/2021	8.61
APPCA210511-73	Amazon Capital Services	5/11/2021	70.94
APPCA210511-74	Amazon Capital Services	5/11/2021	8.65
APPCA210511-75	Amazon Capital Services	5/11/2021	64.54
APPCA210511-76	Amazon Capital Services	5/11/2021	73.37
APPCA210511-77	Amazon Capital Services	5/11/2021	82.36
APPCA210511-78	Amazon Capital Services	5/11/2021	61.21
APPCA210511-79	Amazon Capital Services	5/11/2021	66.79
APPCA210511-80	Amazon Capital Services	5/11/2021	66.79
APPCA210511-81	Amazon Capital Services	5/11/2021	82.62
APPCA210511-82	Amazon Capital Services	5/11/2021	62.13
APPCA210511-83	Amazon Capital Services	5/11/2021	60.68
APPCA210511-84	Amazon Capital Services	5/11/2021	78.33
APPCA210511-85	Amazon Capital Services	5/11/2021	64.64
APPCA210511-86	Amazon Capital Services	5/11/2021	7.57
APPCA210511-87	Amazon Capital Services	5/11/2021	84.89
APPCA210511-88	Amazon Capital Services	5/11/2021	97.40
APPCA210511-89	Amazon Capital Services	5/11/2021	67.57
APPCA210511-90	Amazon Capital Services	5/11/2021	7.53
APPCA210511-91	Amazon Capital Services	5/11/2021	90.47
APPCA210511-92	Amazon Capital Services	5/11/2021	80.21
APPCA210511-93	Amazon Capital Services	5/11/2021	78.10
APPCA210511-94	Amazon Capital Services	5/11/2021	9.69
APPCA210511-95	Amazon Capital Services	5/11/2021	7.56
APPCA210511-96	Amazon Capital Services	5/11/2021	74.32
APPCA210511-97	Amazon Capital Services	5/11/2021	60.00
APPCA210511-98	Amazon Capital Services	5/11/2021	68.93
APPCA210511-99	Amazon Capital Services	5/11/2021	71.25
APPCA210513-01	Amazon Capital Services	5/13/2021	107.73
APPCA210513-02	Amazon Capital Services	5/13/2021	15.81
APPCA210513-03	Amazon Capital Services	5/13/2021	11.91
APPCA210513-04	Amazon Capital Services	5/13/2021	13.21
APPCA210513-05	Amazon Capital Services	5/13/2021	15.56
APPCA210513-06	Amazon Capital Services	5/13/2021	16.63
APPCA210513-07	Amazon Capital Services	5/13/2021	14.50
APPCA210513-08	Amazon Capital Services	5/13/2021	10.81
APPCA210513-09	Amazon Capital Services	5/13/2021	11.91

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210513-10	Amazon Capital Services	5/13/2021	14.47
APPCA210513-100	Amazon Capital Services	5/13/2021	14.00
APPCA210513-101	Amazon Capital Services	5/13/2021	16.11
APPCA210513-102	Amazon Capital Services	5/13/2021	135.96
APPCA210513-103	Amazon Capital Services	5/13/2021	154.87
APPCA210513-104	Amazon Capital Services	5/13/2021	137.37
APPCA210513-105	Amazon Capital Services	5/13/2021	10.76
APPCA210513-106	Amazon Capital Services	5/13/2021	16.30
APPCA210513-107	Amazon Capital Services	5/13/2021	16.11
APPCA210513-108	Amazon Capital Services	5/13/2021	132.65
APPCA210513-109	Amazon Capital Services	5/13/2021	14.86
APPCA210513-11	Amazon Capital Services	5/13/2021	10.86
APPCA210513-110	Amazon Capital Services	5/13/2021	13.05
APPCA210513-111	Amazon Capital Services	5/13/2021	139.69
APPCA210513-112	Amazon Capital Services	5/13/2021	1.83
APPCA210513-113	Amazon Capital Services	5/13/2021	16.10
APPCA210513-114	Amazon Capital Services	5/13/2021	13.32
APPCA210513-115	Amazon Capital Services	5/13/2021	15.22
APPCA210513-116	Amazon Capital Services	5/13/2021	13.95
APPCA210513-117	Amazon Capital Services	5/13/2021	16.41
APPCA210513-118	Amazon Capital Services	5/13/2021	10.44
APPCA210513-119	Amazon Capital Services	5/13/2021	15.57
APPCA210513-12	Amazon Capital Services	5/13/2021	14.42
APPCA210513-120	Amazon Capital Services	5/13/2021	102.18
APPCA210513-121	Amazon Capital Services	5/13/2021	103.31
APPCA210513-122	Amazon Capital Services	5/13/2021	10.55
APPCA210513-123	Amazon Capital Services	5/13/2021	10.85
APPCA210513-124	Amazon Capital Services	5/13/2021	15.82
APPCA210513-125	Amazon Capital Services	5/13/2021	10.59
APPCA210513-126	Amazon Capital Services	5/13/2021	132.25
APPCA210513-127	Amazon Capital Services	5/13/2021	10.81
APPCA210513-128	Amazon Capital Services	5/13/2021	16.07
APPCA210513-129	Amazon Capital Services	5/13/2021	13.95
APPCA210513-13	Amazon Capital Services	5/13/2021	13.78
APPCA210513-130	Amazon Capital Services	5/13/2021	130.82
APPCA210513-131	Amazon Capital Services	5/13/2021	13.78
APPCA210513-132	Amazon Capital Services	5/13/2021	162.36
APPCA210513-133	Amazon Capital Services	5/13/2021	15.07
APPCA210513-134	Amazon Capital Services	5/13/2021	16.16
APPCA210513-135	Amazon Capital Services	5/13/2021	11.95
APPCA210513-136	Amazon Capital Services	5/13/2021	16.15
APPCA210513-137	Amazon Capital Services	5/13/2021	10.80

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210513-138	Amazon Capital Services	5/13/2021	131.05
APPCA210513-139	Amazon Capital Services	5/13/2021	12.91
APPCA210513-14	Amazon Capital Services	5/13/2021	16.15
APPCA210513-140	Amazon Capital Services	5/13/2021	12.92
APPCA210513-141	Amazon Capital Services	5/13/2021	100.67
APPCA210513-142	Amazon Capital Services	5/13/2021	13.95
APPCA210513-143	Amazon Capital Services	5/13/2021	15.14
APPCA210513-144	Amazon Capital Services	5/13/2021	103.39
APPCA210513-145	Amazon Capital Services	5/13/2021	13.05
APPCA210513-146	Amazon Capital Services	5/13/2021	13.17
APPCA210513-147	Amazon Capital Services	5/13/2021	10.72
APPCA210513-148	Amazon Capital Services	5/13/2021	16.15
APPCA210513-149	Amazon Capital Services	5/13/2021	122.61
APPCA210513-15	Amazon Capital Services	5/13/2021	12.92
APPCA210513-150	Amazon Capital Services	5/13/2021	146.77
APPCA210513-151	Amazon Capital Services	5/13/2021	16.93
APPCA210513-152	Amazon Capital Services	5/13/2021	15.07
APPCA210513-153	Amazon Capital Services	5/13/2021	13.04
APPCA210513-154	Amazon Capital Services	5/13/2021	10.54
APPCA210513-155	Amazon Capital Services	5/13/2021	14.11
APPCA210513-156	Amazon Capital Services	5/13/2021	15.53
APPCA210513-157	Amazon Capital Services	5/13/2021	16.15
APPCA210513-158	Amazon Capital Services	5/13/2021	150.16
APPCA210513-159	Amazon Capital Services	5/13/2021	16.15
APPCA210513-16	Amazon Capital Services	5/13/2021	14.74
APPCA210513-160	Amazon Capital Services	5/13/2021	15.07
APPCA210513-161	Amazon Capital Services	5/13/2021	16.99
APPCA210513-162	Amazon Capital Services	5/13/2021	10.86
APPCA210513-163	Amazon Capital Services	5/13/2021	12.83
APPCA210513-164	Amazon Capital Services	5/13/2021	130.30
APPCA210513-165	Amazon Capital Services	5/13/2021	12.65
APPCA210513-166	Amazon Capital Services	5/13/2021	13.01
APPCA210513-167	Amazon Capital Services	5/13/2021	14.82
APPCA210513-168	Amazon Capital Services	5/13/2021	15.10
APPCA210513-169	Amazon Capital Services	5/13/2021	16.73
APPCA210513-17	Amazon Capital Services	5/13/2021	162.86
APPCA210513-170	Amazon Capital Services	5/13/2021	125.73
APPCA210513-171	Amazon Capital Services	5/13/2021	10.56
APPCA210513-172	Amazon Capital Services	5/13/2021	14.77
APPCA210513-173	Amazon Capital Services	5/13/2021	16.22
APPCA210513-174	Amazon Capital Services	5/13/2021	13.23
APPCA210513-175	Amazon Capital Services	5/13/2021	138.54

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210513-176	Amazon Capital Services	5/13/2021	10.86
APPCA210513-177	Amazon Capital Services	5/13/2021	1.25
APPCA210513-178	Amazon Capital Services	5/13/2021	14.00
APPCA210513-179	Amazon Capital Services	5/13/2021	14.00
APPCA210513-18	Amazon Capital Services	5/13/2021	15.07
APPCA210513-180	Amazon Capital Services	5/13/2021	10.76
APPCA210513-181	Amazon Capital Services	5/13/2021	15.03
APPCA210513-182	Amazon Capital Services	5/13/2021	100.24
APPCA210513-183	Amazon Capital Services	5/13/2021	10.66
APPCA210513-184	Amazon Capital Services	5/13/2021	14.16
APPCA210513-185	Amazon Capital Services	5/13/2021	15.07
APPCA210513-186	Amazon Capital Services	5/13/2021	14.48
APPCA210513-187	Amazon Capital Services	5/13/2021	11.10
APPCA210513-188	Amazon Capital Services	5/13/2021	10.72
APPCA210513-189	Amazon Capital Services	5/13/2021	13.90
APPCA210513-19	Amazon Capital Services	5/13/2021	10.82
APPCA210513-190	Amazon Capital Services	5/13/2021	13.01
APPCA210513-191	Amazon Capital Services	5/13/2021	1.07
APPCA210513-192	Amazon Capital Services	5/13/2021	14.20
APPCA210513-193	Amazon Capital Services	5/13/2021	12.91
APPCA210513-194	Amazon Capital Services	5/13/2021	10.85
APPCA210513-195	Amazon Capital Services	5/13/2021	10.76
APPCA210513-196	Amazon Capital Services	5/13/2021	10.76
APPCA210513-197	Amazon Capital Services	5/13/2021	14.13
APPCA210513-198	Amazon Capital Services	5/13/2021	16.15
APPCA210513-199	Amazon Capital Services	5/13/2021	13.22
APPCA210513-20	Amazon Capital Services	5/13/2021	10.43
APPCA210513-200	Amazon Capital Services	5/13/2021	16.15
APPCA210513-201	Amazon Capital Services	5/13/2021	15.14
APPCA210513-202	Amazon Capital Services	5/13/2021	15.06
APPCA210513-203	Amazon Capital Services	5/13/2021	14.13
APPCA210513-204	Amazon Capital Services	5/13/2021	14.54
APPCA210513-205	Amazon Capital Services	5/13/2021	16.15
APPCA210513-206	Amazon Capital Services	5/13/2021	126.56
APPCA210513-207	Amazon Capital Services	5/13/2021	106.51
APPCA210513-208	Amazon Capital Services	5/13/2021	12.53
APPCA210513-209	Amazon Capital Services	5/13/2021	16.07
APPCA210513-21	Amazon Capital Services	5/13/2021	140.99
APPCA210513-210	Amazon Capital Services	5/13/2021	10.98
APPCA210513-211	Amazon Capital Services	5/13/2021	10.86
APPCA210513-212	Amazon Capital Services	5/13/2021	10.23
APPCA210513-213	Amazon Capital Services	5/13/2021	12.98

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210513-214	Amazon Capital Services	5/13/2021	14.00
APPCA210513-215	Amazon Capital Services	5/13/2021	163.01
APPCA210513-216	Amazon Capital Services	5/13/2021	11.92
APPCA210513-217	Amazon Capital Services	5/13/2021	10.63
APPCA210513-218	Amazon Capital Services	5/13/2021	124.44
APPCA210513-219	Amazon Capital Services	5/13/2021	13.99
APPCA210513-22	Amazon Capital Services	5/13/2021	13.89
APPCA210513-220	Amazon Capital Services	5/13/2021	1.61
APPCA210513-221	Amazon Capital Services	5/13/2021	14.53
APPCA210513-222	Amazon Capital Services	5/13/2021	147.25
APPCA210513-223	Amazon Capital Services	5/13/2021	13.95
APPCA210513-224	Amazon Capital Services	5/13/2021	10.76
APPCA210513-225	Amazon Capital Services	5/13/2021	14.12
APPCA210513-226	Amazon Capital Services	5/13/2021	14.00
APPCA210513-227	Amazon Capital Services	5/13/2021	15.16
APPCA210513-228	Amazon Capital Services	5/13/2021	12.92
APPCA210513-229	Amazon Capital Services	5/13/2021	158.88
APPCA210513-23	Amazon Capital Services	5/13/2021	13.63
APPCA210513-230	Amazon Capital Services	5/13/2021	14.00
APPCA210513-231	Amazon Capital Services	5/13/2021	158.69
APPCA210513-232	Amazon Capital Services	5/13/2021	10.66
APPCA210513-233	Amazon Capital Services	5/13/2021	16.30
APPCA210513-234	Amazon Capital Services	5/13/2021	101.65
APPCA210513-235	Amazon Capital Services	5/13/2021	16.30
APPCA210513-236	Amazon Capital Services	5/13/2021	13.78
APPCA210513-237	Amazon Capital Services	5/13/2021	127.39
APPCA210513-238	Amazon Capital Services	5/13/2021	13.99
APPCA210513-239	Amazon Capital Services	5/13/2021	14.54
APPCA210513-24	Amazon Capital Services	5/13/2021	101.53
APPCA210513-240	Amazon Capital Services	5/13/2021	14.71
APPCA210513-241	Amazon Capital Services	5/13/2021	14.00
APPCA210513-242	Amazon Capital Services	5/13/2021	123.94
APPCA210513-243	Amazon Capital Services	5/13/2021	16.15
APPCA210513-244	Amazon Capital Services	5/13/2021	134.09
APPCA210513-245	Amazon Capital Services	5/13/2021	15.14
APPCA210513-246	Amazon Capital Services	5/13/2021	10.99
APPCA210513-247	Amazon Capital Services	5/13/2021	10.76
APPCA210513-248	Amazon Capital Services	5/13/2021	15.06
APPCA210513-249	Amazon Capital Services	5/13/2021	12.91
APPCA210513-25	Amazon Capital Services	5/13/2021	14.06
APPCA210513-250	Amazon Capital Services	5/13/2021	16.30
APPCA210513-251	Amazon Capital Services	5/13/2021	138.11

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210513-252	Amazon Capital Services	5/13/2021	10.76
APPCA210513-253	Amazon Capital Services	5/13/2021	16.85
APPCA210513-254	Amazon Capital Services	5/13/2021	140.06
APPCA210513-255	Amazon Capital Services	5/13/2021	16.16
APPCA210513-256	Amazon Capital Services	5/13/2021	102.32
APPCA210513-257	Amazon Capital Services	5/13/2021	149.01
APPCA210513-258	Amazon Capital Services	5/13/2021	12.92
APPCA210513-259	Amazon Capital Services	5/13/2021	10.76
APPCA210513-26	Amazon Capital Services	5/13/2021	14.00
APPCA210513-260	Amazon Capital Services	5/13/2021	135.26
APPCA210513-261	Amazon Capital Services	5/13/2021	10.76
APPCA210513-262	Amazon Capital Services	5/13/2021	11.47
APPCA210513-263	Amazon Capital Services	5/13/2021	163.11
APPCA210513-264	Amazon Capital Services	5/13/2021	14.59
APPCA210513-265	Amazon Capital Services	5/13/2021	10.98
APPCA210513-266	Amazon Capital Services	5/13/2021	10.19
APPCA210513-267	Amazon Capital Services	5/13/2021	14.09
APPCA210513-268	Amazon Capital Services	5/13/2021	16.32
APPCA210513-269	Amazon Capital Services	5/13/2021	14.62
APPCA210513-27	Amazon Capital Services	5/13/2021	15.65
APPCA210513-270	Amazon Capital Services	5/13/2021	15.83
APPCA210513-271	Amazon Capital Services	5/13/2021	100.86
APPCA210513-272	Amazon Capital Services	5/13/2021	10.45
APPCA210513-273	Amazon Capital Services	5/13/2021	10.72
APPCA210513-274	Amazon Capital Services	5/13/2021	16.11
APPCA210513-275	Amazon Capital Services	5/13/2021	15.51
APPCA210513-276	Amazon Capital Services	5/13/2021	13.17
APPCA210513-277	Amazon Capital Services	5/13/2021	14.00
APPCA210513-278	Amazon Capital Services	5/13/2021	12.92
APPCA210513-279	Amazon Capital Services	5/13/2021	16.99
APPCA210513-28	Amazon Capital Services	5/13/2021	104.52
APPCA210513-280	Amazon Capital Services	5/13/2021	14.57
APPCA210513-281	Amazon Capital Services	5/13/2021	10.06
APPCA210513-282	Amazon Capital Services	5/13/2021	12.94
APPCA210513-283	Amazon Capital Services	5/13/2021	13.47
APPCA210513-284	Amazon Capital Services	5/13/2021	12.70
APPCA210513-285	Amazon Capital Services	5/13/2021	14.85
APPCA210513-286	Amazon Capital Services	5/13/2021	14.31
APPCA210513-287	Amazon Capital Services	5/13/2021	10.76
APPCA210513-288	Amazon Capital Services	5/13/2021	16.33
APPCA210513-289	Amazon Capital Services	5/13/2021	15.11
APPCA210513-29	Amazon Capital Services	5/13/2021	15.07

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210513-290	Amazon Capital Services	5/13/2021	1.38
APPCA210513-291	Amazon Capital Services	5/13/2021	14.33
APPCA210513-292	Amazon Capital Services	5/13/2021	15.21
APPCA210513-293	Amazon Capital Services	5/13/2021	15.30
APPCA210513-294	Amazon Capital Services	5/13/2021	13.17
APPCA210513-295	Amazon Capital Services	5/13/2021	16.04
APPCA210513-296	Amazon Capital Services	5/13/2021	16.44
APPCA210513-297	Amazon Capital Services	5/13/2021	10.64
APPCA210513-298	Amazon Capital Services	5/13/2021	10.63
APPCA210513-299	Amazon Capital Services	5/13/2021	16.11
APPCA210513-30	Amazon Capital Services	5/13/2021	16.15
APPCA210513-300	Amazon Capital Services	5/13/2021	16.15
APPCA210513-31	Amazon Capital Services	5/13/2021	15.97
APPCA210513-32	Amazon Capital Services	5/13/2021	103.74
APPCA210513-33	Amazon Capital Services	5/13/2021	16.15
APPCA210513-34	Amazon Capital Services	5/13/2021	13.23
APPCA210513-35	Amazon Capital Services	5/13/2021	14.47
APPCA210513-36	Amazon Capital Services	5/13/2021	14.00
APPCA210513-37	Amazon Capital Services	5/13/2021	12.66
APPCA210513-38	Amazon Capital Services	5/13/2021	14.92
APPCA210513-39	Amazon Capital Services	5/13/2021	10.76
APPCA210513-40	Amazon Capital Services	5/13/2021	10.72
APPCA210513-41	Amazon Capital Services	5/13/2021	15.61
APPCA210513-42	Amazon Capital Services	5/13/2021	10.84
APPCA210513-43	Amazon Capital Services	5/13/2021	1.07
APPCA210513-44	Amazon Capital Services	5/13/2021	10.33
APPCA210513-45	Amazon Capital Services	5/13/2021	146.52
APPCA210513-46	Amazon Capital Services	5/13/2021	10.76
APPCA210513-47	Amazon Capital Services	5/13/2021	10.33
APPCA210513-48	Amazon Capital Services	5/13/2021	15.21
APPCA210513-49	Amazon Capital Services	5/13/2021	10.76
APPCA210513-50	Amazon Capital Services	5/13/2021	11.95
APPCA210513-51	Amazon Capital Services	5/13/2021	115.41
APPCA210513-52	Amazon Capital Services	5/13/2021	12.92
APPCA210513-53	Amazon Capital Services	5/13/2021	14.60
APPCA210513-54	Amazon Capital Services	5/13/2021	12.46
APPCA210513-55	Amazon Capital Services	5/13/2021	136.99
APPCA210513-56	Amazon Capital Services	5/13/2021	13.10
APPCA210513-57	Amazon Capital Services	5/13/2021	101.97
APPCA210513-58	Amazon Capital Services	5/13/2021	12.98
APPCA210513-59	Amazon Capital Services	5/13/2021	14.96
APPCA210513-60	Amazon Capital Services	5/13/2021	10.86

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210513-61	Amazon Capital Services	5/13/2021	13.98
APPCA210513-62	Amazon Capital Services	5/13/2021	120.40
APPCA210513-63	Amazon Capital Services	5/13/2021	14.57
APPCA210513-64	Amazon Capital Services	5/13/2021	15.07
APPCA210513-65	Amazon Capital Services	5/13/2021	14.00
APPCA210513-66	Amazon Capital Services	5/13/2021	1.61
APPCA210513-67	Amazon Capital Services	5/13/2021	15.14
APPCA210513-68	Amazon Capital Services	5/13/2021	10.74
APPCA210513-69	Amazon Capital Services	5/13/2021	12.92
APPCA210513-70	Amazon Capital Services	5/13/2021	12.70
APPCA210513-71	Amazon Capital Services	5/13/2021	14.67
APPCA210513-72	Amazon Capital Services	5/13/2021	16.79
APPCA210513-73	Amazon Capital Services	5/13/2021	142.34
APPCA210513-74	Amazon Capital Services	5/13/2021	12.96
APPCA210513-75	Amazon Capital Services	5/13/2021	16.11
APPCA210513-76	Amazon Capital Services	5/13/2021	10.86
APPCA210513-77	Amazon Capital Services	5/13/2021	10.74
APPCA210513-78	Amazon Capital Services	5/13/2021	16.11
APPCA210513-79	Amazon Capital Services	5/13/2021	10.72
APPCA210513-80	Amazon Capital Services	5/13/2021	15.13
APPCA210513-81	Amazon Capital Services	5/13/2021	15.42
APPCA210513-82	Amazon Capital Services	5/13/2021	10.74
APPCA210513-83	Amazon Capital Services	5/13/2021	12.92
APPCA210513-84	Amazon Capital Services	5/13/2021	14.85
APPCA210513-85	Amazon Capital Services	5/13/2021	13.82
APPCA210513-86	Amazon Capital Services	5/13/2021	16.79
APPCA210513-87	Amazon Capital Services	5/13/2021	16.10
APPCA210513-88	Amazon Capital Services	5/13/2021	16.15
APPCA210513-89	Amazon Capital Services	5/13/2021	15.70
APPCA210513-90	Amazon Capital Services	5/13/2021	16.10
APPCA210513-91	Amazon Capital Services	5/13/2021	155.97
APPCA210513-92	Amazon Capital Services	5/13/2021	166.13
APPCA210513-93	Amazon Capital Services	5/13/2021	16.22
APPCA210513-94	Amazon Capital Services	5/13/2021	10.81
APPCA210513-95	Amazon Capital Services	5/13/2021	16.23
APPCA210513-96	Amazon Capital Services	5/13/2021	14.00
APPCA210513-97	Amazon Capital Services	5/13/2021	16.99
APPCA210513-98	Amazon Capital Services	5/13/2021	15.05
APPCA210513-99	Amazon Capital Services	5/13/2021	155.46
APPCA210514-01	Activities for Learning, Inc.	5/13/2021	110.83
APPCA210514-02	All About Learning Press, Inc.	5/13/2021	242.80
APPCA210514-03	All About Learning Press, Inc.	5/13/2021	77.75

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210514-04	All About Learning Press, Inc.	5/13/2021	202.85
APPCA210514-05	All About Learning Press, Inc.	5/13/2021	315.85
APPCA210514-06	All About Learning Press, Inc.	5/13/2021	99.85
APPCA210514-07	All About Learning Press, Inc.	5/13/2021	165.70
APPCA210514-08	All About Learning Press, Inc.	5/13/2021	313.50
APPCA210514-09	All About Learning Press, Inc.	5/13/2021	52.90
APPCA210514-10	All About Learning Press, Inc.	5/13/2021	71.85
APPCA210514-100	Rainbow Resource Center	5/13/2021	101.88
APPCA210514-101	Rainbow Resource Center	5/13/2021	145.30
APPCA210514-102	Renata Bezman	5/13/2021	520.00
APPCA210514-103	San Diego Royal Gymnastics	5/13/2021	64.00
APPCA210514-104	San Diego Royal Gymnastics	5/13/2021	64.00
APPCA210514-105	Timberdoodle.com	5/13/2021	53.16
APPCA210514-106	Timberdoodle.com	5/13/2021	404.97
APPCA210514-107	Timberdoodle.com	5/13/2021	56.59
APPCA210514-108	Timberdoodle.com	5/13/2021	31.73
APPCA210514-109	Williamsburg Learning	5/13/2021	375.00
APPCA210514-11	All About Learning Press, Inc.	5/13/2021	93.80
APPCA210514-12	Andrey Chuguev	5/13/2021	650.00
APPCA210514-13	Aqua Tots LA LLC	5/13/2021	170.00
APPCA210514-14	Christina A. Barber	5/13/2021	930.00
APPCA210514-15	Christina A. Barber	5/13/2021	1,993.33
APPCA210514-16	Fired Up Arts	5/13/2021	50.00
APPCA210514-17	Georgia Phipps	5/13/2021	750.00
APPCA210514-18	Gym Trix, Inc.	5/13/2021	100.00
APPCA210514-19	Horse Savvy Training	5/13/2021	180.00
APPCA210514-20	Horse Savvy Training	5/13/2021	220.00
APPCA210514-21	Horse Savvy Training	5/13/2021	330.00
APPCA210514-22	Horse Savvy Training	5/13/2021	220.00
APPCA210514-23	Institute for Excellence in Writing	5/13/2021	195.79
APPCA210514-24	Institute for Excellence in Writing	5/13/2021	93.02
APPCA210514-25	Institute for Excellence in Writing	5/13/2021	59.00
APPCA210514-26	Institute for Excellence in Writing	5/13/2021	35.09
APPCA210514-27	Institute for Excellence in Writing	5/13/2021	215.65
APPCA210514-28	Institute for Excellence in Writing	5/13/2021	257.73
APPCA210514-29	Institute for Excellence in Writing	5/13/2021	100.82
APPCA210514-30	Institute for Excellence in Writing	5/13/2021	301.85
APPCA210514-31	Institute for Excellence in Writing	5/13/2021	59.00
APPCA210514-32	Institute for Excellence in Writing	5/13/2021	37.25
APPCA210514-33	Institute for Excellence in Writing	5/13/2021	37.25
APPCA210514-34	Institute for Excellence in Writing	5/13/2021	58.80
APPCA210514-35	Institute for Excellence in Writing	5/13/2021	26.57

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210514-36	Institute for Excellence in Writing	5/13/2021	76.86
APPCA210514-37	Institute for Excellence in Writing	5/13/2021	304.54
APPCA210514-38	Institute for Excellence in Writing	5/13/2021	204.87
APPCA210514-39	Institute for Excellence in Writing	5/13/2021	301.85
APPCA210514-40	Institute for Excellence in Writing	5/13/2021	170.66
APPCA210514-41	Institute for Excellence in Writing	5/13/2021	173.29
APPCA210514-42	Joann Henrickle Horsemanship	5/13/2021	165.00
APPCA210514-43	Kathleen Crady	5/13/2021	2,179.76
APPCA210514-44	KiwiCo, Inc.	5/13/2021	2,300.02
APPCA210514-45	Kristen Tjio	5/13/2021	946.00
APPCA210514-46	Live Music Tutor Inc	5/13/2021	100.00
APPCA210514-47	Live Music Tutor Inc	5/13/2021	100.00
APPCA210514-48	Live Music Tutor Inc	5/13/2021	100.00
APPCA210514-49	Live Music Tutor Inc	5/13/2021	25.00
APPCA210514-50	Live Music Tutor Inc	5/13/2021	25.00
APPCA210514-51	Logic of English	5/13/2021	18.54
APPCA210514-52	Logic of English	5/13/2021	82.52
APPCA210514-53	Logic of English	5/13/2021	138.71
APPCA210514-54	Math-U-See, Inc.	5/13/2021	75.00
APPCA210514-55	Math-U-See, Inc.	5/13/2021	68.00
APPCA210514-56	Math-U-See, Inc.	5/13/2021	61.00
APPCA210514-57	Math-U-See, Inc.	5/13/2021	58.00
APPCA210514-58	Math-U-See, Inc.	5/13/2021	58.00
APPCA210514-59	Math-U-See, Inc.	5/13/2021	58.00
APPCA210514-60	Math-U-See, Inc.	5/13/2021	52.00
APPCA210514-61	Math-U-See, Inc.	5/13/2021	58.00
APPCA210514-62	Math-U-See, Inc.	5/13/2021	119.00
APPCA210514-63	Math-U-See, Inc.	5/13/2021	322.00
APPCA210514-64	Math-U-See, Inc.	5/13/2021	116.00
APPCA210514-65	Math-U-See, Inc.	5/13/2021	116.00
APPCA210514-66	Math-U-See, Inc.	5/13/2021	164.00
APPCA210514-67	Math-U-See, Inc.	5/13/2021	404.00
APPCA210514-68	Math-U-See, Inc.	5/13/2021	283.00
APPCA210514-69	Math-U-See, Inc.	5/13/2021	215.00
APPCA210514-70	Math-U-See, Inc.	5/13/2021	140.00
APPCA210514-71	Math-U-See, Inc.	5/13/2021	41.00
APPCA210514-72	Math-U-See, Inc.	5/13/2021	119.00
APPCA210514-73	Math-U-See, Inc.	5/13/2021	61.00
APPCA210514-74	Math-U-See, Inc.	5/13/2021	61.00
APPCA210514-75	Math-U-See, Inc.	5/13/2021	199.00
APPCA210514-76	Math-U-See, Inc.	5/13/2021	155.00
APPCA210514-77	Math-U-See, Inc.	5/13/2021	49.00

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210514-78	Math-U-See, Inc.	5/13/2021	58.00
APPCA210514-79	Math-U-See, Inc.	5/13/2021	58.00
APPCA210514-80	Mathnasium of Lemon Grove	5/13/2021	947.43
APPCA210514-81	Mathnasium of South Escondido	5/13/2021	295.00
APPCA210514-82	Music Empowered	5/13/2021	860.00
APPCA210514-83	New West Ballet School	5/13/2021	80.00
APPCA210514-84	New West Ballet School	5/13/2021	100.00
APPCA210514-85	OC All-Stars Foothill Ranch	5/13/2021	45.00
APPCA210514-86	OC All-Stars Foothill Ranch	5/13/2021	85.00
APPCA210514-87	Office Depot, Inc	5/13/2021	323.24
APPCA210514-88	Office Depot, Inc	5/13/2021	68.87
APPCA210514-89	Play-Well TEKnologies	5/13/2021	500.00
APPCA210514-90	Provenance	5/13/2021	120,101.68
APPCA210514-91	Rachel Urbina	5/13/2021	90.00
APPCA210514-92	Rainbow Resource Center	5/13/2021	25.76
APPCA210514-93	Rainbow Resource Center	5/13/2021	79.36
APPCA210514-94	Rainbow Resource Center	5/13/2021	39.39
APPCA210514-95	Rainbow Resource Center	5/13/2021	43.27
APPCA210514-96	Rainbow Resource Center	5/13/2021	46.02
APPCA210514-97	Rainbow Resource Center	5/13/2021	31.04
APPCA210514-98	Rainbow Resource Center	5/13/2021	329.54
APPCA210514-99	Rainbow Resource Center	5/13/2021	142.98
APPCA210518-01	Amazon Capital Services	5/18/2021	8.35
APPCA210518-02	Amazon Capital Services	5/18/2021	76.35
APPCA210518-03	Amazon Capital Services	5/18/2021	66.77
APPCA210518-04	Amazon Capital Services	5/18/2021	75.32
APPCA210518-05	Amazon Capital Services	5/18/2021	9.69
APPCA210518-06	Amazon Capital Services	5/18/2021	9.64
APPCA210518-07	Amazon Capital Services	5/18/2021	7.53
APPCA210518-08	Amazon Capital Services	5/18/2021	63.45
APPCA210518-09	Amazon Capital Services	5/18/2021	9.89
APPCA210518-10	Amazon Capital Services	5/18/2021	6.44
APPCA210518-100	Amazon Capital Services	5/18/2021	62.44
APPCA210518-101	Amazon Capital Services	5/18/2021	8.23
APPCA210518-102	Amazon Capital Services	5/18/2021	66.88
APPCA210518-103	Amazon Capital Services	5/18/2021	8.64
APPCA210518-104	Amazon Capital Services	5/18/2021	9.15
APPCA210518-105	Amazon Capital Services	5/18/2021	7.58
APPCA210518-106	Amazon Capital Services	5/18/2021	75.37
APPCA210518-107	Amazon Capital Services	5/18/2021	79.76
APPCA210518-108	Amazon Capital Services	5/18/2021	61.77
APPCA210518-109	Amazon Capital Services	5/18/2021	8.59

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APPCA210518-11	Amazon Capital Services	5/18/2021	6.47
APPCA210518-110	Amazon Capital Services	5/18/2021	87.28
APPCA210518-111	Amazon Capital Services	5/18/2021	87.26
APPCA210518-112	Amazon Capital Services	5/18/2021	78.79
APPCA210518-113	Amazon Capital Services	5/18/2021	60.95
APPCA210518-114	Amazon Capital Services	5/18/2021	8.61
APPCA210518-115	Amazon Capital Services	5/18/2021	93.77
APPCA210518-116	Amazon Capital Services	5/18/2021	7.52
APPCA210518-117	Amazon Capital Services	5/18/2021	8.31
APPCA210518-118	Amazon Capital Services	5/18/2021	77.05
APPCA210518-119	Amazon Capital Services	5/18/2021	98.22
APPCA210518-12	Amazon Capital Services	5/18/2021	82.26
APPCA210518-120	Amazon Capital Services	5/18/2021	8.69
APPCA210518-121	Amazon Capital Services	5/18/2021	7.26
APPCA210518-122	Amazon Capital Services	5/18/2021	95.49
APPCA210518-123	Amazon Capital Services	5/18/2021	6.51
APPCA210518-124	Amazon Capital Services	5/18/2021	81.09
APPCA210518-125	Amazon Capital Services	5/18/2021	73.22
APPCA210518-126	Amazon Capital Services	5/18/2021	60.58
APPCA210518-127	Amazon Capital Services	5/18/2021	62.87
APPCA210518-128	Amazon Capital Services	5/18/2021	6.48
APPCA210518-129	Amazon Capital Services	5/18/2021	60.96
APPCA210518-13	Amazon Capital Services	5/18/2021	72.18
APPCA210518-130	Amazon Capital Services	5/18/2021	95.75
APPCA210518-131	Amazon Capital Services	5/18/2021	66.24
APPCA210518-132	Amazon Capital Services	5/18/2021	86.07
APPCA210518-133	Amazon Capital Services	5/18/2021	67.36
APPCA210518-134	Amazon Capital Services	5/18/2021	8.84
APPCA210518-135	Amazon Capital Services	5/18/2021	75.54
APPCA210518-136	Amazon Capital Services	5/18/2021	8.07
APPCA210518-137	Amazon Capital Services	5/18/2021	83.14
APPCA210518-138	Amazon Capital Services	5/18/2021	78.63
APPCA210518-139	Amazon Capital Services	5/18/2021	64.64
APPCA210518-14	Amazon Capital Services	5/18/2021	86.10
APPCA210518-140	Amazon Capital Services	5/18/2021	77.64
APPCA210518-141	Amazon Capital Services	5/18/2021	90.59
APPCA210518-142	Amazon Capital Services	5/18/2021	7.53
APPCA210518-143	Amazon Capital Services	5/18/2021	7.03
APPCA210518-144	Amazon Capital Services	5/18/2021	68.88
APPCA210518-145	Amazon Capital Services	5/18/2021	68.93
APPCA210518-146	Amazon Capital Services	5/18/2021	80.26
APPCA210518-147	Amazon Capital Services	5/18/2021	62.22

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210518-148	Amazon Capital Services	5/18/2021	60.19
APPCA210518-149	Amazon Capital Services	5/18/2021	9.69
APPCA210518-15	Amazon Capital Services	5/18/2021	74.96
APPCA210518-150	Amazon Capital Services	5/18/2021	8.59
APPCA210518-151	Amazon Capital Services	5/18/2021	9.69
APPCA210518-152	Amazon Capital Services	5/18/2021	7.53
APPCA210518-153	Amazon Capital Services	5/18/2021	79.22
APPCA210518-154	Amazon Capital Services	5/18/2021	7.92
APPCA210518-155	Amazon Capital Services	5/18/2021	8.69
APPCA210518-156	Amazon Capital Services	5/18/2021	7.53
APPCA210518-157	Amazon Capital Services	5/18/2021	8.90
APPCA210518-158	Amazon Capital Services	5/18/2021	6.45
APPCA210518-159	Amazon Capital Services	5/18/2021	7.52
APPCA210518-16	Amazon Capital Services	5/18/2021	8.61
APPCA210518-160	Amazon Capital Services	5/18/2021	8.08
APPCA210518-161	Amazon Capital Services	5/18/2021	79.87
APPCA210518-162	Amazon Capital Services	5/18/2021	77.89
APPCA210518-163	Amazon Capital Services	5/18/2021	7.57
APPCA210518-164	Amazon Capital Services	5/18/2021	64.92
APPCA210518-165	Amazon Capital Services	5/18/2021	8.07
APPCA210518-166	Amazon Capital Services	5/18/2021	7.53
APPCA210518-167	Amazon Capital Services	5/18/2021	7.53
APPCA210518-168	Amazon Capital Services	5/18/2021	7.52
APPCA210518-169	Amazon Capital Services	5/18/2021	7.56
APPCA210518-17	Amazon Capital Services	5/18/2021	60.88
APPCA210518-170	Amazon Capital Services	5/18/2021	6.45
APPCA210518-171	Amazon Capital Services	5/18/2021	7.53
APPCA210518-172	Amazon Capital Services	5/18/2021	7.49
APPCA210518-173	Amazon Capital Services	5/18/2021	7.55
APPCA210518-174	Amazon Capital Services	5/18/2021	6.50
APPCA210518-175	Amazon Capital Services	5/18/2021	84.91
APPCA210518-176	Amazon Capital Services	5/18/2021	9.62
APPCA210518-177	Amazon Capital Services	5/18/2021	62.54
APPCA210518-178	Amazon Capital Services	5/18/2021	63.84
APPCA210518-179	Amazon Capital Services	5/18/2021	7.53
APPCA210518-18	Amazon Capital Services	5/18/2021	69.97
APPCA210518-180	Amazon Capital Services	5/18/2021	93.59
APPCA210518-181	Amazon Capital Services	5/18/2021	9.74
APPCA210518-182	Amazon Capital Services	5/18/2021	67.67
APPCA210518-183	Amazon Capital Services	5/18/2021	8.65
APPCA210518-184	Amazon Capital Services	5/18/2021	68.51
APPCA210518-185	Amazon Capital Services	5/18/2021	67.39

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210518-186	Amazon Capital Services	5/18/2021	9.69
APPCA210518-187	Amazon Capital Services	5/18/2021	61.89
APPCA210518-188	Amazon Capital Services	5/18/2021	73.11
APPCA210518-189	Amazon Capital Services	5/18/2021	80.79
APPCA210518-19	Amazon Capital Services	5/18/2021	85.91
APPCA210518-190	Amazon Capital Services	5/18/2021	9.64
APPCA210518-191	Amazon Capital Services	5/18/2021	9.61
APPCA210518-192	Amazon Capital Services	5/18/2021	96.63
APPCA210518-193	Amazon Capital Services	5/18/2021	72.78
APPCA210518-194	Amazon Capital Services	5/18/2021	65.30
APPCA210518-195	Amazon Capital Services	5/18/2021	7.58
APPCA210518-196	Amazon Capital Services	5/18/2021	7.53
APPCA210518-197	Amazon Capital Services	5/18/2021	8.03
APPCA210518-198	Amazon Capital Services	5/18/2021	76.56
APPCA210518-199	Amazon Capital Services	5/18/2021	9.16
APPCA210518-20	Amazon Capital Services	5/18/2021	66.81
APPCA210518-200	Amazon Capital Services	5/18/2021	9.78
APPCA210518-201	Amazon Capital Services	5/18/2021	8.89
APPCA210518-202	Amazon Capital Services	5/18/2021	61.92
APPCA210518-203	Amazon Capital Services	5/18/2021	99.17
APPCA210518-204	Amazon Capital Services	5/18/2021	8.94
APPCA210518-205	Amazon Capital Services	5/18/2021	78.09
APPCA210518-206	Amazon Capital Services	5/18/2021	65.97
APPCA210518-207	Amazon Capital Services	5/18/2021	7.52
APPCA210518-208	Amazon Capital Services	5/18/2021	6.45
APPCA210518-209	Amazon Capital Services	5/18/2021	91.88
APPCA210518-21	Amazon Capital Services	5/18/2021	7.32
APPCA210518-210	Amazon Capital Services	5/18/2021	66.66
APPCA210518-211	Amazon Capital Services	5/18/2021	63.59
APPCA210518-212	Amazon Capital Services	5/18/2021	6.45
APPCA210518-213	Amazon Capital Services	5/18/2021	67.23
APPCA210518-214	Amazon Capital Services	5/18/2021	93.47
APPCA210518-215	Amazon Capital Services	5/18/2021	7.06
APPCA210518-216	Amazon Capital Services	5/18/2021	64.64
APPCA210518-217	Amazon Capital Services	5/18/2021	66.16
APPCA210518-218	Amazon Capital Services	5/18/2021	76.04
APPCA210518-219	Amazon Capital Services	5/18/2021	83.33
APPCA210518-22	Amazon Capital Services	5/18/2021	69.44
APPCA210518-220	Amazon Capital Services	5/18/2021	61.73
APPCA210518-221	Amazon Capital Services	5/18/2021	83.95
APPCA210518-222	Amazon Capital Services	5/18/2021	62.87
APPCA210518-223	Amazon Capital Services	5/18/2021	9.99

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210518-224	Amazon Capital Services	5/18/2021	65.14
APPCA210518-225	Amazon Capital Services	5/18/2021	67.75
APPCA210518-226	Amazon Capital Services	5/18/2021	82.62
APPCA210518-227	Amazon Capital Services	5/18/2021	7.53
APPCA210518-228	Amazon Capital Services	5/18/2021	8.61
APPCA210518-229	Amazon Capital Services	5/18/2021	8.21
APPCA210518-23	Amazon Capital Services	5/18/2021	6.45
APPCA210518-230	Amazon Capital Services	5/18/2021	9.93
APPCA210518-231	Amazon Capital Services	5/18/2021	9.70
APPCA210518-232	Amazon Capital Services	5/18/2021	9.44
APPCA210518-233	Amazon Capital Services	5/18/2021	8.07
APPCA210518-234	Amazon Capital Services	5/18/2021	6.50
APPCA210518-235	Amazon Capital Services	5/18/2021	7.56
APPCA210518-236	Amazon Capital Services	5/18/2021	66.77
APPCA210518-237	Amazon Capital Services	5/18/2021	77.05
APPCA210518-238	Amazon Capital Services	5/18/2021	79.89
APPCA210518-239	Amazon Capital Services	5/18/2021	80.67
APPCA210518-24	Amazon Capital Services	5/18/2021	7.53
APPCA210518-240	Amazon Capital Services	5/18/2021	9.73
APPCA210518-241	Amazon Capital Services	5/18/2021	76.40
APPCA210518-242	Amazon Capital Services	5/18/2021	9.73
APPCA210518-243	Amazon Capital Services	5/18/2021	64.62
APPCA210518-244	Amazon Capital Services	5/18/2021	75.85
APPCA210518-245	Amazon Capital Services	5/18/2021	69.78
APPCA210518-246	Amazon Capital Services	5/18/2021	6.45
APPCA210518-247	Amazon Capital Services	5/18/2021	66.77
APPCA210518-248	Amazon Capital Services	5/18/2021	60.08
APPCA210518-249	Amazon Capital Services	5/18/2021	66.73
APPCA210518-25	Amazon Capital Services	5/18/2021	87.67
APPCA210518-250	Amazon Capital Services	5/18/2021	8.06
APPCA210518-251	Amazon Capital Services	5/18/2021	81.35
APPCA210518-252	Amazon Capital Services	5/18/2021	63.14
APPCA210518-253	Amazon Capital Services	5/18/2021	97.80
APPCA210518-254	Amazon Capital Services	5/18/2021	6.48
APPCA210518-255	Amazon Capital Services	5/18/2021	73.11
APPCA210518-256	Amazon Capital Services	5/18/2021	7.53
APPCA210518-257	Amazon Capital Services	5/18/2021	64.64
APPCA210518-258	Amazon Capital Services	5/18/2021	90.24
APPCA210518-259	Amazon Capital Services	5/18/2021	8.62
APPCA210518-26	Amazon Capital Services	5/18/2021	6.51
APPCA210518-260	Amazon Capital Services	5/18/2021	9.05
APPCA210518-261	Amazon Capital Services	5/18/2021	78.25

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210518-262	Amazon Capital Services	5/18/2021	73.06
APPCA210518-263	Amazon Capital Services	5/18/2021	7.49
APPCA210518-264	Amazon Capital Services	5/18/2021	60.09
APPCA210518-265	Amazon Capital Services	5/18/2021	63.63
APPCA210518-266	Amazon Capital Services	5/18/2021	79.12
APPCA210518-267	Amazon Capital Services	5/18/2021	95.50
APPCA210518-268	Amazon Capital Services	5/18/2021	6.48
APPCA210518-269	Amazon Capital Services	5/18/2021	6.58
APPCA210518-27	Amazon Capital Services	5/18/2021	6.45
APPCA210518-270	Amazon Capital Services	5/18/2021	6.46
APPCA210518-271	Amazon Capital Services	5/18/2021	95.99
APPCA210518-272	Amazon Capital Services	5/18/2021	9.73
APPCA210518-273	Amazon Capital Services	5/18/2021	7.58
APPCA210518-274	Amazon Capital Services	5/18/2021	68.91
APPCA210518-275	Amazon Capital Services	5/18/2021	7.60
APPCA210518-276	Amazon Capital Services	5/18/2021	9.69
APPCA210518-277	Amazon Capital Services	5/18/2021	67.74
APPCA210518-278	Amazon Capital Services	5/18/2021	7.53
APPCA210518-279	Amazon Capital Services	5/18/2021	62.84
APPCA210518-28	Amazon Capital Services	5/18/2021	84.32
APPCA210518-280	Amazon Capital Services	5/18/2021	61.03
APPCA210518-281	Amazon Capital Services	5/18/2021	8.69
APPCA210518-282	Amazon Capital Services	5/18/2021	96.96
APPCA210518-283	Amazon Capital Services	5/18/2021	6.51
APPCA210518-284	Amazon Capital Services	5/18/2021	97.12
APPCA210518-285	Amazon Capital Services	5/18/2021	7.27
APPCA210518-286	Amazon Capital Services	5/18/2021	7.53
APPCA210518-287	Amazon Capital Services	5/18/2021	7.53
APPCA210518-288	Amazon Capital Services	5/18/2021	7.53
APPCA210518-289	Amazon Capital Services	5/18/2021	7.46
APPCA210518-29	Amazon Capital Services	5/18/2021	62.99
APPCA210518-290	Amazon Capital Services	5/18/2021	67.34
APPCA210518-291	Amazon Capital Services	5/18/2021	67.78
APPCA210518-292	Amazon Capital Services	5/18/2021	7.55
APPCA210518-293	Amazon Capital Services	5/18/2021	64.85
APPCA210518-294	Amazon Capital Services	5/18/2021	9.04
APPCA210518-295	Amazon Capital Services	5/18/2021	7.53
APPCA210518-296	Amazon Capital Services	5/18/2021	9.69
APPCA210518-297	Amazon Capital Services	5/18/2021	7.58
APPCA210518-298	Amazon Capital Services	5/18/2021	7.74
APPCA210518-299	Amazon Capital Services	5/18/2021	8.49
APPCA210518-30	Amazon Capital Services	5/18/2021	72.29

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210518-300	Amazon Capital Services	5/18/2021	96.92
APPCA210518-31	Amazon Capital Services	5/18/2021	60.78
APPCA210518-32	Amazon Capital Services	5/18/2021	6.45
APPCA210518-33	Amazon Capital Services	5/18/2021	66.94
APPCA210518-34	Amazon Capital Services	5/18/2021	7.52
APPCA210518-35	Amazon Capital Services	5/18/2021	6.63
APPCA210518-36	Amazon Capital Services	5/18/2021	92.68
APPCA210518-37	Amazon Capital Services	5/18/2021	61.11
APPCA210518-38	Amazon Capital Services	5/18/2021	95.45
APPCA210518-39	Amazon Capital Services	5/18/2021	88.08
APPCA210518-40	Amazon Capital Services	5/18/2021	98.28
APPCA210518-41	Amazon Capital Services	5/18/2021	7.41
APPCA210518-42	Amazon Capital Services	5/18/2021	9.67
APPCA210518-43	Amazon Capital Services	5/18/2021	9.03
APPCA210518-44	Amazon Capital Services	5/18/2021	86.15
APPCA210518-45	Amazon Capital Services	5/18/2021	6.45
APPCA210518-46	Amazon Capital Services	5/18/2021	7.31
APPCA210518-47	Amazon Capital Services	5/18/2021	6.45
APPCA210518-48	Amazon Capital Services	5/18/2021	9.18
APPCA210518-49	Amazon Capital Services	5/18/2021	6.45
APPCA210518-50	Amazon Capital Services	5/18/2021	64.09
APPCA210518-51	Amazon Capital Services	5/18/2021	7.49
APPCA210518-52	Amazon Capital Services	5/18/2021	6.51
APPCA210518-53	Amazon Capital Services	5/18/2021	8.61
APPCA210518-54	Amazon Capital Services	5/18/2021	95.90
APPCA210518-55	Amazon Capital Services	5/18/2021	7.53
APPCA210518-56	Amazon Capital Services	5/18/2021	65.99
APPCA210518-57	Amazon Capital Services	5/18/2021	64.49
APPCA210518-58	Amazon Capital Services	5/18/2021	8.08
APPCA210518-59	Amazon Capital Services	5/18/2021	80.79
APPCA210518-60	Amazon Capital Services	5/18/2021	9.22
APPCA210518-61	Amazon Capital Services	5/18/2021	9.33
APPCA210518-62	Amazon Capital Services	5/18/2021	8.30
APPCA210518-63	Amazon Capital Services	5/18/2021	7.53
APPCA210518-64	Amazon Capital Services	5/18/2021	65.23
APPCA210518-65	Amazon Capital Services	5/18/2021	68.45
APPCA210518-66	Amazon Capital Services	5/18/2021	77.34
APPCA210518-67	Amazon Capital Services	5/18/2021	68.12
APPCA210518-68	Amazon Capital Services	5/18/2021	99.63
APPCA210518-69	Amazon Capital Services	5/18/2021	8.43
APPCA210518-70	Amazon Capital Services	5/18/2021	8.64
APPCA210518-71	Amazon Capital Services	5/18/2021	86.58

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210518-72	Amazon Capital Services	5/18/2021	85.63
APPCA210518-73	Amazon Capital Services	5/18/2021	83.61
APPCA210518-74	Amazon Capital Services	5/18/2021	8.61
APPCA210518-75	Amazon Capital Services	5/18/2021	68.83
APPCA210518-76	Amazon Capital Services	5/18/2021	6.48
APPCA210518-77	Amazon Capital Services	5/18/2021	96.18
APPCA210518-78	Amazon Capital Services	5/18/2021	61.98
APPCA210518-79	Amazon Capital Services	5/18/2021	87.08
APPCA210518-80	Amazon Capital Services	5/18/2021	7.27
APPCA210518-81	Amazon Capital Services	5/18/2021	9.15
APPCA210518-82	Amazon Capital Services	5/18/2021	73.99
APPCA210518-83	Amazon Capital Services	5/18/2021	65.34
APPCA210518-84	Amazon Capital Services	5/18/2021	7.31
APPCA210518-85	Amazon Capital Services	5/18/2021	9.15
APPCA210518-86	Amazon Capital Services	5/18/2021	66.26
APPCA210518-87	Amazon Capital Services	5/18/2021	7.97
APPCA210518-88	Amazon Capital Services	5/18/2021	8.59
APPCA210518-89	Amazon Capital Services	5/18/2021	60.66
APPCA210518-90	Amazon Capital Services	5/18/2021	85.23
APPCA210518-91	Amazon Capital Services	5/18/2021	75.51
APPCA210518-92	Amazon Capital Services	5/18/2021	62.90
APPCA210518-93	Amazon Capital Services	5/18/2021	72.15
APPCA210518-94	Amazon Capital Services	5/18/2021	64.64
APPCA210518-95	Amazon Capital Services	5/18/2021	82.96
APPCA210518-96	Amazon Capital Services	5/18/2021	7.18
APPCA210518-97	Amazon Capital Services	5/18/2021	8.79
APPCA210518-98	Amazon Capital Services	5/18/2021	74.99
APPCA210518-99	Amazon Capital Services	5/18/2021	8.64
APPCA210520-01	Amazon Capital Services	5/20/2021	134.77
APPCA210520-02	Amazon Capital Services	5/20/2021	106.90
APPCA210520-03	Amazon Capital Services	5/20/2021	10.15
APPCA210520-04	Amazon Capital Services	5/20/2021	129.29
APPCA210520-05	Amazon Capital Services	5/20/2021	105.68
APPCA210520-06	Amazon Capital Services	5/20/2021	13.98
APPCA210520-07	Amazon Capital Services	5/20/2021	104.63
APPCA210520-08	Amazon Capital Services	5/20/2021	12.77
APPCA210520-09	Amazon Capital Services	5/20/2021	10.02
APPCA210520-10	Amazon Capital Services	5/20/2021	14.00
APPCA210520-100	Amazon Capital Services	5/20/2021	17.21
APPCA210520-101	Amazon Capital Services	5/20/2021	100.66
APPCA210520-102	Amazon Capital Services	5/20/2021	117.63
APPCA210520-103	Amazon Capital Services	5/20/2021	113.91

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210520-104	Amazon Capital Services	5/20/2021	11.80
APPCA210520-105	Amazon Capital Services	5/20/2021	18.56
APPCA210520-106	Amazon Capital Services	5/20/2021	10.80
APPCA210520-107	Amazon Capital Services	5/20/2021	17.56
APPCA210520-108	Amazon Capital Services	5/20/2021	100.10
APPCA210520-109	Amazon Capital Services	5/20/2021	15.14
APPCA210520-11	Amazon Capital Services	5/20/2021	14.13
APPCA210520-110	Amazon Capital Services	5/20/2021	15.03
APPCA210520-111	Amazon Capital Services	5/20/2021	13.62
APPCA210520-112	Amazon Capital Services	5/20/2021	11.01
APPCA210520-113	Amazon Capital Services	5/20/2021	11.84
APPCA210520-114	Amazon Capital Services	5/20/2021	16.15
APPCA210520-115	Amazon Capital Services	5/20/2021	17.31
APPCA210520-116	Amazon Capital Services	5/20/2021	15.07
APPCA210520-117	Amazon Capital Services	5/20/2021	10.76
APPCA210520-118	Amazon Capital Services	5/20/2021	105.36
APPCA210520-119	Amazon Capital Services	5/20/2021	12.43
APPCA210520-12	Amazon Capital Services	5/20/2021	113.62
APPCA210520-120	Amazon Capital Services	5/20/2021	17.88
APPCA210520-121	Amazon Capital Services	5/20/2021	18.29
APPCA210520-122	Amazon Capital Services	5/20/2021	15.79
APPCA210520-123	Amazon Capital Services	5/20/2021	12.98
APPCA210520-124	Amazon Capital Services	5/20/2021	12.92
APPCA210520-125	Amazon Capital Services	5/20/2021	101.48
APPCA210520-126	Amazon Capital Services	5/20/2021	17.81
APPCA210520-127	Amazon Capital Services	5/20/2021	11.90
APPCA210520-128	Amazon Capital Services	5/20/2021	12.82
APPCA210520-129	Amazon Capital Services	5/20/2021	12.49
APPCA210520-13	Amazon Capital Services	5/20/2021	10.55
APPCA210520-130	Amazon Capital Services	5/20/2021	16.68
APPCA210520-131	Amazon Capital Services	5/20/2021	10.66
APPCA210520-132	Amazon Capital Services	5/20/2021	16.15
APPCA210520-133	Amazon Capital Services	5/20/2021	14.96
APPCA210520-134	Amazon Capital Services	5/20/2021	123.78
APPCA210520-135	Amazon Capital Services	5/20/2021	16.17
APPCA210520-136	Amazon Capital Services	5/20/2021	11.90
APPCA210520-137	Amazon Capital Services	5/20/2021	10.76
APPCA210520-138	Amazon Capital Services	5/20/2021	16.17
APPCA210520-139	Amazon Capital Services	5/20/2021	10.76
APPCA210520-14	Amazon Capital Services	5/20/2021	163.59
APPCA210520-140	Amazon Capital Services	5/20/2021	107.74
APPCA210520-141	Amazon Capital Services	5/20/2021	13.84

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210520-142	Amazon Capital Services	5/20/2021	14.01
APPCA210520-143	Amazon Capital Services	5/20/2021	10.81
APPCA210520-144	Amazon Capital Services	5/20/2021	13.95
APPCA210520-145	Amazon Capital Services	5/20/2021	13.02
APPCA210520-146	Amazon Capital Services	5/20/2021	18.20
APPCA210520-147	Amazon Capital Services	5/20/2021	10.80
APPCA210520-148	Amazon Capital Services	5/20/2021	10.34
APPCA210520-149	Amazon Capital Services	5/20/2021	15.14
APPCA210520-15	Amazon Capital Services	5/20/2021	10.12
APPCA210520-150	Amazon Capital Services	5/20/2021	16.15
APPCA210520-151	Amazon Capital Services	5/20/2021	16.15
APPCA210520-152	Amazon Capital Services	5/20/2021	56.06
APPCA210520-153	Amazon Capital Services	5/20/2021	43.53
APPCA210520-154	Amazon Capital Services	5/20/2021	5.38
APPCA210520-155	Amazon Capital Services	5/20/2021	11.91
APPCA210520-156	Amazon Capital Services	5/20/2021	27.18
APPCA210520-157	Amazon Capital Services	5/20/2021	33.16
APPCA210520-158	Amazon Capital Services	5/20/2021	13.58
APPCA210520-159	Amazon Capital Services	5/20/2021	10.55
APPCA210520-16	Amazon Capital Services	5/20/2021	16.15
APPCA210520-160	Amazon Capital Services	5/20/2021	10.61
APPCA210520-161	Amazon Capital Services	5/20/2021	12.88
APPCA210520-162	Amazon Capital Services	5/20/2021	107.74
APPCA210520-163	Amazon Capital Services	5/20/2021	132.47
APPCA210520-164	Amazon Capital Services	5/20/2021	11.91
APPCA210520-165	Amazon Capital Services	5/20/2021	14.04
APPCA210520-166	Amazon Capital Services	5/20/2021	16.15
APPCA210520-167	Amazon Capital Services	5/20/2021	11.09
APPCA210520-168	Amazon Capital Services	5/20/2021	10.76
APPCA210520-169	Amazon Capital Services	5/20/2021	15.32
APPCA210520-17	Amazon Capital Services	5/20/2021	10.76
APPCA210520-170	Amazon Capital Services	5/20/2021	104.14
APPCA210520-171	Amazon Capital Services	5/20/2021	17.31
APPCA210520-172	Amazon Capital Services	5/20/2021	16.05
APPCA210520-173	Amazon Capital Services	5/20/2021	16.22
APPCA210520-174	Amazon Capital Services	5/20/2021	11.13
APPCA210520-175	Amazon Capital Services	5/20/2021	17.88
APPCA210520-176	Amazon Capital Services	5/20/2021	10.77
APPCA210520-177	Amazon Capital Services	5/20/2021	16.15
APPCA210520-178	Amazon Capital Services	5/20/2021	20.46
APPCA210520-179	Amazon Capital Services	5/20/2021	10.79
APPCA210520-18	Amazon Capital Services	5/20/2021	17.22

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210520-180	Amazon Capital Services	5/20/2021	29.08
APPCA210520-181	Amazon Capital Services	5/20/2021	21.54
APPCA210520-182	Amazon Capital Services	5/20/2021	3.76
APPCA210520-183	Amazon Capital Services	5/20/2021	33.39
APPCA210520-184	Amazon Capital Services	5/20/2021	5.38
APPCA210520-185	Amazon Capital Services	5/20/2021	10.76
APPCA210520-186	Amazon Capital Services	5/20/2021	13.95
APPCA210520-187	Amazon Capital Services	5/20/2021	16.15
APPCA210520-188	Amazon Capital Services	5/20/2021	14.51
APPCA210520-189	Amazon Capital Services	5/20/2021	13.45
APPCA210520-19	Amazon Capital Services	5/20/2021	130.14
APPCA210520-190	Amazon Capital Services	5/20/2021	10.78
APPCA210520-191	Amazon Capital Services	5/20/2021	18.49
APPCA210520-192	Amazon Capital Services	5/20/2021	12.92
APPCA210520-193	Amazon Capital Services	5/20/2021	22.30
APPCA210520-194	Amazon Capital Services	5/20/2021	173.99
APPCA210520-195	Amazon Capital Services	5/20/2021	14.61
APPCA210520-196	Amazon Capital Services	5/20/2021	10.83
APPCA210520-197	Amazon Capital Services	5/20/2021	12.92
APPCA210520-198	Amazon Capital Services	5/20/2021	10.73
APPCA210520-199	Amazon Capital Services	5/20/2021	17.42
APPCA210520-20	Amazon Capital Services	5/20/2021	13.22
APPCA210520-200	Amazon Capital Services	5/20/2021	104.13
APPCA210520-201	Amazon Capital Services	5/20/2021	15.59
APPCA210520-202	Amazon Capital Services	5/20/2021	14.06
APPCA210520-203	Amazon Capital Services	5/20/2021	107.69
APPCA210520-204	Amazon Capital Services	5/20/2021	11.34
APPCA210520-205	Amazon Capital Services	5/20/2021	16.15
APPCA210520-206	Amazon Capital Services	5/20/2021	16.04
APPCA210520-207	Amazon Capital Services	5/20/2021	13.67
APPCA210520-208	Amazon Capital Services	5/20/2021	12.92
APPCA210520-209	Amazon Capital Services	5/20/2021	170.00
APPCA210520-21	Amazon Capital Services	5/20/2021	10.76
APPCA210520-210	Amazon Capital Services	5/20/2021	14.00
APPCA210520-211	Amazon Capital Services	5/20/2021	17.77
APPCA210520-212	Amazon Capital Services	5/20/2021	12.60
APPCA210520-213	Amazon Capital Services	5/20/2021	10.57
APPCA210520-214	Amazon Capital Services	5/20/2021	16.17
APPCA210520-215	Amazon Capital Services	5/20/2021	116.90
APPCA210520-216	Amazon Capital Services	5/20/2021	16.10
APPCA210520-217	Amazon Capital Services	5/20/2021	14.00
APPCA210520-218	Amazon Capital Services	5/20/2021	103.30

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210520-219	Amazon Capital Services	5/20/2021	10.80
APPCA210520-22	Amazon Capital Services	5/20/2021	12.38
APPCA210520-220	Amazon Capital Services	5/20/2021	14.04
APPCA210520-221	Amazon Capital Services	5/20/2021	107.34
APPCA210520-222	Amazon Capital Services	5/20/2021	17.39
APPCA210520-223	Amazon Capital Services	5/20/2021	14.00
APPCA210520-224	Amazon Capital Services	5/20/2021	15.13
APPCA210520-225	Amazon Capital Services	5/20/2021	12.92
APPCA210520-226	Amazon Capital Services	5/20/2021	11.36
APPCA210520-227	Amazon Capital Services	5/20/2021	10.44
APPCA210520-228	Amazon Capital Services	5/20/2021	11.80
APPCA210520-229	Amazon Capital Services	5/20/2021	13.29
APPCA210520-23	Amazon Capital Services	5/20/2021	18.31
APPCA210520-230	Amazon Capital Services	5/20/2021	13.59
APPCA210520-231	Amazon Capital Services	5/20/2021	15.25
APPCA210520-232	Amazon Capital Services	5/20/2021	14.02
APPCA210520-233	Amazon Capital Services	5/20/2021	159.98
APPCA210520-234	Amazon Capital Services	5/20/2021	13.21
APPCA210520-235	Amazon Capital Services	5/20/2021	108.23
APPCA210520-236	Amazon Capital Services	5/20/2021	10.76
APPCA210520-237	Amazon Capital Services	5/20/2021	10.75
APPCA210520-238	Amazon Capital Services	5/20/2021	16.13
APPCA210520-239	Amazon Capital Services	5/20/2021	13.95
APPCA210520-24	Amazon Capital Services	5/20/2021	15.07
APPCA210520-240	Amazon Capital Services	5/20/2021	19.38
APPCA210520-241	Amazon Capital Services	5/20/2021	55.63
APPCA210520-242	Amazon Capital Services	5/20/2021	38.91
APPCA210520-243	Amazon Capital Services	5/20/2021	13.90
APPCA210520-244	Amazon Capital Services	5/20/2021	16.15
APPCA210520-245	Amazon Capital Services	5/20/2021	52.73
APPCA210520-246	Amazon Capital Services	5/20/2021	14.06
APPCA210520-247	Amazon Capital Services	5/20/2021	48.42
APPCA210520-248	Amazon Capital Services	5/20/2021	10.76
APPCA210520-249	Amazon Capital Services	5/20/2021	48.60
APPCA210520-25	Amazon Capital Services	5/20/2021	13.79
APPCA210520-250	Amazon Capital Services	5/20/2021	359.87
APPCA210520-251	Amazon Capital Services	5/20/2021	21.18
APPCA210520-252	Amazon Capital Services	5/20/2021	42.34
APPCA210520-253	Amazon Capital Services	5/20/2021	32.27
APPCA210520-254	Amazon Capital Services	5/20/2021	2.27
APPCA210520-255	Amazon Capital Services	5/20/2021	35.51
APPCA210520-256	Amazon Capital Services	5/20/2021	23.61

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APPCA210520-257	Amazon Capital Services	5/20/2021	12.73
APPCA210520-258	Amazon Capital Services	5/20/2021	18.72
APPCA210520-259	Amazon Capital Services	5/20/2021	58.05
APPCA210520-26	Amazon Capital Services	5/20/2021	10.77
APPCA210520-260	Amazon Capital Services	5/20/2021	14.47
APPCA210520-261	Amazon Capital Services	5/20/2021	13.94
APPCA210520-262	Amazon Capital Services	5/20/2021	29.75
APPCA210520-263	Amazon Capital Services	5/20/2021	18.39
APPCA210520-264	Amazon Capital Services	5/20/2021	12.53
APPCA210520-265	Amazon Capital Services	5/20/2021	120.78
APPCA210520-266	Amazon Capital Services	5/20/2021	23.04
APPCA210520-267	Amazon Capital Services	5/20/2021	10.73
APPCA210520-268	Amazon Capital Services	5/20/2021	43.22
APPCA210520-269	Amazon Capital Services	5/20/2021	10.78
APPCA210520-27	Amazon Capital Services	5/20/2021	14.82
APPCA210520-270	Amazon Capital Services	5/20/2021	123.98
APPCA210520-271	Amazon Capital Services	5/20/2021	37.20
APPCA210520-272	Amazon Capital Services	5/20/2021	18.31
APPCA210520-273	Amazon Capital Services	5/20/2021	122.06
APPCA210520-274	Amazon Capital Services	5/20/2021	17.24
APPCA210520-275	Amazon Capital Services	5/20/2021	16.05
APPCA210520-276	Amazon Capital Services	5/20/2021	43.29
APPCA210520-277	Amazon Capital Services	5/20/2021	13.17
APPCA210520-278	Amazon Capital Services	5/20/2021	6.45
APPCA210520-279	Amazon Capital Services	5/20/2021	4.30
APPCA210520-28	Amazon Capital Services	5/20/2021	11.52
APPCA210520-280	Amazon Capital Services	5/20/2021	12.07
APPCA210520-281	Amazon Capital Services	5/20/2021	25.52
APPCA210520-282	Amazon Capital Services	5/20/2021	46.02
APPCA210520-283	Amazon Capital Services	5/20/2021	10.75
APPCA210520-284	Amazon Capital Services	5/20/2021	18.31
APPCA210520-285	Amazon Capital Services	5/20/2021	15.50
APPCA210520-286	Amazon Capital Services	5/20/2021	32.31
APPCA210520-287	Amazon Capital Services	5/20/2021	5.62
APPCA210520-288	Amazon Capital Services	5/20/2021	28.19
APPCA210520-289	Amazon Capital Services	5/20/2021	17.14
APPCA210520-29	Amazon Capital Services	5/20/2021	10.76
APPCA210520-290	Amazon Capital Services	5/20/2021	16.15
APPCA210520-291	Amazon Capital Services	5/20/2021	6.45
APPCA210520-292	Amazon Capital Services	5/20/2021	20.65
APPCA210520-293	Amazon Capital Services	5/20/2021	18.26
APPCA210520-294	Amazon Capital Services	5/20/2021	23.44

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APPCA210520-295	Amazon Capital Services	5/20/2021	11.80
APPCA210520-296	Amazon Capital Services	5/20/2021	248.86
APPCA210520-297	Amazon Capital Services	5/20/2021	16.15
APPCA210520-298	Amazon Capital Services	5/20/2021	12.88
APPCA210520-299	Amazon Capital Services	5/20/2021	16.30
APPCA210520-30	Amazon Capital Services	5/20/2021	10.06
APPCA210520-300	Amazon Capital Services	5/20/2021	11.30
APPCA210520-31	Amazon Capital Services	5/20/2021	161.13
APPCA210520-32	Amazon Capital Services	5/20/2021	14.82
APPCA210520-33	Amazon Capital Services	5/20/2021	13.96
APPCA210520-34	Amazon Capital Services	5/20/2021	13.72
APPCA210520-35	Amazon Capital Services	5/20/2021	13.86
APPCA210520-36	Amazon Capital Services	5/20/2021	13.02
APPCA210520-37	Amazon Capital Services	5/20/2021	14.54
APPCA210520-38	Amazon Capital Services	5/20/2021	13.58
APPCA210520-39	Amazon Capital Services	5/20/2021	16.15
APPCA210520-40	Amazon Capital Services	5/20/2021	59.16
APPCA210520-41	Amazon Capital Services	5/20/2021	17.79
APPCA210520-42	Amazon Capital Services	5/20/2021	29.08
APPCA210520-43	Amazon Capital Services	5/20/2021	20.42
APPCA210520-44	Amazon Capital Services	5/20/2021	16.93
APPCA210520-45	Amazon Capital Services	5/20/2021	14.00
APPCA210520-46	Amazon Capital Services	5/20/2021	12.83
APPCA210520-47	Amazon Capital Services	5/20/2021	15.51
APPCA210520-48	Amazon Capital Services	5/20/2021	10.76
APPCA210520-49	Amazon Capital Services	5/20/2021	140.06
APPCA210520-50	Amazon Capital Services	5/20/2021	12.25
APPCA210520-51	Amazon Capital Services	5/20/2021	14.75
APPCA210520-52	Amazon Capital Services	5/20/2021	107.65
APPCA210520-53	Amazon Capital Services	5/20/2021	16.23
APPCA210520-54	Amazon Capital Services	5/20/2021	12.89
APPCA210520-55	Amazon Capital Services	5/20/2021	12.70
APPCA210520-56	Amazon Capital Services	5/20/2021	10.75
APPCA210520-57	Amazon Capital Services	5/20/2021	16.72
APPCA210520-58	Amazon Capital Services	5/20/2021	13.95
APPCA210520-59	Amazon Capital Services	5/20/2021	10.76
APPCA210520-60	Amazon Capital Services	5/20/2021	11.83
APPCA210520-61	Amazon Capital Services	5/20/2021	114.50
APPCA210520-62	Amazon Capital Services	5/20/2021	112.28
APPCA210520-63	Amazon Capital Services	5/20/2021	11.36
APPCA210520-64	Amazon Capital Services	5/20/2021	15.03
APPCA210520-65	Amazon Capital Services	5/20/2021	11.55

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APPCA210520-66	Amazon Capital Services	5/20/2021	12.92
APPCA210520-67	Amazon Capital Services	5/20/2021	10.76
APPCA210520-68	Amazon Capital Services	5/20/2021	102.23
APPCA210520-69	Amazon Capital Services	5/20/2021	163.88
APPCA210520-70	Amazon Capital Services	5/20/2021	10.78
APPCA210520-71	Amazon Capital Services	5/20/2021	14.48
APPCA210520-72	Amazon Capital Services	5/20/2021	10.79
APPCA210520-73	Amazon Capital Services	5/20/2021	11.38
APPCA210520-74	Amazon Capital Services	5/20/2021	106.81
APPCA210520-75	Amazon Capital Services	5/20/2021	16.11
APPCA210520-76	Amazon Capital Services	5/20/2021	21.42
APPCA210520-77	Amazon Capital Services	5/20/2021	16.23
APPCA210520-78	Amazon Capital Services	5/20/2021	56.30
APPCA210520-79	Amazon Capital Services	5/20/2021	11.90
APPCA210520-80	Amazon Capital Services	5/20/2021	17.07
APPCA210520-81	Amazon Capital Services	5/20/2021	17.65
APPCA210520-82	Amazon Capital Services	5/20/2021	6.44
APPCA210520-83	Amazon Capital Services	5/20/2021	11.25
APPCA210520-84	Amazon Capital Services	5/20/2021	16.10
APPCA210520-85	Amazon Capital Services	5/20/2021	15.06
APPCA210520-86	Amazon Capital Services	5/20/2021	18.63
APPCA210520-87	Amazon Capital Services	5/20/2021	10.72
APPCA210520-88	Amazon Capital Services	5/20/2021	107.73
APPCA210520-89	Amazon Capital Services	5/20/2021	14.00
APPCA210520-90	Amazon Capital Services	5/20/2021	131.33
APPCA210520-91	Amazon Capital Services	5/20/2021	16.15
APPCA210520-92	Amazon Capital Services	5/20/2021	11.84
APPCA210520-93	Amazon Capital Services	5/20/2021	11.84
APPCA210520-94	Amazon Capital Services	5/20/2021	114.19
APPCA210520-95	Amazon Capital Services	5/20/2021	14.46
APPCA210520-96	Amazon Capital Services	5/20/2021	119.06
APPCA210520-97	Amazon Capital Services	5/20/2021	10.71
APPCA210520-98	Amazon Capital Services	5/20/2021	14.13
APPCA210520-99	Amazon Capital Services	5/20/2021	14.06
APPCA210521-01	Aerial Theory	5/21/2021	388.00
APPCA210521-02	Alan Eicher	5/21/2021	300.00
APPCA210521-03	Alena Berg Music Studio	5/21/2021	440.00
APPCA210521-04	Alisha Curtin	5/21/2021	60.00
APPCA210521-05	All About Learning Press, Inc.	5/21/2021	52.90
APPCA210521-06	Apple Inc.	5/21/2021	49.00
APPCA210521-07	Apple Inc.	5/21/2021	99.00
APPCA210521-08	Aqua Tots LA LLC	5/21/2021	321.00

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210521-09	Art of Problem Solving	5/21/2021	25.86
APPCA210521-10	Ashley Collins	5/21/2021	150.00
APPCA210521-100	Rainbow Resource Center	5/21/2021	118.15
APPCA210521-101	Rainbow Resource Center	5/21/2021	76.47
APPCA210521-102	Rainbow Resource Center	5/21/2021	110.87
APPCA210521-103	Rainbow Resource Center	5/21/2021	278.11
APPCA210521-104	Rainbow Resource Center	5/21/2021	288.72
APPCA210521-105	Rainbow Resource Center	5/21/2021	55.93
APPCA210521-106	Rainbow Resource Center	5/21/2021	123.58
APPCA210521-107	Rainbow Resource Center	5/21/2021	283.74
APPCA210521-108	Rainbow Resource Center	5/21/2021	417.76
APPCA210521-109	Rainbow Resource Center	5/21/2021	152.90
APPCA210521-11	Blake Litschke	5/21/2021	120.00
APPCA210521-110	Rainbow Resource Center	5/21/2021	199.00
APPCA210521-111	Rainbow Resource Center	5/21/2021	60.30
APPCA210521-112	Rainbow Resource Center	5/21/2021	129.09
APPCA210521-113	Rainbow Resource Center	5/21/2021	93.71
APPCA210521-114	Rainbow Resource Center	5/21/2021	157.81
APPCA210521-115	Rainbow Resource Center	5/21/2021	114.87
APPCA210521-116	Rainbow Resource Center	5/21/2021	75.49
APPCA210521-117	Rainbow Resource Center	5/21/2021	89.11
APPCA210521-118	Rainbow Resource Center	5/21/2021	60.54
APPCA210521-119	Rainbow Resource Center	5/21/2021	241.17
APPCA210521-12	Blake Litschke	5/21/2021	70.00
APPCA210521-120	Rainbow Resource Center	5/21/2021	193.79
APPCA210521-121	Rainbow Resource Center	5/21/2021	202.06
APPCA210521-122	Rainbow Resource Center	5/21/2021	166.36
APPCA210521-123	Rainbow Resource Center	5/21/2021	146.46
APPCA210521-124	Rainbow Resource Center	5/21/2021	128.78
APPCA210521-125	Rainbow Resource Center	5/21/2021	568.58
APPCA210521-126	Rainbow Resource Center	5/21/2021	51.68
APPCA210521-127	Rainbow Resource Center	5/21/2021	156.14
APPCA210521-128	Rainbow Resource Center	5/21/2021	37.19
APPCA210521-129	Rainbow Resource Center	5/21/2021	121.95
APPCA210521-13	Blake Litschke	5/21/2021	60.00
APPCA210521-130	Rainbow Resource Center	5/21/2021	181.28
APPCA210521-131	Rainbow Resource Center	5/21/2021	52.76
APPCA210521-132	Rainbow Resource Center	5/21/2021	93.23
APPCA210521-133	Rainbow Resource Center	5/21/2021	284.80
APPCA210521-134	Rainbow Resource Center	5/21/2021	60.07
APPCA210521-135	Rainbow Resource Center	5/21/2021	67.27
APPCA210521-136	Rainbow Resource Center	5/21/2021	99.62

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210521-137	Rainbow Resource Center	5/21/2021	336.49
APPCA210521-138	Rainbow Resource Center	5/21/2021	170.57
APPCA210521-139	Rainbow Resource Center	5/21/2021	547.84
APPCA210521-14	Blake Litschke	5/21/2021	350.00
APPCA210521-140	Rainbow Resource Center	5/21/2021	122.69
APPCA210521-141	Rainbow Resource Center	5/21/2021	104.09
APPCA210521-142	Rainbow Resource Center	5/21/2021	109.32
APPCA210521-143	Rainbow Resource Center	5/21/2021	515.23
APPCA210521-144	Rainbow Resource Center	5/21/2021	216.57
APPCA210521-145	Rainbow Resource Center	5/21/2021	206.89
APPCA210521-146	Rainbow Resource Center	5/21/2021	110.11
APPCA210521-147	Rainbow Resource Center	5/21/2021	76.34
APPCA210521-148	Rainbow Resource Center	5/21/2021	105.17
APPCA210521-149	Rainbow Resource Center	5/21/2021	30.61
APPCA210521-15	Brilliant Foreign Language Education	5/21/2021	180.00
APPCA210521-150	Rainbow Resource Center	5/21/2021	58.68
APPCA210521-151	Rainbow Resource Center	5/21/2021	127.64
APPCA210521-152	Rainbow Resource Center	5/21/2021	206.58
APPCA210521-153	Rainbow Resource Center	5/21/2021	346.55
APPCA210521-154	San Diego Ice Arena	5/21/2021	350.00
APPCA210521-155	San Diego Royal Gymnastics	5/21/2021	64.00
APPCA210521-156	San Diego Royal Gymnastics	5/21/2021	64.00
APPCA210521-157	San Diego Royal Gymnastics	5/21/2021	64.00
APPCA210521-158	School Pathways, LLC	5/21/2021	14,761.14
APPCA210521-159	Schumacher Tutoring	5/21/2021	1,080.00
APPCA210521-16	Brilliant Foreign Language Education	5/21/2021	160.00
APPCA210521-160	The Arbor Learning Community	5/21/2021	954.37
APPCA210521-161	The Origin Hip Hop Performing Arts Academy	5/21/2021	225.00
APPCA210521-162	Timberdoodle.com	5/21/2021	988.19
APPCA210521-163	Timberdoodle.com	5/21/2021	1,345.38
APPCA210521-164	Timberdoodle.com	5/21/2021	1,149.17
APPCA210521-165	Timberdoodle.com	5/21/2021	1,187.57
APPCA210521-166	Timberdoodle.com	5/21/2021	817.70
APPCA210521-167	Timberdoodle.com	5/21/2021	1,048.18
APPCA210521-168	Timberdoodle.com	5/21/2021	85.25
APPCA210521-169	Timberdoodle.com	5/21/2021	203.07
APPCA210521-17	Charles Jones	5/21/2021	331.25
APPCA210521-170	Timberdoodle.com	5/21/2021	137.93
APPCA210521-171	Timberdoodle.com	5/21/2021	122.09
APPCA210521-172	Timberdoodle.com	5/21/2021	10.24
APPCA210521-173	Timberdoodle.com	5/21/2021	84.58
APPCA210521-174	Wood & Ivory	5/21/2021	468.75

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210521-18	Charter Impact, Inc.	5/21/2021	150.00
APPCA210521-19	Charter Impact, Inc.	5/21/2021	200.00
APPCA210521-20	Charter Impact, Inc.	5/21/2021	1,064.25
APPCA210521-21	Charter Impact, Inc.	5/21/2021	893.25
APPCA210521-22	Christina A. Barber	5/21/2021	1,825.33
APPCA210521-23	Christine Alexander	5/21/2021	300.00
APPCA210521-24	Claudia Hernandez	5/21/2021	750.00
APPCA210521-25	eat2explore	5/21/2021	104.80
APPCA210521-26	eat2explore	5/21/2021	199.70
APPCA210521-27	Effectual Educational Consulting Services	5/21/2021	2,280.00
APPCA210521-28	Golden State Ballet & Pilates	5/21/2021	350.00
APPCA210521-29	Gracie Barra Encinitas	5/21/2021	150.00
APPCA210521-30	Gracie Barra Encinitas	5/21/2021	175.44
APPCA210521-31	Gracie Barra Encinitas	5/21/2021	199.00
APPCA210521-32	Helen Woodward Animal Center Education	5/21/2021	785.00
APPCA210521-33	History Unboxed LLC	5/21/2021	66.10
APPCA210521-34	History Unboxed LLC	5/21/2021	66.10
APPCA210521-35	History Unboxed LLC	5/21/2021	152.62
APPCA210521-36	History Unboxed LLC	5/21/2021	233.80
APPCA210521-37	History Unboxed LLC	5/21/2021	233.80
APPCA210521-38	Horse Savvy Training	5/21/2021	285.00
APPCA210521-39	Horse Savvy Training	5/21/2021	220.00
APPCA210521-40	Horse Savvy Training	5/21/2021	220.00
APPCA210521-41	Horse Savvy Training	5/21/2021	220.00
APPCA210521-42	Horse Savvy Training	5/21/2021	220.00
APPCA210521-43	Horse Savvy Training	5/21/2021	220.00
APPCA210521-44	Horse Savvy Training	5/21/2021	180.00
APPCA210521-45	Horse Savvy Training	5/21/2021	65.00
APPCA210521-46	Institute for Excellence in Writing	5/21/2021	80.07
APPCA210521-47	Institute for Excellence in Writing	5/21/2021	215.65
APPCA210521-48	Institute for Excellence in Writing	5/21/2021	43.71
APPCA210521-49	Institute for Excellence in Writing	5/21/2021	32.94
APPCA210521-50	Joann Henrickle Horsemanship	5/21/2021	202.98
APPCA210521-51	Joann Henrickle Horsemanship	5/21/2021	240.00
APPCA210521-52	Joann Henrickle Horsemanship	5/21/2021	220.00
APPCA210521-53	Joann Henrickle Horsemanship	5/21/2021	220.00
APPCA210521-54	Joann Henrickle Horsemanship	5/21/2021	350.00
APPCA210521-55	Joann Henrickle Horsemanship	5/21/2021	275.00
APPCA210521-56	Joann Henrickle Horsemanship	5/21/2021	330.00
APPCA210521-57	Joann Henrickle Horsemanship	5/21/2021	210.50
APPCA210521-58	Joann Henrickle Horsemanship	5/21/2021	90.19
APPCA210521-59	Joann Henrickle Horsemanship	5/21/2021	161.78

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APPCA210521-60	Joann Henrickle Horsemanship	5/21/2021	55.00
APPCA210521-61	Kelvin Nguyen	5/21/2021	350.00
APPCA210521-62	Kelvin Nguyen	5/21/2021	320.00
APPCA210521-63	Kimberly Keeth	5/21/2021	240.00
APPCA210521-64	Kimberly Nash	5/21/2021	220.00
APPCA210521-65	Kimberly Nash	5/21/2021	108.00
APPCA210521-66	KiwiCo, Inc.	5/21/2021	3,023.40
APPCA210521-67	Kumon Huntington Beach South	5/21/2021	435.00
APPCA210521-68	Larry White	5/21/2021	800.00
APPCA210521-69	Laura Guerrero	5/21/2021	180.00
APPCA210521-70	Laura Guerrero	5/21/2021	120.00
APPCA210521-71	Leading Note Studios	5/21/2021	157.00
APPCA210521-72	Liliana Harris	5/21/2021	300.00
APPCA210521-73	Logic of English	5/21/2021	83.84
APPCA210521-74	Logic of English	5/21/2021	233.12
APPCA210521-75	Martha Desmond	5/21/2021	46.50
APPCA210521-76	Math-U-See, Inc.	5/21/2021	122.00
APPCA210521-77	Math-U-See, Inc.	5/21/2021	403.00
APPCA210521-78	Math-U-See, Inc.	5/21/2021	51.00
APPCA210521-79	Math-U-See, Inc.	5/21/2021	99.00
APPCA210521-80	Mathnasium of South Escondido	5/21/2021	290.00
APPCA210521-81	MEL Science U.S., LLC	5/21/2021	99.60
APPCA210521-82	MEL Science U.S., LLC	5/21/2021	99.60
APPCA210521-83	Namkyung E. Rowden	5/21/2021	160.00
APPCA210521-84	Pakua LLC	5/21/2021	500.00
APPCA210521-85	Peace Hill Press, Inc dba Well Trained Mind Press	5/21/2021	77.99
APPCA210521-86	Rachel Urbina	5/21/2021	225.00
APPCA210521-87	Rainbow Resource Center	5/21/2021	156.13
APPCA210521-88	Rainbow Resource Center	5/21/2021	157.10
APPCA210521-89	Rainbow Resource Center	5/21/2021	12.62
APPCA210521-90	Rainbow Resource Center	5/21/2021	228.32
APPCA210521-91	Rainbow Resource Center	5/21/2021	59.76
APPCA210521-92	Rainbow Resource Center	5/21/2021	85.93
APPCA210521-93	Rainbow Resource Center	5/21/2021	544.19
APPCA210521-94	Rainbow Resource Center	5/21/2021	384.74
APPCA210521-95	Rainbow Resource Center	5/21/2021	104.22
APPCA210521-96	Rainbow Resource Center	5/21/2021	294.98
APPCA210521-97	Rainbow Resource Center	5/21/2021	170.62
APPCA210521-98	Rainbow Resource Center	5/21/2021	165.50
APPCA210521-99	Rainbow Resource Center	5/21/2021	49.52
APPCA210525-01	Amazon Capital Services	5/25/2021	9.73
APPCA210525-02	Amazon Capital Services	5/25/2021	233.81

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210525-03	Amazon Capital Services	5/25/2021	21.63
APPCA210525-04	Amazon Capital Services	5/25/2021	26.93
APPCA210525-05	Amazon Capital Services	5/25/2021	45.74
APPCA210525-06	Amazon Capital Services	5/25/2021	6.45
APPCA210525-07	Amazon Capital Services	5/25/2021	34.27
APPCA210525-08	Amazon Capital Services	5/25/2021	36.78
APPCA210525-09	Amazon Capital Services	5/25/2021	51.84
APPCA210525-10	Amazon Capital Services	5/25/2021	260.68
APPCA210525-100	Amazon Capital Services	5/25/2021	88.95
APPCA210525-101	Amazon Capital Services	5/25/2021	41.37
APPCA210525-102	Amazon Capital Services	5/25/2021	193.80
APPCA210525-103	Amazon Capital Services	5/25/2021	51.02
APPCA210525-104	Amazon Capital Services	5/25/2021	35.90
APPCA210525-105	Amazon Capital Services	5/25/2021	83.00
APPCA210525-106	Amazon Capital Services	5/25/2021	40.80
APPCA210525-107	Amazon Capital Services	5/25/2021	40.44
APPCA210525-108	Amazon Capital Services	5/25/2021	38.83
APPCA210525-109	Amazon Capital Services	5/25/2021	94.97
APPCA210525-11	Amazon Capital Services	5/25/2021	39.64
APPCA210525-110	Amazon Capital Services	5/25/2021	38.66
APPCA210525-111	Amazon Capital Services	5/25/2021	19.38
APPCA210525-112	Amazon Capital Services	5/25/2021	33.84
APPCA210525-113	Amazon Capital Services	5/25/2021	8.63
APPCA210525-114	Amazon Capital Services	5/25/2021	23.85
APPCA210525-115	Amazon Capital Services	5/25/2021	8.65
APPCA210525-116	Amazon Capital Services	5/25/2021	28.74
APPCA210525-117	Amazon Capital Services	5/25/2021	25.37
APPCA210525-118	Amazon Capital Services	5/25/2021	7.61
APPCA210525-119	Amazon Capital Services	5/25/2021	27.99
APPCA210525-12	Amazon Capital Services	5/25/2021	8.06
APPCA210525-120	Amazon Capital Services	5/25/2021	44.59
APPCA210525-121	Amazon Capital Services	5/25/2021	7.51
APPCA210525-122	Amazon Capital Services	5/25/2021	4.73
APPCA210525-123	Amazon Capital Services	5/25/2021	61.22
APPCA210525-124	Amazon Capital Services	5/25/2021	22.35
APPCA210525-125	Amazon Capital Services	5/25/2021	36.55
APPCA210525-126	Amazon Capital Services	5/25/2021	82.18
APPCA210525-127	Amazon Capital Services	5/25/2021	71.91
APPCA210525-128	Amazon Capital Services	5/25/2021	21.74
APPCA210525-129	Amazon Capital Services	5/25/2021	7.53
APPCA210525-13	Amazon Capital Services	5/25/2021	6.48
APPCA210525-130	Amazon Capital Services	5/25/2021	24.73

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APPCA210525-131	Amazon Capital Services	5/25/2021	26.23
APPCA210525-132	Amazon Capital Services	5/25/2021	46.09
APPCA210525-133	Amazon Capital Services	5/25/2021	43.56
APPCA210525-134	Amazon Capital Services	5/25/2021	83.80
APPCA210525-135	Amazon Capital Services	5/25/2021	21.64
APPCA210525-136	Amazon Capital Services	5/25/2021	24.84
APPCA210525-137	Amazon Capital Services	5/25/2021	37.79
APPCA210525-138	Amazon Capital Services	5/25/2021	29.67
APPCA210525-139	Amazon Capital Services	5/25/2021	8.61
APPCA210525-14	Amazon Capital Services	5/25/2021	22.62
APPCA210525-140	Amazon Capital Services	5/25/2021	25.85
APPCA210525-141	Amazon Capital Services	5/25/2021	34.26
APPCA210525-142	Amazon Capital Services	5/25/2021	35.82
APPCA210525-143	Amazon Capital Services	5/25/2021	7.53
APPCA210525-144	Amazon Capital Services	5/25/2021	21.48
APPCA210525-145	Amazon Capital Services	5/25/2021	60.82
APPCA210525-146	Amazon Capital Services	5/25/2021	98.74
APPCA210525-147	Amazon Capital Services	5/25/2021	31.73
APPCA210525-148	Amazon Capital Services	5/25/2021	8.59
APPCA210525-149	Amazon Capital Services	5/25/2021	30.16
APPCA210525-15	Amazon Capital Services	5/25/2021	18.31
APPCA210525-150	Amazon Capital Services	5/25/2021	33.44
APPCA210525-151	Amazon Capital Services	5/25/2021	37.67
APPCA210525-152	Amazon Capital Services	5/25/2021	57.34
APPCA210525-153	Amazon Capital Services	5/25/2021	76.39
APPCA210525-154	Amazon Capital Services	5/25/2021	43.45
APPCA210525-155	Amazon Capital Services	5/25/2021	26.39
APPCA210525-156	Amazon Capital Services	5/25/2021	28.49
APPCA210525-157	Amazon Capital Services	5/25/2021	35.84
APPCA210525-158	Amazon Capital Services	5/25/2021	19.47
APPCA210525-159	Amazon Capital Services	5/25/2021	31.06
APPCA210525-16	Amazon Capital Services	5/25/2021	9.92
APPCA210525-160	Amazon Capital Services	5/25/2021	19.28
APPCA210525-161	Amazon Capital Services	5/25/2021	55.30
APPCA210525-162	Amazon Capital Services	5/25/2021	33.94
APPCA210525-163	Amazon Capital Services	5/25/2021	43.66
APPCA210525-164	Amazon Capital Services	5/25/2021	8.61
APPCA210525-165	Amazon Capital Services	5/25/2021	6.44
APPCA210525-166	Amazon Capital Services	5/25/2021	64.64
APPCA210525-167	Amazon Capital Services	5/25/2021	24.96
APPCA210525-168	Amazon Capital Services	5/25/2021	31.18
APPCA210525-169	Amazon Capital Services	5/25/2021	41.97

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APPCA210525-17	Amazon Capital Services	5/25/2021	39.07
APPCA210525-170	Amazon Capital Services	5/25/2021	6.41
APPCA210525-171	Amazon Capital Services	5/25/2021	32.27
APPCA210525-172	Amazon Capital Services	5/25/2021	4.30
APPCA210525-173	Amazon Capital Services	5/25/2021	34.16
APPCA210525-174	Amazon Capital Services	5/25/2021	4.30
APPCA210525-175	Amazon Capital Services	5/25/2021	6.45
APPCA210525-176	Amazon Capital Services	5/25/2021	7.53
APPCA210525-177	Amazon Capital Services	5/25/2021	23.70
APPCA210525-178	Amazon Capital Services	5/25/2021	7.53
APPCA210525-179	Amazon Capital Services	5/25/2021	25.48
APPCA210525-18	Amazon Capital Services	5/25/2021	43.81
APPCA210525-180	Amazon Capital Services	5/25/2021	9.58
APPCA210525-181	Amazon Capital Services	5/25/2021	4.60
APPCA210525-182	Amazon Capital Services	5/25/2021	21.63
APPCA210525-183	Amazon Capital Services	5/25/2021	39.46
APPCA210525-184	Amazon Capital Services	5/25/2021	24.13
APPCA210525-185	Amazon Capital Services	5/25/2021	19.62
APPCA210525-186	Amazon Capital Services	5/25/2021	43.13
APPCA210525-187	Amazon Capital Services	5/25/2021	7.49
APPCA210525-188	Amazon Capital Services	5/25/2021	62.55
APPCA210525-189	Amazon Capital Services	5/25/2021	26.93
APPCA210525-19	Amazon Capital Services	5/25/2021	5.39
APPCA210525-190	Amazon Capital Services	5/25/2021	24.33
APPCA210525-191	Amazon Capital Services	5/25/2021	26.09
APPCA210525-192	Amazon Capital Services	5/25/2021	21.54
APPCA210525-193	Amazon Capital Services	5/25/2021	45.48
APPCA210525-194	Amazon Capital Services	5/25/2021	24.63
APPCA210525-195	Amazon Capital Services	5/25/2021	4.30
APPCA210525-196	Amazon Capital Services	5/25/2021	8.61
APPCA210525-197	Amazon Capital Services	5/25/2021	70.62
APPCA210525-198	Amazon Capital Services	5/25/2021	43.29
APPCA210525-199	Amazon Capital Services	5/25/2021	43.24
APPCA210525-20	Amazon Capital Services	5/25/2021	91.11
APPCA210525-200	Amazon Capital Services	5/25/2021	6.48
APPCA210525-201	Amazon Capital Services	5/25/2021	26.63
APPCA210525-202	Amazon Capital Services	5/25/2021	41.87
APPCA210525-203	Amazon Capital Services	5/25/2021	24.17
APPCA210525-204	Amazon Capital Services	5/25/2021	46.36
APPCA210525-205	Amazon Capital Services	5/25/2021	77.58
APPCA210525-206	Amazon Capital Services	5/25/2021	31.01
APPCA210525-207	Amazon Capital Services	5/25/2021	31.77

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210525-208	Amazon Capital Services	5/25/2021	40.44
APPCA210525-209	Amazon Capital Services	5/25/2021	30.16
APPCA210525-21	Amazon Capital Services	5/25/2021	7.82
APPCA210525-210	Amazon Capital Services	5/25/2021	22.62
APPCA210525-211	Amazon Capital Services	5/25/2021	8.60
APPCA210525-212	Amazon Capital Services	5/25/2021	6.45
APPCA210525-213	Amazon Capital Services	5/25/2021	48.26
APPCA210525-214	Amazon Capital Services	5/25/2021	85.52
APPCA210525-215	Amazon Capital Services	5/25/2021	37.94
APPCA210525-216	Amazon Capital Services	5/25/2021	9.69
APPCA210525-217	Amazon Capital Services	5/25/2021	19.38
APPCA210525-218	Amazon Capital Services	5/25/2021	20.46
APPCA210525-219	Amazon Capital Services	5/25/2021	69.98
APPCA210525-22	Amazon Capital Services	5/25/2021	5.87
APPCA210525-220	Amazon Capital Services	5/25/2021	7.41
APPCA210525-221	Amazon Capital Services	5/25/2021	2.12
APPCA210525-222	Amazon Capital Services	5/25/2021	30.15
APPCA210525-223	Amazon Capital Services	5/25/2021	37.45
APPCA210525-224	Amazon Capital Services	5/25/2021	26.99
APPCA210525-225	Amazon Capital Services	5/25/2021	30.17
APPCA210525-226	Amazon Capital Services	5/25/2021	28.46
APPCA210525-227	Amazon Capital Services	5/25/2021	9.30
APPCA210525-228	Amazon Capital Services	5/25/2021	32.30
APPCA210525-229	Amazon Capital Services	5/25/2021	31.60
APPCA210525-23	Amazon Capital Services	5/25/2021	59.14
APPCA210525-230	Amazon Capital Services	5/25/2021	32.82
APPCA210525-231	Amazon Capital Services	5/25/2021	91.80
APPCA210525-232	Amazon Capital Services	5/25/2021	3.76
APPCA210525-233	Amazon Capital Services	5/25/2021	87.48
APPCA210525-234	Amazon Capital Services	5/25/2021	63.89
APPCA210525-235	Amazon Capital Services	5/25/2021	49.73
APPCA210525-236	Amazon Capital Services	5/25/2021	88.46
APPCA210525-237	Amazon Capital Services	5/25/2021	58.05
APPCA210525-238	Amazon Capital Services	5/25/2021	21.12
APPCA210525-239	Amazon Capital Services	5/25/2021	60.15
APPCA210525-24	Amazon Capital Services	5/25/2021	25.73
APPCA210525-240	Amazon Capital Services	5/25/2021	19.38
APPCA210525-241	Amazon Capital Services	5/25/2021	30.08
APPCA210525-242	Amazon Capital Services	5/25/2021	67.88
APPCA210525-243	Amazon Capital Services	5/25/2021	39.75
APPCA210525-244	Amazon Capital Services	5/25/2021	54.25
APPCA210525-245	Amazon Capital Services	5/25/2021	6.80

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210525-246	Amazon Capital Services	5/25/2021	63.20
APPCA210525-247	Amazon Capital Services	5/25/2021	35.36
APPCA210525-248	Amazon Capital Services	5/25/2021	26.79
APPCA210525-249	Amazon Capital Services	5/25/2021	30.12
APPCA210525-25	Amazon Capital Services	5/25/2021	26.93
APPCA210525-250	Amazon Capital Services	5/25/2021	21.74
APPCA210525-251	Amazon Capital Services	5/25/2021	66.75
APPCA210525-252	Amazon Capital Services	5/25/2021	91.50
APPCA210525-253	Amazon Capital Services	5/25/2021	53.82
APPCA210525-254	Amazon Capital Services	5/25/2021	35.02
APPCA210525-255	Amazon Capital Services	5/25/2021	45.23
APPCA210525-256	Amazon Capital Services	5/25/2021	43.71
APPCA210525-257	Amazon Capital Services	5/25/2021	509.92
APPCA210525-258	Amazon Capital Services	5/25/2021	53.48
APPCA210525-259	Amazon Capital Services	5/25/2021	40.81
APPCA210525-26	Amazon Capital Services	5/25/2021	21.64
APPCA210525-260	Amazon Capital Services	5/25/2021	28.86
APPCA210525-261	Amazon Capital Services	5/25/2021	6.45
APPCA210525-262	Amazon Capital Services	5/25/2021	25.46
APPCA210525-263	Amazon Capital Services	5/25/2021	56.27
APPCA210525-264	Amazon Capital Services	5/25/2021	8.69
APPCA210525-265	Amazon Capital Services	5/25/2021	54.41
APPCA210525-266	Amazon Capital Services	5/25/2021	34.88
APPCA210525-267	Amazon Capital Services	5/25/2021	37.77
APPCA210525-268	Amazon Capital Services	5/25/2021	18.63
APPCA210525-269	Amazon Capital Services	5/25/2021	4.12
APPCA210525-27	Amazon Capital Services	5/25/2021	29.63
APPCA210525-270	Amazon Capital Services	5/25/2021	32.45
APPCA210525-271	Amazon Capital Services	5/25/2021	23.40
APPCA210525-272	Amazon Capital Services	5/25/2021	71.54
APPCA210525-273	Amazon Capital Services	5/25/2021	20.46
APPCA210525-274	Amazon Capital Services	5/25/2021	8.36
APPCA210525-275	Amazon Capital Services	5/25/2021	59.70
APPCA210525-276	Amazon Capital Services	5/25/2021	95.90
APPCA210525-277	Amazon Capital Services	5/25/2021	20.34
APPCA210525-278	Amazon Capital Services	5/25/2021	31.87
APPCA210525-279	Amazon Capital Services	5/25/2021	46.89
APPCA210525-28	Amazon Capital Services	5/25/2021	19.47
APPCA210525-280	Amazon Capital Services	5/25/2021	50.00
APPCA210525-281	Amazon Capital Services	5/25/2021	21.49
APPCA210525-282	Amazon Capital Services	5/25/2021	33.26
APPCA210525-283	Amazon Capital Services	5/25/2021	23.78

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210525-284	Amazon Capital Services	5/25/2021	9.63
APPCA210525-285	Amazon Capital Services	5/25/2021	19.36
APPCA210525-286	Amazon Capital Services	5/25/2021	222.84
APPCA210525-287	Amazon Capital Services	5/25/2021	24.44
APPCA210525-288	Amazon Capital Services	5/25/2021	38.75
APPCA210525-289	Amazon Capital Services	5/25/2021	8.23
APPCA210525-29	Amazon Capital Services	5/25/2021	8.44
APPCA210525-290	Amazon Capital Services	5/25/2021	55.95
APPCA210525-291	Amazon Capital Services	5/25/2021	5.64
APPCA210525-292	Amazon Capital Services	5/25/2021	36.87
APPCA210525-293	Amazon Capital Services	5/25/2021	7.19
APPCA210525-294	Amazon Capital Services	5/25/2021	33.96
APPCA210525-295	Amazon Capital Services	5/25/2021	3.22
APPCA210525-296	Amazon Capital Services	5/25/2021	26.48
APPCA210525-297	Amazon Capital Services	5/25/2021	25.85
APPCA210525-298	Amazon Capital Services	5/25/2021	7.57
APPCA210525-299	Amazon Capital Services	5/25/2021	23.66
APPCA210525-30	Amazon Capital Services	5/25/2021	50.73
APPCA210525-300	Amazon Capital Services	5/25/2021	30.44
APPCA210525-31	Amazon Capital Services	5/25/2021	31.02
APPCA210525-32	Amazon Capital Services	5/25/2021	71.30
APPCA210525-33	Amazon Capital Services	5/25/2021	40.26
APPCA210525-34	Amazon Capital Services	5/25/2021	68.86
APPCA210525-35	Amazon Capital Services	5/25/2021	21.76
APPCA210525-36	Amazon Capital Services	5/25/2021	53.83
APPCA210525-37	Amazon Capital Services	5/25/2021	31.56
APPCA210525-38	Amazon Capital Services	5/25/2021	61.59
APPCA210525-39	Amazon Capital Services	5/25/2021	3.80
APPCA210525-40	Amazon Capital Services	5/25/2021	7.60
APPCA210525-41	Amazon Capital Services	5/25/2021	36.60
APPCA210525-42	Amazon Capital Services	5/25/2021	2.68
APPCA210525-43	Amazon Capital Services	5/25/2021	72.11
APPCA210525-44	Amazon Capital Services	5/25/2021	6.41
APPCA210525-45	Amazon Capital Services	5/25/2021	9.68
APPCA210525-46	Amazon Capital Services	5/25/2021	69.09
APPCA210525-47	Amazon Capital Services	5/25/2021	26.93
APPCA210525-48	Amazon Capital Services	5/25/2021	39.85
APPCA210525-49	Amazon Capital Services	5/25/2021	5.28
APPCA210525-50	Amazon Capital Services	5/25/2021	271.86
APPCA210525-51	Amazon Capital Services	5/25/2021	26.93
APPCA210525-52	Amazon Capital Services	5/25/2021	32.42
APPCA210525-53	Amazon Capital Services	5/25/2021	48.33

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APPCA210525-54	Amazon Capital Services	5/25/2021	7.51
APPCA210525-55	Amazon Capital Services	5/25/2021	7.57
APPCA210525-56	Amazon Capital Services	5/25/2021	3.76
APPCA210525-57	Amazon Capital Services	5/25/2021	48.30
APPCA210525-58	Amazon Capital Services	5/25/2021	38.59
APPCA210525-59	Amazon Capital Services	5/25/2021	6.45
APPCA210525-60	Amazon Capital Services	5/25/2021	30.07
APPCA210525-61	Amazon Capital Services	5/25/2021	45.14
APPCA210525-62	Amazon Capital Services	5/25/2021	69.14
APPCA210525-63	Amazon Capital Services	5/25/2021	42.39
APPCA210525-64	Amazon Capital Services	5/25/2021	27.98
APPCA210525-65	Amazon Capital Services	5/25/2021	32.22
APPCA210525-66	Amazon Capital Services	5/25/2021	75.30
APPCA210525-67	Amazon Capital Services	5/25/2021	44.00
APPCA210525-68	Amazon Capital Services	5/25/2021	7.60
APPCA210525-69	Amazon Capital Services	5/25/2021	48.02
APPCA210525-70	Amazon Capital Services	5/25/2021	3.20
APPCA210525-71	Amazon Capital Services	5/25/2021	34.47
APPCA210525-72	Amazon Capital Services	5/25/2021	41.48
APPCA210525-73	Amazon Capital Services	5/25/2021	43.82
APPCA210525-74	Amazon Capital Services	5/25/2021	28.54
APPCA210525-75	Amazon Capital Services	5/25/2021	8.31
APPCA210525-76	Amazon Capital Services	5/25/2021	4.12
APPCA210525-77	Amazon Capital Services	5/25/2021	20.35
APPCA210525-78	Amazon Capital Services	5/25/2021	8.11
APPCA210525-79	Amazon Capital Services	5/25/2021	54.94
APPCA210525-80	Amazon Capital Services	5/25/2021	20.35
APPCA210525-81	Amazon Capital Services	5/25/2021	190.04
APPCA210525-82	Amazon Capital Services	5/25/2021	37.62
APPCA210525-83	Amazon Capital Services	5/25/2021	33.75
APPCA210525-84	Amazon Capital Services	5/25/2021	42.85
APPCA210525-85	Amazon Capital Services	5/25/2021	7.42
APPCA210525-86	Amazon Capital Services	5/25/2021	76.54
APPCA210525-87	Amazon Capital Services	5/25/2021	23.67
APPCA210525-88	Amazon Capital Services	5/25/2021	8.22
APPCA210525-89	Amazon Capital Services	5/25/2021	20.22
APPCA210525-90	Amazon Capital Services	5/25/2021	81.02
APPCA210525-91	Amazon Capital Services	5/25/2021	20.63
APPCA210525-92	Amazon Capital Services	5/25/2021	64.37
APPCA210525-93	Amazon Capital Services	5/25/2021	20.41
APPCA210525-94	Amazon Capital Services	5/25/2021	22.87
APPCA210525-95	Amazon Capital Services	5/25/2021	35.55

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APPCA210525-96	Amazon Capital Services	5/25/2021	25.91
APPCA210525-97	Amazon Capital Services	5/25/2021	30.16
APPCA210525-98	Amazon Capital Services	5/25/2021	20.41
APPCA210525-99	Amazon Capital Services	5/25/2021	31.40
APPCA210527-01	Amazon Capital Services	5/27/2021	48.49
APPCA210527-02	Amazon Capital Services	5/27/2021	53.88
APPCA210527-03	Amazon Capital Services	5/27/2021	6.27
APPCA210527-04	Amazon Capital Services	5/27/2021	55.96
APPCA210527-05	Amazon Capital Services	5/27/2021	146.34
APPCA210527-06	Amazon Capital Services	5/27/2021	51.03
APPCA210527-07	Amazon Capital Services	5/27/2021	13.64
APPCA210527-08	Amazon Capital Services	5/27/2021	42.51
APPCA210527-09	Amazon Capital Services	5/27/2021	59.64
APPCA210527-10	Amazon Capital Services	5/27/2021	11.47
APPCA210527-100	Amazon Capital Services	5/27/2021	59.38
APPCA210527-101	Amazon Capital Services	5/27/2021	165.96
APPCA210527-102	Amazon Capital Services	5/27/2021	146.52
APPCA210527-103	Amazon Capital Services	5/27/2021	103.65
APPCA210527-104	Amazon Capital Services	5/27/2021	0.54
APPCA210527-105	Amazon Capital Services	5/27/2021	16.23
APPCA210527-106	Amazon Capital Services	5/27/2021	43.37
APPCA210527-107	Amazon Capital Services	5/27/2021	20.28
APPCA210527-108	Amazon Capital Services	5/27/2021	67.60
APPCA210527-109	Amazon Capital Services	5/27/2021	57.10
APPCA210527-11	Amazon Capital Services	5/27/2021	4.75
APPCA210527-110	Amazon Capital Services	5/27/2021	45.29
APPCA210527-111	Amazon Capital Services	5/27/2021	10.76
APPCA210527-112	Amazon Capital Services	5/27/2021	16.22
APPCA210527-113	Amazon Capital Services	5/27/2021	220.49
APPCA210527-114	Amazon Capital Services	5/27/2021	87.59
APPCA210527-115	Amazon Capital Services	5/27/2021	21.54
APPCA210527-116	Amazon Capital Services	5/27/2021	47.29
APPCA210527-117	Amazon Capital Services	5/27/2021	31.33
APPCA210527-118	Amazon Capital Services	5/27/2021	57.96
APPCA210527-119	Amazon Capital Services	5/27/2021	19.56
APPCA210527-12	Amazon Capital Services	5/27/2021	53.86
APPCA210527-120	Amazon Capital Services	5/27/2021	17.12
APPCA210527-121	Amazon Capital Services	5/27/2021	18.31
APPCA210527-122	Amazon Capital Services	5/27/2021	39.18
APPCA210527-123	Amazon Capital Services	5/27/2021	36.29
APPCA210527-124	Amazon Capital Services	5/27/2021	6.67
APPCA210527-125	Amazon Capital Services	5/27/2021	51.20

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210527-126	Amazon Capital Services	5/27/2021	17.96
APPCA210527-127	Amazon Capital Services	5/27/2021	34.78
APPCA210527-128	Amazon Capital Services	5/27/2021	19.38
APPCA210527-129	Amazon Capital Services	5/27/2021	51.59
APPCA210527-13	Amazon Capital Services	5/27/2021	50.91
APPCA210527-130	Amazon Capital Services	5/27/2021	14.93
APPCA210527-131	Amazon Capital Services	5/27/2021	49.31
APPCA210527-132	Amazon Capital Services	5/27/2021	59.79
APPCA210527-133	Amazon Capital Services	5/27/2021	30.84
APPCA210527-134	Amazon Capital Services	5/27/2021	64.81
APPCA210527-135	Amazon Capital Services	5/27/2021	28.66
APPCA210527-136	Amazon Capital Services	5/27/2021	67.58
APPCA210527-137	Amazon Capital Services	5/27/2021	57.36
APPCA210527-138	Amazon Capital Services	5/27/2021	72.16
APPCA210527-139	Amazon Capital Services	5/27/2021	47.38
APPCA210527-14	Amazon Capital Services	5/27/2021	7.49
APPCA210527-140	Amazon Capital Services	5/27/2021	5.29
APPCA210527-141	Amazon Capital Services	5/27/2021	51.84
APPCA210527-142	Amazon Capital Services	5/27/2021	43.03
APPCA210527-143	Amazon Capital Services	5/27/2021	16.30
APPCA210527-144	Amazon Capital Services	5/27/2021	27.72
APPCA210527-145	Amazon Capital Services	5/27/2021	147.61
APPCA210527-146	Amazon Capital Services	5/27/2021	43.95
APPCA210527-147	Amazon Capital Services	5/27/2021	17.22
APPCA210527-148	Amazon Capital Services	5/27/2021	50.43
APPCA210527-149	Amazon Capital Services	5/27/2021	1.05
APPCA210527-15	Amazon Capital Services	5/27/2021	59.26
APPCA210527-150	Amazon Capital Services	5/27/2021	13.76
APPCA210527-151	Amazon Capital Services	5/27/2021	0.54
APPCA210527-152	Amazon Capital Services	5/27/2021	45.35
APPCA210527-153	Amazon Capital Services	5/27/2021	58.05
APPCA210527-154	Amazon Capital Services	5/27/2021	10.57
APPCA210527-155	Amazon Capital Services	5/27/2021	5.68
APPCA210527-156	Amazon Capital Services	5/27/2021	164.96
APPCA210527-157	Amazon Capital Services	5/27/2021	47.03
APPCA210527-158	Amazon Capital Services	5/27/2021	13.83
APPCA210527-159	Amazon Capital Services	5/27/2021	12.59
APPCA210527-16	Amazon Capital Services	5/27/2021	13.95
APPCA210527-160	Amazon Capital Services	5/27/2021	5.42
APPCA210527-161	Amazon Capital Services	5/27/2021	0.54
APPCA210527-162	Amazon Capital Services	5/27/2021	11.72
APPCA210527-163	Amazon Capital Services	5/27/2021	48.14

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210527-164	Amazon Capital Services	5/27/2021	13.98
APPCA210527-165	Amazon Capital Services	5/27/2021	10.74
APPCA210527-166	Amazon Capital Services	5/27/2021	17.06
APPCA210527-167	Amazon Capital Services	5/27/2021	14.47
APPCA210527-168	Amazon Capital Services	5/27/2021	15.99
APPCA210527-169	Amazon Capital Services	5/27/2021	108.74
APPCA210527-17	Amazon Capital Services	5/27/2021	5.38
APPCA210527-170	Amazon Capital Services	5/27/2021	12.88
APPCA210527-171	Amazon Capital Services	5/27/2021	16.82
APPCA210527-172	Amazon Capital Services	5/27/2021	24.34
APPCA210527-173	Amazon Capital Services	5/27/2021	18.20
APPCA210527-174	Amazon Capital Services	5/27/2021	10.76
APPCA210527-175	Amazon Capital Services	5/27/2021	63.85
APPCA210527-176	Amazon Capital Services	5/27/2021	24.13
APPCA210527-177	Amazon Capital Services	5/27/2021	16.14
APPCA210527-178	Amazon Capital Services	5/27/2021	51.67
APPCA210527-179	Amazon Capital Services	5/27/2021	16.23
APPCA210527-18	Amazon Capital Services	5/27/2021	84.66
APPCA210527-180	Amazon Capital Services	5/27/2021	13.50
APPCA210527-181	Amazon Capital Services	5/27/2021	15.07
APPCA210527-182	Amazon Capital Services	5/27/2021	15.06
APPCA210527-183	Amazon Capital Services	5/27/2021	16.10
APPCA210527-184	Amazon Capital Services	5/27/2021	7.53
APPCA210527-185	Amazon Capital Services	5/27/2021	27.02
APPCA210527-186	Amazon Capital Services	5/27/2021	8.54
APPCA210527-187	Amazon Capital Services	5/27/2021	19.47
APPCA210527-188	Amazon Capital Services	5/27/2021	61.41
APPCA210527-189	Amazon Capital Services	5/27/2021	30.17
APPCA210527-19	Amazon Capital Services	5/27/2021	86.17
APPCA210527-190	Amazon Capital Services	5/27/2021	8.65
APPCA210527-191	Amazon Capital Services	5/27/2021	13.95
APPCA210527-192	Amazon Capital Services	5/27/2021	31.27
APPCA210527-193	Amazon Capital Services	5/27/2021	4.26
APPCA210527-194	Amazon Capital Services	5/27/2021	8.61
APPCA210527-195	Amazon Capital Services	5/27/2021	30.49
APPCA210527-196	Amazon Capital Services	5/27/2021	43.29
APPCA210527-197	Amazon Capital Services	5/27/2021	62.42
APPCA210527-198	Amazon Capital Services	5/27/2021	16.10
APPCA210527-199	Amazon Capital Services	5/27/2021	37.57
APPCA210527-20	Amazon Capital Services	5/27/2021	110.36
APPCA210527-200	Amazon Capital Services	5/27/2021	101.29
APPCA210527-201	Amazon Capital Services	5/27/2021	46.00

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210527-202	Amazon Capital Services	5/27/2021	20.65
APPCA210527-203	Amazon Capital Services	5/27/2021	26.16
APPCA210527-204	Amazon Capital Services	5/27/2021	21.54
APPCA210527-205	Amazon Capital Services	5/27/2021	20.75
APPCA210527-206	Amazon Capital Services	5/27/2021	22.72
APPCA210527-207	Amazon Capital Services	5/27/2021	10.76
APPCA210527-208	Amazon Capital Services	5/27/2021	34.87
APPCA210527-209	Amazon Capital Services	5/27/2021	7.53
APPCA210527-21	Amazon Capital Services	5/27/2021	47.32
APPCA210527-210	Amazon Capital Services	5/27/2021	5.56
APPCA210527-211	Amazon Capital Services	5/27/2021	68.75
APPCA210527-212	Amazon Capital Services	5/27/2021	26.81
APPCA210527-213	Amazon Capital Services	5/27/2021	8.61
APPCA210527-214	Amazon Capital Services	5/27/2021	24.37
APPCA210527-215	Amazon Capital Services	5/27/2021	23.77
APPCA210527-216	Amazon Capital Services	5/27/2021	25.83
APPCA210527-217	Amazon Capital Services	5/27/2021	47.27
APPCA210527-218	Amazon Capital Services	5/27/2021	18.29
APPCA210527-219	Amazon Capital Services	5/27/2021	120.99
APPCA210527-22	Amazon Capital Services	5/27/2021	5.42
APPCA210527-220	Amazon Capital Services	5/27/2021	69.75
APPCA210527-221	Amazon Capital Services	5/27/2021	6.51
APPCA210527-222	Amazon Capital Services	5/27/2021	75.29
APPCA210527-223	Amazon Capital Services	5/27/2021	43.47
APPCA210527-224	Amazon Capital Services	5/27/2021	6.45
APPCA210527-225	Amazon Capital Services	5/27/2021	14.40
APPCA210527-226	Amazon Capital Services	5/27/2021	34.45
APPCA210527-227	Amazon Capital Services	5/27/2021	4.72
APPCA210527-228	Amazon Capital Services	5/27/2021	257.10
APPCA210527-229	Amazon Capital Services	5/27/2021	23.19
APPCA210527-23	Amazon Capital Services	5/27/2021	17.79
APPCA210527-230	Amazon Capital Services	5/27/2021	20.45
APPCA210527-231	Amazon Capital Services	5/27/2021	32.31
APPCA210527-232	Amazon Capital Services	5/27/2021	2.01
APPCA210527-233	Amazon Capital Services	5/27/2021	15.21
APPCA210527-234	Amazon Capital Services	5/27/2021	160.54
APPCA210527-235	Amazon Capital Services	5/27/2021	24.71
APPCA210527-236	Amazon Capital Services	5/27/2021	56.55
APPCA210527-237	Amazon Capital Services	5/27/2021	21.24
APPCA210527-238	Amazon Capital Services	5/27/2021	7.57
APPCA210527-239	Amazon Capital Services	5/27/2021	32.39
APPCA210527-24	Amazon Capital Services	5/27/2021	58.03

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210527-240	Amazon Capital Services	5/27/2021	207.52
APPCA210527-241	Amazon Capital Services	5/27/2021	5.40
APPCA210527-242	Amazon Capital Services	5/27/2021	45.23
APPCA210527-243	Amazon Capital Services	5/27/2021	55.19
APPCA210527-244	Amazon Capital Services	5/27/2021	44.71
APPCA210527-245	Amazon Capital Services	5/27/2021	58.85
APPCA210527-246	Amazon Capital Services	5/27/2021	44.16
APPCA210527-247	Amazon Capital Services	5/27/2021	45.13
APPCA210527-248	Amazon Capital Services	5/27/2021	6.05
APPCA210527-249	Amazon Capital Services	5/27/2021	55.07
APPCA210527-25	Amazon Capital Services	5/27/2021	50.33
APPCA210527-250	Amazon Capital Services	5/27/2021	160.44
APPCA210527-251	Amazon Capital Services	5/27/2021	54.79
APPCA210527-252	Amazon Capital Services	5/27/2021	5.27
APPCA210527-253	Amazon Capital Services	5/27/2021	52.77
APPCA210527-254	Amazon Capital Services	5/27/2021	57.86
APPCA210527-255	Amazon Capital Services	5/27/2021	43.56
APPCA210527-256	Amazon Capital Services	5/27/2021	48.47
APPCA210527-257	Amazon Capital Services	5/27/2021	48.03
APPCA210527-258	Amazon Capital Services	5/27/2021	5.40
APPCA210527-259	Amazon Capital Services	5/27/2021	12.30
APPCA210527-26	Amazon Capital Services	5/27/2021	5.32
APPCA210527-260	Amazon Capital Services	5/27/2021	58.69
APPCA210527-261	Amazon Capital Services	5/27/2021	104.40
APPCA210527-262	Amazon Capital Services	5/27/2021	59.14
APPCA210527-263	Amazon Capital Services	5/27/2021	1.05
APPCA210527-264	Amazon Capital Services	5/27/2021	16.23
APPCA210527-265	Amazon Capital Services	5/27/2021	14.00
APPCA210527-266	Amazon Capital Services	5/27/2021	13.53
APPCA210527-267	Amazon Capital Services	5/27/2021	13.01
APPCA210527-268	Amazon Capital Services	5/27/2021	14.06
APPCA210527-269	Amazon Capital Services	5/27/2021	11.78
APPCA210527-27	Amazon Capital Services	5/27/2021	45.24
APPCA210527-270	Amazon Capital Services	5/27/2021	10.76
APPCA210527-271	Amazon Capital Services	5/27/2021	12.45
APPCA210527-272	Amazon Capital Services	5/27/2021	16.15
APPCA210527-273	Amazon Capital Services	5/27/2021	17.22
APPCA210527-274	Amazon Capital Services	5/27/2021	45.11
APPCA210527-275	Amazon Capital Services	5/27/2021	16.60
APPCA210527-276	Amazon Capital Services	5/27/2021	14.75
APPCA210527-277	Amazon Capital Services	5/27/2021	15.03
APPCA210527-278	Amazon Capital Services	5/27/2021	17.23

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210527-279	Amazon Capital Services	5/27/2021	16.36
APPCA210527-28	Amazon Capital Services	5/27/2021	53.86
APPCA210527-280	Amazon Capital Services	5/27/2021	114.99
APPCA210527-281	Amazon Capital Services	5/27/2021	45.94
APPCA210527-282	Amazon Capital Services	5/27/2021	14.88
APPCA210527-283	Amazon Capital Services	5/27/2021	10.75
APPCA210527-284	Amazon Capital Services	5/27/2021	16.24
APPCA210527-285	Amazon Capital Services	5/27/2021	7.06
APPCA210527-286	Amazon Capital Services	5/27/2021	16.11
APPCA210527-287	Amazon Capital Services	5/27/2021	60.58
APPCA210527-288	Amazon Capital Services	5/27/2021	51.53
APPCA210527-289	Amazon Capital Services	5/27/2021	8.58
APPCA210527-29	Amazon Capital Services	5/27/2021	52.77
APPCA210527-290	Amazon Capital Services	5/27/2021	44.63
APPCA210527-291	Amazon Capital Services	5/27/2021	47.55
APPCA210527-292	Amazon Capital Services	5/27/2021	45.40
APPCA210527-293	Amazon Capital Services	5/27/2021	13.97
APPCA210527-294	Amazon Capital Services	5/27/2021	66.75
APPCA210527-295	Amazon Capital Services	5/27/2021	58.19
APPCA210527-296	Amazon Capital Services	5/27/2021	64.09
APPCA210527-297	Amazon Capital Services	5/27/2021	64.63
APPCA210527-298	Amazon Capital Services	5/27/2021	150.80
APPCA210527-299	Amazon Capital Services	5/27/2021	8.48
APPCA210527-30	Amazon Capital Services	5/27/2021	146.13
APPCA210527-300	Amazon Capital Services	5/27/2021	57.10
APPCA210527-31	Amazon Capital Services	5/27/2021	53.84
APPCA210527-32	Amazon Capital Services	5/27/2021	51.25
APPCA210527-33	Amazon Capital Services	5/27/2021	50.64
APPCA210527-34	Amazon Capital Services	5/27/2021	54.23
APPCA210527-35	Amazon Capital Services	5/27/2021	11.72
APPCA210527-36	Amazon Capital Services	5/27/2021	13.96
APPCA210527-37	Amazon Capital Services	5/27/2021	48.21
APPCA210527-38	Amazon Capital Services	5/27/2021	14.13
APPCA210527-39	Amazon Capital Services	5/27/2021	169.37
APPCA210527-40	Amazon Capital Services	5/27/2021	14.00
APPCA210527-41	Amazon Capital Services	5/27/2021	10.76
APPCA210527-42	Amazon Capital Services	5/27/2021	5.29
APPCA210527-43	Amazon Capital Services	5/27/2021	10.72
APPCA210527-44	Amazon Capital Services	5/27/2021	14.06
APPCA210527-45	Amazon Capital Services	5/27/2021	111.35
APPCA210527-46	Amazon Capital Services	5/27/2021	143.30
APPCA210527-47	Amazon Capital Services	5/27/2021	12.88

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210527-48	Amazon Capital Services	5/27/2021	49.55
APPCA210527-49	Amazon Capital Services	5/27/2021	6.44
APPCA210527-50	Amazon Capital Services	5/27/2021	25.85
APPCA210527-51	Amazon Capital Services	5/27/2021	73.22
APPCA210527-52	Amazon Capital Services	5/27/2021	64.26
APPCA210527-53	Amazon Capital Services	5/27/2021	46.91
APPCA210527-54	Amazon Capital Services	5/27/2021	61.92
APPCA210527-55	Amazon Capital Services	5/27/2021	16.66
APPCA210527-56	Amazon Capital Services	5/27/2021	79.66
APPCA210527-57	Amazon Capital Services	5/27/2021	17.85
APPCA210527-58	Amazon Capital Services	5/27/2021	5.37
APPCA210527-59	Amazon Capital Services	5/27/2021	61.13
APPCA210527-60	Amazon Capital Services	5/27/2021	59.21
APPCA210527-61	Amazon Capital Services	5/27/2021	48.27
APPCA210527-62	Amazon Capital Services	5/27/2021	47.60
APPCA210527-63	Amazon Capital Services	5/27/2021	56.13
APPCA210527-64	Amazon Capital Services	5/27/2021	43.39
APPCA210527-65	Amazon Capital Services	5/27/2021	100.18
APPCA210527-66	Amazon Capital Services	5/27/2021	47.45
APPCA210527-67	Amazon Capital Services	5/27/2021	12.98
APPCA210527-68	Amazon Capital Services	5/27/2021	10.76
APPCA210527-69	Amazon Capital Services	5/27/2021	11.84
APPCA210527-70	Amazon Capital Services	5/27/2021	16.00
APPCA210527-71	Amazon Capital Services	5/27/2021	55.70
APPCA210527-72	Amazon Capital Services	5/27/2021	170.04
APPCA210527-73	Amazon Capital Services	5/27/2021	110.84
APPCA210527-74	Amazon Capital Services	5/27/2021	16.68
APPCA210527-75	Amazon Capital Services	5/27/2021	117.75
APPCA210527-76	Amazon Capital Services	5/27/2021	12.82
APPCA210527-77	Amazon Capital Services	5/27/2021	12.94
APPCA210527-78	Amazon Capital Services	5/27/2021	10.76
APPCA210527-79	Amazon Capital Services	5/27/2021	12.92
APPCA210527-80	Amazon Capital Services	5/27/2021	10.76
APPCA210527-81	Amazon Capital Services	5/27/2021	45.15
APPCA210527-82	Amazon Capital Services	5/27/2021	16.06
APPCA210527-83	Amazon Capital Services	5/27/2021	13.95
APPCA210527-84	Amazon Capital Services	5/27/2021	5.05
APPCA210527-85	Amazon Capital Services	5/27/2021	50.38
APPCA210527-86	Amazon Capital Services	5/27/2021	45.34
APPCA210527-87	Amazon Capital Services	5/27/2021	58.16
APPCA210527-88	Amazon Capital Services	5/27/2021	6.20
APPCA210527-89	Amazon Capital Services	5/27/2021	17.20

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210527-90	Amazon Capital Services	5/27/2021	49.42
APPCA210527-91	Amazon Capital Services	5/27/2021	11.84
APPCA210527-92	Amazon Capital Services	5/27/2021	15.06
APPCA210527-93	Amazon Capital Services	5/27/2021	5.38
APPCA210527-94	Amazon Capital Services	5/27/2021	48.43
APPCA210527-95	Amazon Capital Services	5/27/2021	101.14
APPCA210527-96	Amazon Capital Services	5/27/2021	58.69
APPCA210527-97	Amazon Capital Services	5/27/2021	14.00
APPCA210527-98	Amazon Capital Services	5/27/2021	44.60
APPCA210527-99	Amazon Capital Services	5/27/2021	14.68
APPCA210528-01	All About Learning Press, Inc.	5/28/2021	24.90
APPCA210528-02	All About Learning Press, Inc.	5/28/2021	27.80
APPCA210528-03	All About Learning Press, Inc.	5/28/2021	360.55
APPCA210528-04	Amy Villeda	5/28/2021	95.00
APPCA210528-05	Art of Problem Solving	5/28/2021	29.10
APPCA210528-06	Art of Problem Solving	5/28/2021	127.18
APPCA210528-07	Charter Impact, Inc.	5/28/2021	332.94
APPCA210528-08	Charter Impact, Inc.	5/28/2021	200.00
APPCA210528-09	Christine Alexander	5/28/2021	280.00
APPCA210528-10	Coastal Music Studios	5/28/2021	560.00
APPCA210528-100	Teacher Synergy, LLC	5/28/2021	197.72
APPCA210528-101	Teacher Synergy, LLC	5/28/2021	2.40
APPCA210528-102	Teacher Synergy, LLC	5/28/2021	51.40
APPCA210528-103	Teacher Synergy, LLC	5/28/2021	19.80
APPCA210528-104	Teacher Synergy, LLC	5/28/2021	6.40
APPCA210528-105	Teacher Synergy, LLC	5/28/2021	43.48
APPCA210528-106	Teacher Synergy, LLC	5/28/2021	14.72
APPCA210528-107	Teacher Synergy, LLC	5/28/2021	2.40
APPCA210528-108	Teacher Synergy, LLC	5/28/2021	7.40
APPCA210528-109	Teacher Synergy, LLC	5/28/2021	10.00
APPCA210528-11	Erika Williams	5/28/2021	1,196.00
APPCA210528-110	Teacher Synergy, LLC	5/28/2021	15.00
APPCA210528-111	Teacher Synergy, LLC	5/28/2021	7.00
APPCA210528-112	Teacher Synergy, LLC	5/28/2021	157.64
APPCA210528-113	Teacher Synergy, LLC	5/28/2021	71.20
APPCA210528-114	Teacher Synergy, LLC	5/28/2021	52.80
APPCA210528-115	Teacher Synergy, LLC	5/28/2021	58.80
APPCA210528-116	Teacher Synergy, LLC	5/28/2021	32.00
APPCA210528-117	Teacher Synergy, LLC	5/28/2021	463.98
APPCA210528-118	Teacher Synergy, LLC	5/28/2021	16.38
APPCA210528-119	Teacher Synergy, LLC	5/28/2021	2.80
APPCA210528-12	Gryphon Fitness Studio, LLC	5/28/2021	377.00

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Check Number	Vendor Name	Check Date	Check Amount
APPCA210528-120	Teacher Synergy, LLC	5/28/2021	6.80
APPCA210528-121	Teacher Synergy, LLC	5/28/2021	2.80
APPCA210528-122	Teacher Synergy, LLC	5/28/2021	8.99
APPCA210528-123	Teacher Synergy, LLC	5/28/2021	66.00
APPCA210528-124	Teacher Synergy, LLC	5/28/2021	39.80
APPCA210528-125	Teacher Synergy, LLC	5/28/2021	24.40
APPCA210528-126	Uline	5/28/2021	1,267.22
APPCA210528-127	Valery King	5/28/2021	220.00
APPCA210528-128	VM Studio	5/28/2021	300.00
APPCA210528-13	Horse Savvy Training	5/28/2021	225.00
APPCA210528-14	Horse Savvy Training	5/28/2021	205.00
APPCA210528-15	Horse Savvy Training	5/28/2021	350.00
APPCA210528-16	Horse Savvy Training	5/28/2021	220.00
APPCA210528-17	Horse Savvy Training	5/28/2021	180.00
APPCA210528-18	Horse Savvy Training	5/28/2021	330.00
APPCA210528-19	Horse Savvy Training	5/28/2021	330.00
APPCA210528-20	Law Office of Jennifer McQuarrie	5/28/2021	1,650.00
APPCA210528-21	Leading Note Studios	5/28/2021	157.00
APPCA210528-22	Marianne R. Hill	5/28/2021	965.00
APPCA210528-23	Mathnasium of San Marcos	5/28/2021	1,800.00
APPCA210528-24	My Learning Studio	5/28/2021	1,400.00
APPCA210528-25	New West Ballet School	5/28/2021	80.00
APPCA210528-26	Office Depot, Inc	5/28/2021	550.88
APPCA210528-27	Office Depot, Inc	5/28/2021	323.24
APPCA210528-28	Office Depot, Inc	5/28/2021	49.44
APPCA210528-29	Office Depot, Inc	5/28/2021	28.30
APPCA210528-30	Office Depot, Inc	5/28/2021	43.08
APPCA210528-31	Office Depot, Inc	5/28/2021	143.98
APPCA210528-32	Office Depot, Inc	5/28/2021	52.12
APPCA210528-33	Peace Hill Press, Inc dba Well Trained Mind Press	5/28/2021	93.69
APPCA210528-34	Peace Hill Press, Inc dba Well Trained Mind Press	5/28/2021	57.85
APPCA210528-35	Peace Hill Press, Inc dba Well Trained Mind Press	5/28/2021	25.00
APPCA210528-36	Peace Hill Press, Inc dba Well Trained Mind Press	5/28/2021	21.85
APPCA210528-37	Peace Hill Press, Inc dba Well Trained Mind Press	5/28/2021	116.30
APPCA210528-38	Piano Plus More	5/28/2021	520.00
APPCA210528-39	Pich Music Studio	5/28/2021	1,270.00
APPCA210528-40	Rainbow Resource Center	5/28/2021	80.03
APPCA210528-41	Rainbow Resource Center	5/28/2021	225.26
APPCA210528-42	Rainbow Resource Center	5/28/2021	236.30
APPCA210528-43	Rainbow Resource Center	5/28/2021	163.13
APPCA210528-44	Rainbow Resource Center	5/28/2021	174.96
APPCA210528-45	Rainbow Resource Center	5/28/2021	156.04

Pacific Coast Academy

Check Register

For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
APPCA210528-46	Rainbow Resource Center	5/28/2021	110.34
APPCA210528-47	Rainbow Resource Center	5/28/2021	27.92
APPCA210528-48	Rainbow Resource Center	5/28/2021	141.78
APPCA210528-49	Rainbow Resource Center	5/28/2021	156.04
APPCA210528-50	Rainbow Resource Center	5/28/2021	375.26
APPCA210528-51	Rainbow Resource Center	5/28/2021	623.34
APPCA210528-52	Rainbow Resource Center	5/28/2021	124.82
APPCA210528-53	Rainbow Resource Center	5/28/2021	64.99
APPCA210528-54	Rainbow Resource Center	5/28/2021	82.24
APPCA210528-55	Rainbow Resource Center	5/28/2021	19.30
APPCA210528-56	Rainbow Resource Center	5/28/2021	176.15
APPCA210528-57	Rainbow Resource Center	5/28/2021	151.07
APPCA210528-58	Rainbow Resource Center	5/28/2021	133.79
APPCA210528-59	Rainbow Resource Center	5/28/2021	666.26
APPCA210528-60	Rainbow Resource Center	5/28/2021	155.38
APPCA210528-61	Rainbow Resource Center	5/28/2021	25.22
APPCA210528-62	Rainbow Resource Center	5/28/2021	69.92
APPCA210528-63	Rainbow Resource Center	5/28/2021	28.27
APPCA210528-64	Rainbow Resource Center	5/28/2021	15.58
APPCA210528-65	Rainbow Resource Center	5/28/2021	84.70
APPCA210528-66	Rainbow Resource Center	5/28/2021	450.62
APPCA210528-67	Rainbow Resource Center	5/28/2021	70.95
APPCA210528-68	Rainbow Resource Center	5/28/2021	578.76
APPCA210528-69	Rainbow Resource Center	5/28/2021	185.10
APPCA210528-70	Rainbow Resource Center	5/28/2021	151.49
APPCA210528-71	Rainbow Resource Center	5/28/2021	307.51
APPCA210528-72	Rainbow Resource Center	5/28/2021	733.27
APPCA210528-73	Rainbow Resource Center	5/28/2021	26.45
APPCA210528-74	Rainbow Resource Center	5/28/2021	37.95
APPCA210528-75	Rainbow Resource Center	5/28/2021	227.79
APPCA210528-76	Rainbow Resource Center	5/28/2021	190.06
APPCA210528-77	Rainbow Resource Center	5/28/2021	11.29
APPCA210528-78	Rainbow Resource Center	5/28/2021	188.35
APPCA210528-79	Rainbow Resource Center	5/28/2021	163.40
APPCA210528-80	Rainbow Resource Center	5/28/2021	188.35
APPCA210528-81	Samantha Hoffman	5/28/2021	1,540.00
APPCA210528-82	San Diego Ice Arena	5/28/2021	17.00
APPCA210528-83	San Diego Ice Arena	5/28/2021	85.00
APPCA210528-84	Schaumann Studios	5/28/2021	330.00
APPCA210528-85	Shayla James	5/28/2021	120.00
APPCA210528-86	Soaring Minds Education, LLC	5/28/2021	11,275.67
APPCA210528-87	Social Communication Specialists	5/28/2021	656.25

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Check Register

For the period ended May 31, 2021

Check Number	Vendor Name	Check Date	Check Amount
APPCA210528-88	Social Communication Specialists	5/28/2021	300.00
APPCA210528-89	Spanish Time 123	5/28/2021	215.00
APPCA210528-90	Teacher Synergy, LLC	5/28/2021	45.31
APPCA210528-91	Teacher Synergy, LLC	5/28/2021	313.60
APPCA210528-92	Teacher Synergy, LLC	5/28/2021	31.36
APPCA210528-93	Teacher Synergy, LLC	5/28/2021	3.60
APPCA210528-94	Teacher Synergy, LLC	5/28/2021	12.00
APPCA210528-95	Teacher Synergy, LLC	5/28/2021	2.80
APPCA210528-96	Teacher Synergy, LLC	5/28/2021	7.50
APPCA210528-97	Teacher Synergy, LLC	5/28/2021	5.20
APPCA210528-98	Teacher Synergy, LLC	5/28/2021	299.00
APPCA210528-99	Teacher Synergy, LLC	5/28/2021	<u>7.00</u>

Total Disbursement in May \$ 1,030,912.22

Pacific Coast Academy

Accounts Payable Aging

May 31, 2021

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Amazon Capital Services	11HC-DLGX-M6KR	4/19/2021	5/19/2021	\$ 38	\$ -	\$ -	\$ -	\$ -	\$ 38
Amazon Capital Services	11HC-DLGX-PHJH	4/19/2021	5/19/2021	39	-	-	-	-	39
Amazon Capital Services	11HC-DLGX-RW6J	4/19/2021	5/19/2021	41	-	-	-	-	41
Amazon Capital Services	11HC-DLGX-XPLJ	4/19/2021	5/19/2021	39	-	-	-	-	39
Amazon Capital Services	11HC-DLGX-XVM9	4/19/2021	5/19/2021	39	-	-	-	-	39
Amazon Capital Services	13DR-RFYV-L7F1	4/26/2021	5/26/2021	39	-	-	-	-	39
Amazon Capital Services	13FL-XKLH-W1MV	4/24/2021	5/24/2021	38	-	-	-	-	38
Amazon Capital Services	13M3-YF94-1RY9	4/24/2021	5/24/2021	37	-	-	-	-	37
Amazon Capital Services	13XL-347G-DYJ9	4/17/2021	5/17/2021	38	-	-	-	-	38
Amazon Capital Services	13XL-347G-TGGX	4/18/2021	5/18/2021	42	-	-	-	-	42
Amazon Capital Services	14CN-LNXC-6CJK	4/21/2021	5/21/2021	43	-	-	-	-	43
Amazon Capital Services	14GQ-1JKG-6KYW	4/26/2021	5/26/2021	40	-	-	-	-	40
Amazon Capital Services	14GQ-1JKG-J4TY	4/26/2021	5/26/2021	4	-	-	-	-	4
Amazon Capital Services	14N6-667T-1XFH	4/23/2021	5/23/2021	43	-	-	-	-	43
Amazon Capital Services	14N6-667T-3FQ6	4/23/2021	5/23/2021	39	-	-	-	-	39
Amazon Capital Services	14N6-667T-GWRV	4/23/2021	5/23/2021	38	-	-	-	-	38
Amazon Capital Services	16HP-DXX4-1YFD	4/21/2021	5/21/2021	4	-	-	-	-	4
Amazon Capital Services	16HP-DXX4-C366	4/21/2021	5/21/2021	39	-	-	-	-	39
Amazon Capital Services	17F9-X6C3-1RHV	4/19/2021	5/19/2021	38	-	-	-	-	38
Amazon Capital Services	17F9-X6C3-3717	4/19/2021	5/19/2021	39	-	-	-	-	39
Amazon Capital Services	17F9-X6C3-6G9G	4/19/2021	5/19/2021	42	-	-	-	-	42
Amazon Capital Services	17F9-X6C3-74QL	4/20/2021	5/20/2021	4	-	-	-	-	4
Amazon Capital Services	17F9-X6C3-766Q	4/20/2021	5/20/2021	39	-	-	-	-	39
Amazon Capital Services	17F9-X6C3-7W43	4/20/2021	5/20/2021	43	-	-	-	-	43
Amazon Capital Services	17F9-X6C3-91J4	4/20/2021	5/20/2021	42	-	-	-	-	42
Amazon Capital Services	17F9-X6C3-93J3	4/20/2021	5/20/2021	42	-	-	-	-	42
Amazon Capital Services	17F9-X6C3-9FLL	4/20/2021	5/20/2021	4	-	-	-	-	4
Amazon Capital Services	17F9-X6C3-FG1G	4/20/2021	5/20/2021	39	-	-	-	-	39
Amazon Capital Services	17F9-X6C3-FH71	4/20/2021	5/20/2021	39	-	-	-	-	39
Amazon Capital Services	17F9-X6C3-LNMJ	4/20/2021	5/20/2021	39	-	-	-	-	39
Amazon Capital Services	17F9-X6C3-N1RM	4/20/2021	5/20/2021	41	-	-	-	-	41
Amazon Capital Services	17F9-X6C3-QM9Y	4/20/2021	5/20/2021	41	-	-	-	-	41
Amazon Capital Services	17F9-X6C3-VQKY	4/20/2021	5/20/2021	4	-	-	-	-	4
Amazon Capital Services	19J7-TXFK-GXM6	4/26/2021	5/26/2021	80	-	-	-	-	80
Amazon Capital Services	1D4T-RQPW-364W	4/26/2021	5/26/2021	37	-	-	-	-	37
Amazon Capital Services	1D6K-V944-9DGF	4/20/2021	5/20/2021	39	-	-	-	-	39
Amazon Capital Services	1D6K-V944-D1HG	4/20/2021	5/20/2021	4	-	-	-	-	4

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Accounts Payable Aging

May 31, 2021

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Amazon Capital Services	1D6K-V944-DTRW	4/20/2021	5/20/2021	37	-	-	-	-	37
Amazon Capital Services	1D6K-V944-HMJJ	4/20/2021	5/20/2021	43	-	-	-	-	43
Amazon Capital Services	1D6K-V944-HR6Y	4/20/2021	5/20/2021	5	-	-	-	-	5
Amazon Capital Services	1D6K-V944-HXY4	4/20/2021	5/20/2021	43	-	-	-	-	43
Amazon Capital Services	1D6K-V944-TPGR	4/20/2021	5/20/2021	40	-	-	-	-	40
Amazon Capital Services	1D9C-3GF6-7671	4/27/2021	5/27/2021	78	-	-	-	-	78
Amazon Capital Services	1FH4-NN31-96K7	4/18/2021	5/18/2021	38	-	-	-	-	38
Amazon Capital Services	1FH4-NN31-NRGY	4/19/2021	5/19/2021	5	-	-	-	-	5
Amazon Capital Services	1FH4-NN31-VT44	4/19/2021	5/19/2021	39	-	-	-	-	39
Amazon Capital Services	1FH4-NN31-X7YR	4/19/2021	5/19/2021	5	-	-	-	-	5
Amazon Capital Services	1FML-JCW4-13H1	4/19/2021	5/19/2021	41	-	-	-	-	41
Amazon Capital Services	1FML-JCW4-CNYT	4/19/2021	5/19/2021	40	-	-	-	-	40
Amazon Capital Services	1FML-JCW4-FX9W	4/20/2021	5/20/2021	4	-	-	-	-	4
Amazon Capital Services	1FML-JCW4-JTNW	4/20/2021	5/20/2021	39	-	-	-	-	39
Amazon Capital Services	1FML-JCW4-PCFM	4/20/2021	5/20/2021	43	-	-	-	-	43
Amazon Capital Services	1FML-XXLG-DWGH	4/22/2021	5/22/2021	39	-	-	-	-	39
Amazon Capital Services	1FML-XXLG-K6TV	4/22/2021	5/22/2021	41	-	-	-	-	41
Amazon Capital Services	1FML-XXLG-NWJL	4/22/2021	5/22/2021	39	-	-	-	-	39
Amazon Capital Services	1FML-XXLG-XDGQ	4/22/2021	5/22/2021	38	-	-	-	-	38
Amazon Capital Services	1G3N-G3XP-6H9K	4/17/2021	5/17/2021	41	-	-	-	-	41
Amazon Capital Services	1G3N-G3XP-9T49	4/17/2021	5/17/2021	4	-	-	-	-	4
Amazon Capital Services	1G3N-G3XP-R1RK	4/18/2021	5/18/2021	43	-	-	-	-	43
Amazon Capital Services	1G3N-G3XP-YV3Q	4/18/2021	5/18/2021	5	-	-	-	-	5
Amazon Capital Services	1G6F-9RW7-D3FN	4/18/2021	5/18/2021	41	-	-	-	-	41
Amazon Capital Services	1GDL-HXHQB-31DL	4/19/2021	5/19/2021	42	-	-	-	-	42
Amazon Capital Services	1GDL-HXHQB-3TDR	4/19/2021	5/19/2021	43	-	-	-	-	43
Amazon Capital Services	1GDL-HXHQB-4GLL	4/19/2021	5/19/2021	37	-	-	-	-	37
Amazon Capital Services	1GDL-HXHQB-7RGG	4/20/2021	5/20/2021	41	-	-	-	-	41
Amazon Capital Services	1GDL-HXHQB-DDGM	4/20/2021	5/20/2021	40	-	-	-	-	40
Amazon Capital Services	1GDL-HXHQB-GRNH	4/20/2021	5/20/2021	41	-	-	-	-	41
Amazon Capital Services	1GDL-HXHQB-JRJN	4/20/2021	5/20/2021	41	-	-	-	-	41
Amazon Capital Services	1GDL-HXHQB-TPX3	4/20/2021	5/20/2021	39	-	-	-	-	39
Amazon Capital Services	1GMR-T1HL-K6P6	4/26/2021	5/26/2021	43	-	-	-	-	43
Amazon Capital Services	1HMD-QPYD-6Y4F	4/22/2021	5/22/2021	42	-	-	-	-	42
Amazon Capital Services	1HMD-QPYD-9NXT	4/22/2021	5/22/2021	4	-	-	-	-	4
Amazon Capital Services	1HMD-QPYD-CT74	4/22/2021	5/22/2021	42	-	-	-	-	42
Amazon Capital Services	1HMD-QPYD-J6HV	4/22/2021	5/22/2021	40	-	-	-	-	40
Amazon Capital Services	1HMD-QPYD-J7NF	4/22/2021	5/22/2021	40	-	-	-	-	40

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Accounts Payable Aging

May 31, 2021

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Amazon Capital Services	1HMD-QPYD-JT7P	4/22/2021	5/22/2021	37	-	-	-	-	37
Amazon Capital Services	1HMD-QPYD-MG4Y	4/22/2021	5/22/2021	38	-	-	-	-	38
Amazon Capital Services	1HMD-QPYD-QGYX	4/22/2021	5/22/2021	41	-	-	-	-	41
Amazon Capital Services	1HMD-QPYD-QH7K	4/22/2021	5/22/2021	38	-	-	-	-	38
Amazon Capital Services	1HMD-QPYD-TYVH	4/22/2021	5/22/2021	40	-	-	-	-	40
Amazon Capital Services	1HMD-QPYD-WH1K	4/22/2021	5/22/2021	41	-	-	-	-	41
Amazon Capital Services	1HMD-QPYD-WK4C	4/22/2021	5/22/2021	37	-	-	-	-	37
Amazon Capital Services	1HQG-43FF-L1CX	4/27/2021	5/27/2021	4	-	-	-	-	4
Amazon Capital Services	1K1T-V171-FK1K	4/19/2021	5/19/2021	42	-	-	-	-	42
Amazon Capital Services	1K1T-V171-LFHG	4/19/2021	5/19/2021	43	-	-	-	-	43
Amazon Capital Services	1K1T-V171-LVR7	4/19/2021	5/19/2021	4	-	-	-	-	4
Amazon Capital Services	1K1T-V171-VWPQ	4/19/2021	6/18/2021	42	-	-	-	-	42
Amazon Capital Services	1K1T-V171-XKPX	4/19/2021	5/19/2021	38	-	-	-	-	38
Amazon Capital Services	1K1T-V171-Y3NG	4/19/2021	5/19/2021	37	-	-	-	-	37
Amazon Capital Services	1K73-FN9X-KNKT	4/19/2021	5/19/2021	40	-	-	-	-	40
Amazon Capital Services	1K73-FN9X-MWFR	4/19/2021	5/19/2021	42	-	-	-	-	42
Amazon Capital Services	1K73-FN9X-NTKG	4/19/2021	5/19/2021	41	-	-	-	-	41
Amazon Capital Services	1KKX-QWTV-FCLQ	4/19/2021	5/19/2021	40	-	-	-	-	40
Amazon Capital Services	1KKX-QWTV-LR6N	4/19/2021	5/19/2021	41	-	-	-	-	41
Amazon Capital Services	1KKX-QWTV-Y14N	4/19/2021	5/19/2021	41	-	-	-	-	41
Amazon Capital Services	1M6H-46FQ-6JHL	4/22/2021	5/22/2021	38	-	-	-	-	38
Amazon Capital Services	1M6H-46FQ-F1N6	4/22/2021	5/22/2021	43	-	-	-	-	43
Amazon Capital Services	1M6H-46FQ-X6K3	4/22/2021	5/22/2021	40	-	-	-	-	40
Amazon Capital Services	1M6H-46FQ-XTT	4/22/2021	5/22/2021	39	-	-	-	-	39
Amazon Capital Services	1MD7-QLR3-164T	4/26/2021	5/26/2021	4	-	-	-	-	4
Amazon Capital Services	1NL6-DMMY-HRTM	4/23/2021	5/23/2021	42	-	-	-	-	42
Amazon Capital Services	1NL6-DMMY-WTPV	4/24/2021	5/24/2021	38	-	-	-	-	38
Amazon Capital Services	1QPC-NF1C-3C4D	4/20/2021	5/20/2021	40	-	-	-	-	40
Amazon Capital Services	1QPC-NF1C-PCGH	4/21/2021	5/21/2021	4	-	-	-	-	4
Amazon Capital Services	1QR4-LF7F-F9T3	4/19/2021	5/19/2021	5	-	-	-	-	5
Amazon Capital Services	1QR4-LF7F-GWX3	4/19/2021	5/19/2021	42	-	-	-	-	42
Amazon Capital Services	1QR4-LF7F-LNNK	4/19/2021	5/19/2021	41	-	-	-	-	41
Amazon Capital Services	1QR4-LF7F-T3H3	4/19/2021	5/19/2021	43	-	-	-	-	43
Amazon Capital Services	1QR4-LF7F-VCC4	4/19/2021	5/19/2021	38	-	-	-	-	38
Amazon Capital Services	1QR4-LF7F-WGFQ	4/19/2021	5/19/2021	43	-	-	-	-	43
Amazon Capital Services	1QR4-LF7F-YR6M	4/19/2021	5/19/2021	37	-	-	-	-	37
Amazon Capital Services	1QTH-QGXQ-7CYD	4/22/2021	5/22/2021	4	-	-	-	-	4
Amazon Capital Services	1QTH-QGXQ-9R9C	4/22/2021	5/22/2021	38	-	-	-	-	38

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Accounts Payable Aging

May 31, 2021

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Amazon Capital Services	1QTH-QGXQ-CGPM	4/22/2021	5/22/2021	40	-	-	-	-	40
Amazon Capital Services	1QTH-QGXQ-JKKG	4/22/2021	5/22/2021	38	-	-	-	-	38
Amazon Capital Services	1QTH-QGXQ-NGMY	4/22/2021	5/22/2021	4	-	-	-	-	4
Amazon Capital Services	1QWN-RGXQ-V9JL	4/24/2021	5/24/2021	38	-	-	-	-	38
Amazon Capital Services	1RF1-GXCR-31HR	4/20/2021	5/20/2021	40	-	-	-	-	40
Amazon Capital Services	1T6V-W7RT-7NNM	4/24/2021	5/24/2021	38	-	-	-	-	38
Amazon Capital Services	1T6V-W7RT-FMVW	4/25/2021	5/25/2021	38	-	-	-	-	38
Amazon Capital Services	1T6V-W7RT-RDDH	4/25/2021	5/25/2021	4	-	-	-	-	4
Amazon Capital Services	1TG4-H7D1-9XMC	4/22/2021	5/22/2021	40	-	-	-	-	40
Amazon Capital Services	1TG4-H7D1-DMLK	4/22/2021	5/22/2021	38	-	-	-	-	38
Amazon Capital Services	1TG4-H7D1-DNND	4/22/2021	5/22/2021	38	-	-	-	-	38
Amazon Capital Services	1TG4-H7D1-HGP9	4/22/2021	5/22/2021	39	-	-	-	-	39
Amazon Capital Services	1TG4-H7D1-JPK7	4/22/2021	5/22/2021	42	-	-	-	-	42
Amazon Capital Services	1TG4-H7D1-QND6	4/22/2021	5/22/2021	43	-	-	-	-	43
Amazon Capital Services	1TG4-H7D1-VRL9	4/22/2021	5/22/2021	38	-	-	-	-	38
Amazon Capital Services	1V4Y-QW1Q-9XD4	4/22/2021	5/22/2021	5	-	-	-	-	5
Amazon Capital Services	1V4Y-QW1Q-CRCC	4/22/2021	5/22/2021	42	-	-	-	-	42
Amazon Capital Services	1V4Y-QW1Q-DD16	4/22/2021	5/22/2021	39	-	-	-	-	39
Amazon Capital Services	1V4Y-QW1Q-DTJQ	4/22/2021	5/22/2021	4	-	-	-	-	4
Amazon Capital Services	1V4Y-QW1Q-FJG6	4/22/2021	5/22/2021	4	-	-	-	-	4
Amazon Capital Services	1V4Y-QW1Q-K9KQ	4/22/2021	5/22/2021	43	-	-	-	-	43
Amazon Capital Services	1V4Y-QW1Q-MXF9	4/22/2021	5/22/2021	38	-	-	-	-	38
Amazon Capital Services	1V4Y-QW1Q-QLFF	4/22/2021	5/22/2021	38	-	-	-	-	38
Amazon Capital Services	1V4Y-QW1Q-R6VN	4/22/2021	5/22/2021	4	-	-	-	-	4
Amazon Capital Services	1V7X-QHLN-9QMY	4/17/2021	5/17/2021	42	-	-	-	-	42
Amazon Capital Services	1V7X-QHLN-CYW3	4/18/2021	5/18/2021	42	-	-	-	-	42
Amazon Capital Services	1V7X-QHLN-H3WN	4/18/2021	5/18/2021	38	-	-	-	-	38
Amazon Capital Services	1VG7-7367-47Y7	4/19/2021	5/19/2021	38	-	-	-	-	38
Amazon Capital Services	1VG7-7367-HVPH	4/20/2021	5/20/2021	43	-	-	-	-	43
Amazon Capital Services	1VG7-7367-MRYL	4/20/2021	5/20/2021	39	-	-	-	-	39
Amazon Capital Services	1VG7-7367-TQGG	4/20/2021	5/20/2021	37	-	-	-	-	37
Amazon Capital Services	1W47-HGCM-KLLT	4/25/2021	5/25/2021	42	-	-	-	-	42
Amazon Capital Services	1W47-HGCM-W71L	4/25/2021	5/25/2021	41	-	-	-	-	41
Amazon Capital Services	1XM3-D4M7-HJ1K	4/20/2021	5/20/2021	39	-	-	-	-	39
Amazon Capital Services	1XM3-D4M7-LJYC	4/20/2021	5/20/2021	38	-	-	-	-	38
Amazon Capital Services	1Y4W-TQJ7-G3KR	4/21/2021	5/21/2021	37	-	-	-	-	37
Amazon Capital Services	1Y91-TNQK-NKVX	4/18/2021	5/18/2021	37	-	-	-	-	37
Amazon Capital Services	1YTN-WH7K-LG7X	4/25/2021	5/25/2021	38	-	-	-	-	38

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Anchor Counseling & Education Soluti	28	10/20/2020	11/19/2020	650	-	-	-	-	650
Anchor Counseling & Education Soluti	APRIL 2021	5/12/2021	6/11/2021	193	-	-	-	-	193
Anchor Counseling & Education Soluti	August 2020	10/15/2020	11/14/2020	390	-	-	-	-	390
ASC - Orange County	042021SD21625	5/6/2021	6/5/2021	3,461	-	-	-	-	3,461
ATG Inc DBA Urban Workshop	8566	5/4/2021	6/1/2021	699	-	-	-	-	699
Beautiful Feet Books, Inc.	14307	4/27/2021	5/27/2021	27	-	-	-	-	27
Bitsbox	3891	5/5/2021	6/4/2021	505	-	-	-	-	505
Bitsbox	3892	5/5/2021	6/4/2021	300	-	-	-	-	300
BYU Independent Study	DCE-00008178	4/1/2021	4/1/2021	(222)	-	-	-	-	(222)
Caitlin Ramsey	1	5/13/2021	6/12/2021	350	-	-	-	-	350
California Music Studios	IU1507Tra5	5/4/2021	6/3/2021	180	-	-	-	-	180
Celeste Hassler dba Resounding Happi	PCA 2021-01	4/15/2021	4/15/2021	540	-	-	-	-	540
Cengage Learning Inc	72746871	12/16/2020	1/15/2021	(72)	-	-	-	-	(72)
Champion Gymnastics	111058	5/1/2021	5/31/2021	119	-	-	-	-	119
Champion Gymnastics	111062	5/1/2021	5/31/2021	285	-	-	-	-	285
Champion Gymnastics	111063	5/1/2021	5/31/2021	107	-	-	-	-	107
Champion Gymnastics	111064	5/6/2021	6/5/2021	70	-	-	-	-	70
Champion Gymnastics	111065	5/1/2021	5/31/2021	300	-	-	-	-	300
Champion Gymnastics	111066	4/1/2021	5/1/2021	283	-	-	-	-	283
Champion Gymnastics	111067	4/1/2021	5/1/2021	215	-	-	-	-	215
Champion Gymnastics	111068	5/1/2021	5/31/2021	355	-	-	-	-	355
Champion Gymnastics	111069	5/1/2021	5/31/2021	237	-	-	-	-	237
Champion Gymnastics	111072	5/1/2021	5/31/2021	119	-	-	-	-	119
Cornerstone Therapies	61257	4/30/2021	5/30/2021	300	-	-	-	-	300
Daniel and Davis Optometry, Inc	186	5/6/2021	5/6/2021	775	-	-	-	-	775
Danielle L. Giambrone	GIAM051921	5/3/2020	5/3/2020	-	-	-	-	155	155
Dino Lingo Inc.	86614-P017-INV	5/5/2021	8/5/2021	95	-	-	-	-	95
eat2explore	100998	5/5/2021	6/4/2021	85	-	-	-	-	85
eat2explore	101018	5/6/2021	6/5/2021	105	-	-	-	-	105
eat2explore	101019	5/6/2021	6/5/2021	105	-	-	-	-	105
eat2explore	101021	5/9/2021	6/8/2021	105	-	-	-	-	105
eat2explore	101025	5/10/2021	6/9/2021	60	-	-	-	-	60
eat2explore	101034	5/16/2021	6/15/2021	110	-	-	-	-	110
Edna Vazquez	VAZQ052021	5/19/2021	5/19/2021	283	-	-	-	-	283
Edna Vazquez	VAZQ052421	5/21/2021	5/21/2021	59	-	-	-	-	59
EMH Sports USA, Inc.	611-241738-4	5/11/2021	6/10/2021	1,573	-	-	-	-	1,573
Gymnastics Pacifica	JB042021	4/20/2021	5/20/2021	80	-	-	-	-	80
Hands 4 Building, LLC	2426	5/5/2021	6/4/2021	250	-	-	-	-	250

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HM Systems Inc.	0421PCA	5/12/2021	6/11/2021	640	-	-	-	-	640
Horse Savvy Training	2021-03CF	5/15/2021	6/14/2021	330	-	-	-	-	330
Horse Savvy Training	2021-04JP	5/10/2021	6/9/2021	220	-	-	-	-	220
Jennifer Bronsdon	BRON052021	5/20/2021	5/20/2021	276	-	-	-	-	276
K.I.D.S. Therapy Associates, Inc.	166817-OT	4/30/2021	5/30/2021	587	-	-	-	-	587
K.I.D.S. Therapy Associates, Inc.	166818-OT	4/30/2021	5/30/2021	544	-	-	-	-	544
K.I.D.S. Therapy Associates, Inc.	166819-SP	4/30/2021	5/30/2021	148	-	-	-	-	148
K.I.D.S. Therapy Associates, Inc.	166820-SP	4/30/2021	5/30/2021	1,008	-	-	-	-	1,008
Kari Behrendt	2021E-1	5/1/2021	5/31/2021	959	-	-	-	-	959
Kiersten Smith	PCA214	5/5/2021	6/4/2021	240	-	-	-	-	240
Lakeshore	1471750521	5/4/2021	6/3/2021	89	-	-	-	-	89
Lakeshore	1619030521	5/5/2021	6/4/2021	948	-	-	-	-	948
Lakeshore	1631590521	5/5/2021	6/4/2021	200	-	-	-	-	200
Lakeshore	1635480521	5/4/2021	6/3/2021	47	-	-	-	-	47
Lakeshore	1636370521	5/5/2021	6/4/2021	206	-	-	-	-	206
Lakeshore	1723510521	5/6/2021	6/5/2021	39	-	-	-	-	39
Lakeshore	1723930521	5/6/2021	6/5/2021	113	-	-	-	-	113
Learn to Rip	61	5/4/2021	6/3/2021	100	-	-	-	-	100
Learn to Rip	62	5/4/2021	6/3/2021	100	-	-	-	-	100
Learn to Rip	67	5/13/2021	6/12/2021	350	-	-	-	-	350
Learn to Rip	68	5/13/2021	6/12/2021	350	-	-	-	-	350
Learn to Rip	69	5/13/2021	6/12/2021	350	-	-	-	-	350
Learn to Rip	70	5/13/2021	6/12/2021	50	-	-	-	-	50
Learn to Rip	71	5/13/2021	6/12/2021	150	-	-	-	-	150
Learn to Rip	72	5/13/2021	6/12/2021	150	-	-	-	-	150
Learn to Rip	77	5/13/2021	6/12/2021	110	-	-	-	-	110
Learn to Rip	78	5/13/2021	6/12/2021	110	-	-	-	-	110
Learn to Rip	85	5/13/2021	6/12/2021	300	-	-	-	-	300
Learn to Rip	86	5/13/2021	6/12/2021	300	-	-	-	-	300
Lenore Johnson	50121	5/1/2021	5/31/2021	415	-	-	-	-	415
Lenore Johnson	50321	5/3/2021	6/2/2021	2,050	-	-	-	-	2,050
Lenore Johnson	52021	5/20/2021	6/19/2021	896	-	-	-	-	896
Lighthouse Therapy LLC	398	5/4/2021	6/18/2021	25,472	-	-	-	-	25,472
Luminary Arts Corporation	1168	5/5/2021	5/5/2021	175	-	-	-	-	175
Marina Hayes	46	5/5/2021	6/4/2021	1,710	-	-	-	-	1,710
Marnie Young	PCA0018	3/31/2021	4/30/2021	9,352	-	-	-	-	9,352
Mathnasium Santee	3357	4/2/2021	5/15/2021	219	-	-	-	-	219
Mathnasium Santee	3358	5/4/2021	5/21/2021	219	-	-	-	-	219

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Mathnasium Santee	3359	4/2/2021	5/2/2021	219	-	-	-	-	219
Mathnasium Santee	3361	4/2/2021	5/2/2021	239	-	-	-	-	239
Mathnasium Santee	3362	5/4/2021	5/20/2021	239	-	-	-	-	239
Mathnasium Santee	3363	5/1/2021	5/25/2021	211	-	-	-	-	211
McColgan & Associates Inc	4164	5/11/2021	5/11/2021	7,214	-	-	-	-	7,214
Mercurius	95559	5/7/2021	7/6/2021	97	-	-	-	-	97
Michael Bottomley	029	5/5/2021	6/4/2021	800	-	-	-	-	800
Michael Bottomley	030	5/5/2021	6/4/2021	300	-	-	-	-	300
Monart	47283	5/4/2021	6/3/2021	100	-	-	-	-	100
Monart	47284	5/4/2021	6/3/2021	100	-	-	-	-	100
Monart	47285	5/4/2021	6/3/2021	80	-	-	-	-	80
Monart	47286	5/4/2021	6/3/2021	60	-	-	-	-	60
Monart	47287	5/4/2021	6/3/2021	100	-	-	-	-	100
Moving Beyond the Page	253394	5/5/2021	6/4/2021	8	-	-	-	-	8
Murrieta Dance Project	217	5/5/2021	6/4/2021	248	-	-	-	-	248
Natalie Braun	1133	5/3/2021	5/3/2021	1,500	-	-	-	-	1,500
Nichols Speech, Inc	16321	5/11/2021	6/10/2021	675	-	-	-	-	675
Nicole the Math Lady, LLC.	3138	5/4/2021	6/3/2021	203	-	-	-	-	203
Noonan Family Swim School, Inc.	75022_2	5/18/2021	6/17/2021	311	-	-	-	-	311
Noonan Family Swim School, Inc.	75023_2	5/18/2021	6/17/2021	307	-	-	-	-	307
Oceanside Gymnastics	Brostrom3-2021	5/5/2021	6/4/2021	105	-	-	-	-	105
Oceanside Gymnastics	Dare2-2021	5/5/2021	6/4/2021	171	-	-	-	-	171
Oceanside Gymnastics	Destefano1-2021	5/5/2021	6/4/2021	110	-	-	-	-	110
Oceanside Gymnastics	Harrah1-2021	5/5/2021	6/4/2021	400	-	-	-	-	400
Oceanside Gymnastics	Wood3-2021	5/5/2021	6/4/2021	200	-	-	-	-	200
Oxford Consulting Services, Inc.	141001	4/30/2021	5/30/2021	11,994	-	-	-	-	11,994
Preferred Interpreting Service, LLC	424309	4/6/2021	4/6/2021	11,478	-	-	-	-	11,478
Preferred Interpreting Service, LLC	424334	5/4/2021	5/4/2021	7,927	-	-	-	-	7,927
PresenceLearning, Inc	INV43564	5/6/2021	6/5/2021	8,160	-	-	-	-	8,160
Procopio, Cory, Hargreaves & Savitch	754917	5/12/2021	6/11/2021	662	-	-	-	-	662
Provenance	1436	4/1/2020	5/1/2020	-	-	-	-	3,301	3,301
Provenance	1646	5/19/2020	5/19/2020	-	-	-	-	44,660	44,660
Provenance	1782	6/11/2020	6/11/2020	-	-	-	24,280	-	24,280
Provenance	1873	6/24/2020	6/24/2020	-	-	-	14,004	-	14,004
Provenance	1901	6/25/2020	6/25/2020	-	-	-	56,532	-	56,532
Provenance	2694	6/15/2020	6/15/2020	-	-	-	15,250	-	15,250
Provenance	2705	6/15/2020	6/15/2020	-	-	-	15,629	-	15,629
Provenance	2907	7/1/2020	7/1/2020	-	-	-	80,307	-	80,307

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Provenance	2955	7/2/2020	7/2/2020	-	-	7,350	-	-	7,350
Provenance	3062	7/15/2020	7/15/2020	-	-	43,607	-	-	43,607
Provenance	3109	7/30/2020	7/30/2020	-	-	2,800	-	-	2,800
Provenance	3627	10/7/2020	11/6/2020	1,600	-	-	-	-	1,600
Provenance	3692	10/21/2020	11/21/2020	130	-	-	-	-	130
Provenance	3784	10/27/2020	10/27/2020	10,710	-	-	-	-	10,710
Provenance	3812	10/30/2020	10/30/2020	12,236	-	-	-	-	12,236
Provenance	3830	11/9/2020	12/9/2020	5,418	-	-	-	-	5,418
Provenance	3905	11/16/2020	12/16/2020	100	-	-	-	-	100
Provenance	3919	11/16/2020	12/16/2020	49,172	-	-	-	-	49,172
Provenance	4149	12/16/2020	12/16/2020	500	-	-	-	-	500
Provenance	4159	11/30/2020	12/30/2020	275	-	-	-	-	275
Provenance	4162	12/18/2020	12/18/2020	504	-	-	-	-	504
Provenance	4176	12/18/2020	1/17/2021	12,566	-	-	-	-	12,566
Provenance	4201	1/11/2021	1/11/2021	4,034	-	-	-	-	4,034
Provenance	4317	1/19/2021	2/18/2021	400	-	-	-	-	400
Provenance	4329	1/19/2021	2/18/2021	673	-	-	-	-	673
Provenance	4344	1/19/2021	2/18/2021	10,374	-	-	-	-	10,374
Provenance	4356	1/20/2021	2/19/2021	1,250	-	-	-	-	1,250
Provenance	4366	1/20/2021	2/19/2021	1,316	-	-	-	-	1,316
Provenance	4372	1/20/2021	2/19/2021	6,148	-	-	-	-	6,148
Provenance	4417	1/28/2021	2/27/2021	4,706	-	-	-	-	4,706
Provenance	4425	1/28/2021	2/27/2021	141	-	-	-	-	141
Provenance	4434	1/28/2021	2/27/2021	12,650	-	-	-	-	12,650
Provenance	4439	1/29/2021	2/28/2021	650	-	-	-	-	650
Provenance	4442	1/29/2021	2/28/2021	275	-	-	-	-	275
Provenance	4443	1/29/2021	2/28/2021	48	-	-	-	-	48
Provenance	4457	2/2/2021	3/4/2021	21,140	-	-	-	-	21,140
Provenance	4491	2/11/2021	3/13/2021	2,300	-	-	-	-	2,300
Provenance	4583	2/18/2021	3/20/2021	4,306	-	-	-	-	4,306
Provenance	4593	2/23/2021	3/25/2021	54	-	-	-	-	54
Provenance	4595	2/23/2021	3/25/2021	732	-	-	-	-	732
Provenance	4619	2/25/2021	3/27/2021	301	-	-	-	-	301
Provenance	4621	2/25/2021	3/27/2021	139	-	-	-	-	139
Provenance	4622	2/25/2021	3/27/2021	72	-	-	-	-	72
Provenance	4625	2/26/2021	3/28/2021	48	-	-	-	-	48
Provenance	4648	3/12/2021	4/11/2021	48	-	-	-	-	48
Provenance	4676	3/16/2021	4/15/2021	100	-	-	-	-	100

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Provenance	4761	3/23/2021	4/22/2021	4,614	-	-	-	-	4,614
Provenance	4774	3/26/2021	4/25/2021	4,225	-	-	-	-	4,225
Provenance	4793	3/30/2021	4/29/2021	41	-	-	-	-	41
Provenance	4799	3/31/2021	4/30/2021	650	-	-	-	-	650
Provenance	4830	4/12/2021	5/12/2021	945	-	-	-	-	945
Provenance	5037	5/18/2021	6/17/2021	4,772	-	-	-	-	4,772
Provenance	PROV041321	4/13/2021	4/13/2021	3,650	-	-	-	-	3,650
Rachael Kone	042	5/1/2021	5/31/2021	70	-	-	-	-	70
Rachel Urbina	RH55PCA	5/5/2021	6/15/2021	180	-	-	-	-	180
Rachel Urbina	SB51PCA	5/5/2021	6/15/2021	225	-	-	-	-	225
Rainbow Resource Center	3379173	5/14/2021	6/13/2021	253	-	-	-	-	253
Rainbow Resource Center	3381559	5/2/2021	6/1/2021	264	-	-	-	-	264
Ramona Brazilian Jiu-Jitsu/ MMA	2021-04	5/19/2021	5/19/2021	3,037	-	-	-	-	3,037
Rawhide Ranch	009-GC	5/5/2021	6/4/2021	480	-	-	-	-	480
Rebecca Nakamura	1245447	5/9/2021	6/8/2021	2,779	-	-	-	-	2,779
Rebecca Nakamura	1245448	5/9/2021	6/8/2021	661	-	-	-	-	661
Rebecca Nakamura	1245449	5/9/2021	6/8/2021	900	-	-	-	-	900
Rebecca Nakamura	1245450	5/14/2021	6/13/2021	825	-	-	-	-	825
Rebecca Nakamura	1245451	5/16/2021	6/15/2021	885	-	-	-	-	885
RJAD, LLC	698	4/30/2021	5/30/2021	50	-	-	-	-	50
RJAD, LLC	699	4/30/2021	5/30/2021	50	-	-	-	-	50
RJAD, LLC	700	4/30/2021	5/30/2021	65	-	-	-	-	65
RJAD, LLC	701	4/30/2021	5/30/2021	45	-	-	-	-	45
RJAD, LLC	702	4/30/2021	5/30/2021	165	-	-	-	-	165
RJAD, LLC	703	4/30/2021	5/30/2021	70	-	-	-	-	70
Ruth Rosas	May 2021-386658	5/15/2021	6/14/2021	128	-	-	-	-	128
San Diego Center for Vision Care - Opt	#104	5/13/2021	6/12/2021	480	-	-	-	-	480
San Diego Center for Vision Care - Opt	105	5/13/2021	6/12/2021	480	-	-	-	-	480
San Diego Center for Vision Care - Opt	106	5/13/2021	6/12/2021	240	-	-	-	-	240
San Diego Horse Rentals LLC	LSTUSSI 3	5/1/2021	5/1/2021	260	-	-	-	-	260
San Diego Ice Arena	13608	5/4/2021	6/3/2021	111	-	-	-	-	111
San Diego Ice Arena	13609	5/4/2021	6/3/2021	148	-	-	-	-	148
Scholastic Inc	M6961600 1	5/4/2021	6/3/2021	(93)	-	-	-	-	(93)
School of Rock Otay Ranch	17SRC	5/1/2021	5/31/2021	229	-	-	-	-	229
School of Rock Otay Ranch	18NRC	5/1/2021	5/31/2021	115	-	-	-	-	115
School of Rock Otay Ranch	19SR	5/1/2021	5/31/2021	196	-	-	-	-	196
School of Rock Otay Ranch	20SB	4/1/2021	5/1/2021	350	-	-	-	-	350
School of Rock Otay Ranch	21SB	5/1/2021	5/31/2021	350	-	-	-	-	350

Pacific Coast Academy

Accounts Payable Aging

May 31, 2021

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Sebesta's Rocking K Ranch	1033	5/4/2021	6/3/2021	700	-	-	-	-	700
Shree LLC	54	5/4/2021	6/3/2021	4,297	-	-	-	-	4,297
Specialized Therapy Services, Inc.	PCAC01-0321	3/31/2021	5/10/2021	89,761	-	-	-	-	89,761
Studies Weekly	390577	5/10/2021	9/1/2021	97	-	-	-	-	97
Studies Weekly	390579	5/10/2021	9/1/2021	97	-	-	-	-	97
Studies Weekly	390756	5/10/2021	9/1/2021	32	-	-	-	-	32
Studies Weekly	390760	5/10/2021	9/1/2021	65	-	-	-	-	65
Teacher Synergy, LLC	153826289	5/5/2021	5/26/2021	24	-	-	-	-	24
Teacher Synergy, LLC	153827029	5/5/2021	5/26/2021	21	-	-	-	-	21
Teacher Synergy, LLC	153827603	5/5/2021	5/26/2021	10	-	-	-	-	10
Teacher Synergy, LLC	153829407	5/5/2021	5/26/2021	44	-	-	-	-	44
Teacher Synergy, LLC	153831147	5/5/2021	5/26/2021	31	-	-	-	-	31
Teacher Synergy, LLC	153849110	5/5/2021	5/26/2021	4	-	-	-	-	4
Teacher Synergy, LLC	153849433	5/5/2021	5/26/2021	19	-	-	-	-	19
Teacher Synergy, LLC	153849674	5/5/2021	5/26/2021	46	-	-	-	-	46
Teacher Synergy, LLC	153850598	5/5/2021	5/26/2021	64	-	-	-	-	64
Teacher Synergy, LLC	153851963	5/5/2021	5/26/2021	2	-	-	-	-	2
Teacher Synergy, LLC	153852690	5/5/2021	5/26/2021	18	-	-	-	-	18
Teacher Synergy, LLC	153887469	5/5/2021	5/26/2021	8	-	-	-	-	8
Teacher Synergy, LLC	153888182	5/5/2021	5/26/2021	28	-	-	-	-	28
Teacher Synergy, LLC	153890260	5/5/2021	5/26/2021	22	-	-	-	-	22
Teacher Synergy, LLC	153890556	5/5/2021	5/26/2021	63	-	-	-	-	63
Teacher Synergy, LLC	153900794	5/5/2021	5/26/2021	2	-	-	-	-	2
Teacher Synergy, LLC	153901138	5/5/2021	5/26/2021	22	-	-	-	-	22
Teacher Synergy, LLC	153901486	5/5/2021	5/26/2021	29	-	-	-	-	29
Teacher Synergy, LLC	153901988	5/5/2021	5/26/2021	8	-	-	-	-	8
Teacher Synergy, LLC	153904186	5/5/2021	5/26/2021	16	-	-	-	-	16
Teacher Synergy, LLC	153904389	5/5/2021	5/26/2021	91	-	-	-	-	91
Teacher Synergy, LLC	153904585	5/5/2021	5/26/2021	8	-	-	-	-	8
Teacher Synergy, LLC	153910170	5/5/2021	5/26/2021	24	-	-	-	-	24
Teacher Synergy, LLC	154123683	5/6/2021	5/27/2021	2	-	-	-	-	2
Teacher Synergy, LLC	154410446	5/10/2021	5/31/2021	17	-	-	-	-	17
Terry Tsang Optometry	113	4/6/2021	5/6/2021	168	-	-	-	-	168
Terry Tsang Optometry	114	4/13/2021	5/13/2021	168	-	-	-	-	168
Terry Tsang Optometry	115	5/4/2021	6/3/2021	168	-	-	-	-	168
The Origin Hip Hop Performing Arts Academy	7	4/1/2021	5/1/2021	300	-	-	-	-	300
Tilghman's Academy of Music	05219180	5/17/2021	6/16/2021	84	-	-	-	-	84
Total Education Solutions	3482156	5/6/2021	6/18/2021	1,776	-	-	-	-	1,776

Pacific Coast Academy**Accounts Payable Aging****May 31, 2021**

Vendor Name	Invoice/Credit Number	Invoice Date	Date Due	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Total Raptor eXperience	0000448	5/20/2021	6/6/2021	300	-	-	-	-	300
Total Raptor eXperience	0000451	5/14/2021	6/14/2021	77	-	-	-	-	77
Up & Movin'	InPCA3 21	4/5/2021	5/5/2021	368	-	-	-	-	368
Watersafe Swim School	446	5/4/2021	6/3/2021	119	-	-	-	-	119
Wilson Language Training Corp	1855242	5/13/2021	6/12/2021	40	-	-	-	-	40
Wilson Language Training Corp	1855646	5/17/2021	6/16/2021	29	-	-	-	-	29
Wizard of Math	Bri-4-21	5/5/2021	6/4/2021	100	-	-	-	-	100
Xtreme Fit Temecula	5635	5/4/2021	5/4/2021	35	-	-	-	-	35
Xtreme Fit Temecula	5639	5/4/2021	5/4/2021	149	-	-	-	-	149
Total Outstanding Payables in May				\$ 419,581	\$ -	\$ 53,757	\$206,002	\$ 48,115	\$ 727,455

Cover Sheet

2021-2022 Local Control Accountability Plan (LCAP)

Section:	III. Finance
Item:	B. 2021-2022 Local Control Accountability Plan (LCAP)
Purpose:	Vote
Submitted by:	
Related Material:	PCA LCAP Final 6-22-21.pdf PCA LCAP Presentation.pdf

BACKGROUND:

Staff recommends the Board approve the Local Control Accountability Plan (LCAP). All LEAs are required to produce an LCAP, demonstrating how the LCFF funds are linked to meeting the needs of all students, particularly students living in poverty, foster youth, and students who are learning English. The LCAP addresses the eight state priorities and incorporates [specific metrics](#) the state has defined to monitor the priorities as required. Staff, parents, students, and public input was used in developing the actions and services that will lead to attainment of our goals and eight priorities for all students.

LCFF Budget Overview for Parents

Local Educational Agency (LEA) Name: Pacific Coast Academy

CDS Code: 37 68049 0136416

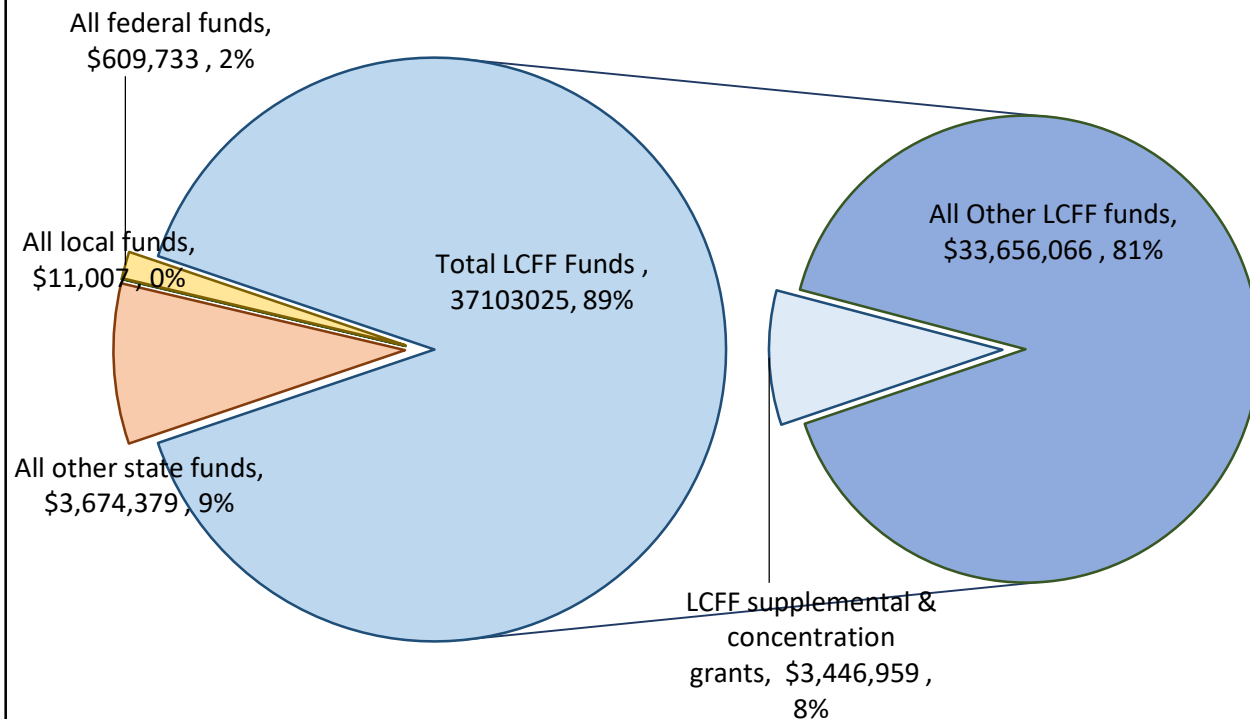
School Year: 2021 – 22

LEA contact information: Krystin Demofonte, Executive Director krystin.demofonte@pacificcoastacademy.c

School districts receive funding from different sources: state funds under the Local Control Funding Formula (LCFF), other state funds, local funds, and federal funds. LCFF funds include a base level of funding for all LEAs and extra funding - called "supplemental and concentration" grants - to LEAs based on the enrollment of high needs students (foster youth, English learners, and low-income students).

Budget Overview for the 2021 – 22 School Year

Projected Revenue by Fund Source

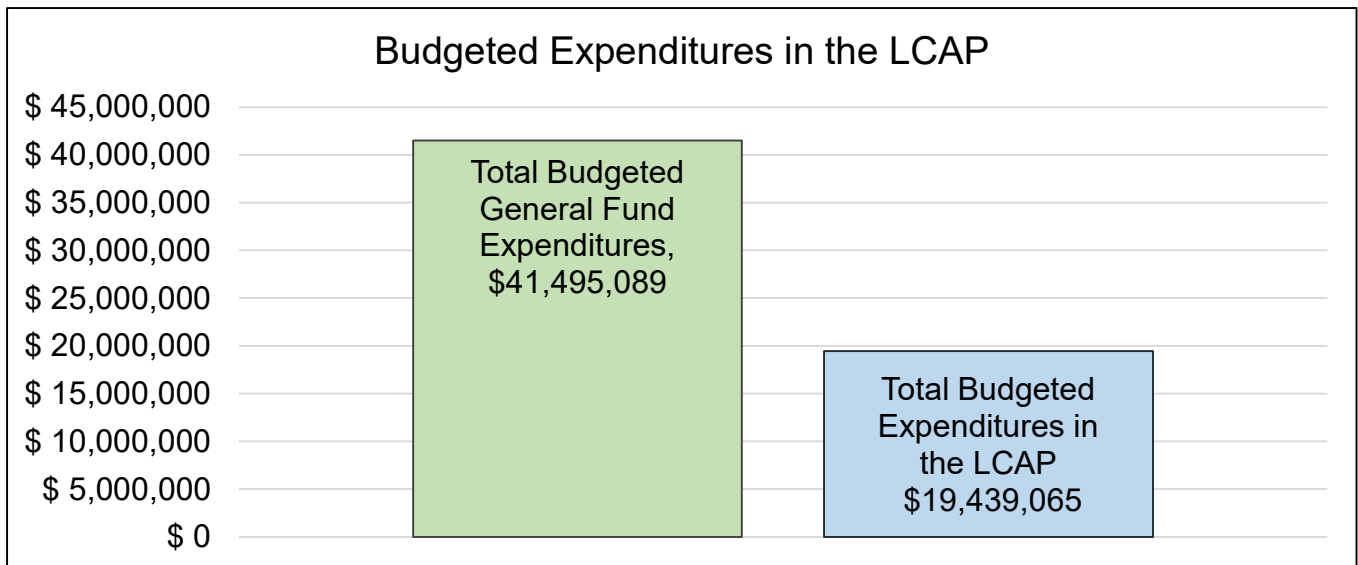


This chart shows the total general purpose revenue Pacific Coast Academy expects to receive in the coming year from all sources.

The total revenue projected for Pacific Coast Academy is \$41,398,144.17, of which \$37,103,025.00 is Local Control Funding Formula (LCFF), \$3,674,379.17 is other state funds, \$11,007.00 is local funds, and \$609,733.00 is federal funds. Of the \$37,103,025.00 in LCFF Funds, \$3,446,959.00 is generated based on the enrollment of high needs students (foster youth, English learner, and low-income students).

LCFF Budget Overview for Parents

The LCFF gives school districts more flexibility in deciding how to use state funds. In exchange, school districts must work with parents, educators, students, and the community to develop a Local Control and Accountability Plan (LCAP) that shows how they will use these funds to serve students.



This chart provides a quick summary of how much Pacific Coast Academy plans to spend for 2021 – 22. It shows how much of the total is tied to planned actions and services in the LCAP.

Pacific Coast Academy plans to spend \$41,495,088.67 for the 2021 – 22 school year. Of that amount, \$19,439,065.00 is tied to actions/services in the LCAP and \$22,056,023.67 is not included in the LCAP. The budgeted expenditures that are not included in the LCAP will be used for the following:

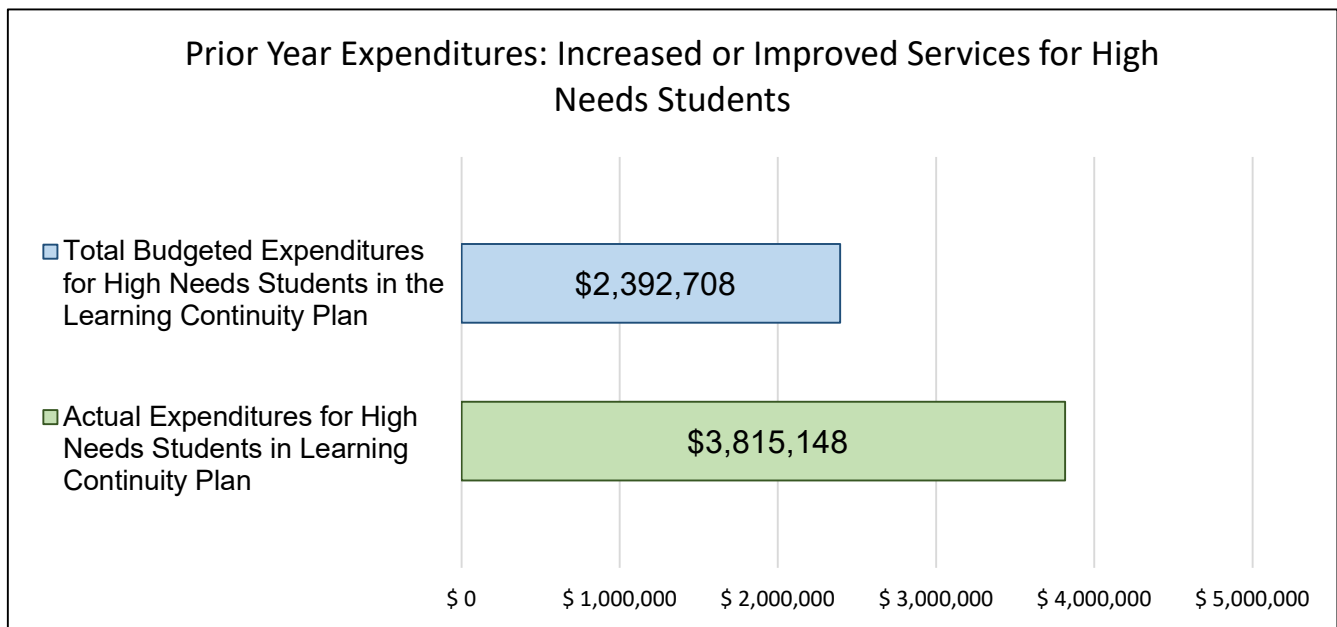
Staffing and related benefits, textbooks and general instructional materials, special education and instructional services, professional services, rent and facility costs and other general operational costs.

Increased or Improved Services for High Needs Students in the LCAP for the 2021 – 22 School Year

In 2021 – 22, Pacific Coast Academy is projecting it will receive \$3,446,959.00 based on the enrollment of foster youth, English learner, and low-income students. Pacific Coast Academy must describe how it intends to increase or improve services for high needs students in the LCAP. Pacific Coast Academy plans to spend \$3,446,959.00 towards meeting this requirement, as described in the LCAP.

LCFF Budget Overview for Parents

Update on Increased or Improved Services for High Needs Students in 2020 – 21



This chart compares what Pacific Coast Academy budgeted last year in the Learning Continuity Plan for actions and services that contribute to increasing or improving services for high needs students with what Pacific Coast Academy estimates it has spent on actions and services that contribute to increasing or improving services for high needs students in the current year.

In 2020 – 21, Pacific Coast Academy's Learning Continuity Plan budgeted \$2,392,708.00 for planned actions to increase or improve services for high needs students. Pacific Coast Academy actually spent \$3,815,148.19 for actions to increase or improve services for high needs students in 2020 – 21.

Annual Update for Developing the 2021-22 Local Control and Accountability Plan

Annual Update for the 2019–20 Local Control and Accountability Plan Year

LEA Name	Contact Name and Title	Email and Phone
Pacific Coast Academy	Krystin Demofonte Executive Director	krystin.demofonte@pacificcoastacademy.org (619) 404-3190

The following is the local educational agency's (LEA's) analysis of its goals, measurable outcomes and actions and services from the 2019-20 Local Control and Accountability Plan (LCAP).

Goal 1

Provide high-quality teaching and learning that promotes opportunity for applying knowledge within an independent study/online curriculum structure.

State and/or Local Priorities addressed by this goal:

State Priorities: Priority 1: Basic (Conditions of Learning)
 Priority 7: Course Access (Conditions of Learning)

Local Priorities: Basic Conditions

Annual Measurable Outcomes

Expected	Actual
Metric/Indicator Percent of teachers appropriately credentialed and assigned. Baseline 100%	100% of the teachers are appropriately assigned and fully credentialed.
Metric/Indicator Percent of facilities considered safe as demonstrated in the Facilities Inventory (FIT) Report. Baseline 100%	100% of our facilities are considered safe according to the Facilities Inventory (FIT) Report.
Metric/Indicator Percent of student with access to CA state standards-aligned instructional materials (text and e-text) for all core subject areas. Baseline 100%	100% of students have access to CA state standards-aligned instructional materials (text and e-text) for all core subject areas.
Metric/Indicator Percent of students who have access to a computer. Baseline 100%	100% of students have access to a computer
Metric/Indicator	100% of students have a broad course of study through vendor lobby electives and enrichment opportunities.

Expected	Actual
Percent of students who have a broad course of study through vendor lobby electives and enrichment opportunities. Baseline 100%	

Actions / Services

Planned Actions/Services	Budgeted Expenditures	Actual Expenditures
Ensure teachers are appropriate credentialed and assigned.	Certificated Teachers 1000-1999: Certificated Personnel Salaries LCFF Base \$8,930,000	Certificated Teachers 1000-1999: Certificated Personnel Salaries LCFF Base \$13,996,373
Staff will meet in monthly PLNs to share and discuss best practices and resources for supporting learning in a virtual environment.	Professional Development 5800: Professional/Consulting Services And Operating Expenditures \$8,859	Professional Development 5800: Professional/Consulting Services And Operating Expenditures LCFF Base \$0
Provide access to broad course of study such as VAPA courses and enrichment opportunities	Books & Supplies 4000-4999: Books And Supplies LCFF Base \$4,414,009	Books & Supplies 4000-4999: Books And Supplies LCFF Base \$3,743,607

Goal Analysis

A description of how funds budgeted for Actions/Services that were not implemented were used to support students, families, teachers, and staff.

Staff met in monthly PLCs virtually due to the pandemic and there was no need to rent spaces for in-person meetings.

A description of the successes and challenges in implementing the actions/services to achieve the goal.

We implemented all actions/services as planned including ensuring all staff is appropriately assigned, ensured all students have access to CA state standards-aligned instructional materials (text and e-text) for all core subject areas, access to a broad course of study (electives and enrichment courses) and access to a computer for virtual instruction.

Goal 2

Provide appropriate tiered supports that promote and sustain positive social/emotional development as well increased academic achievement for all students.

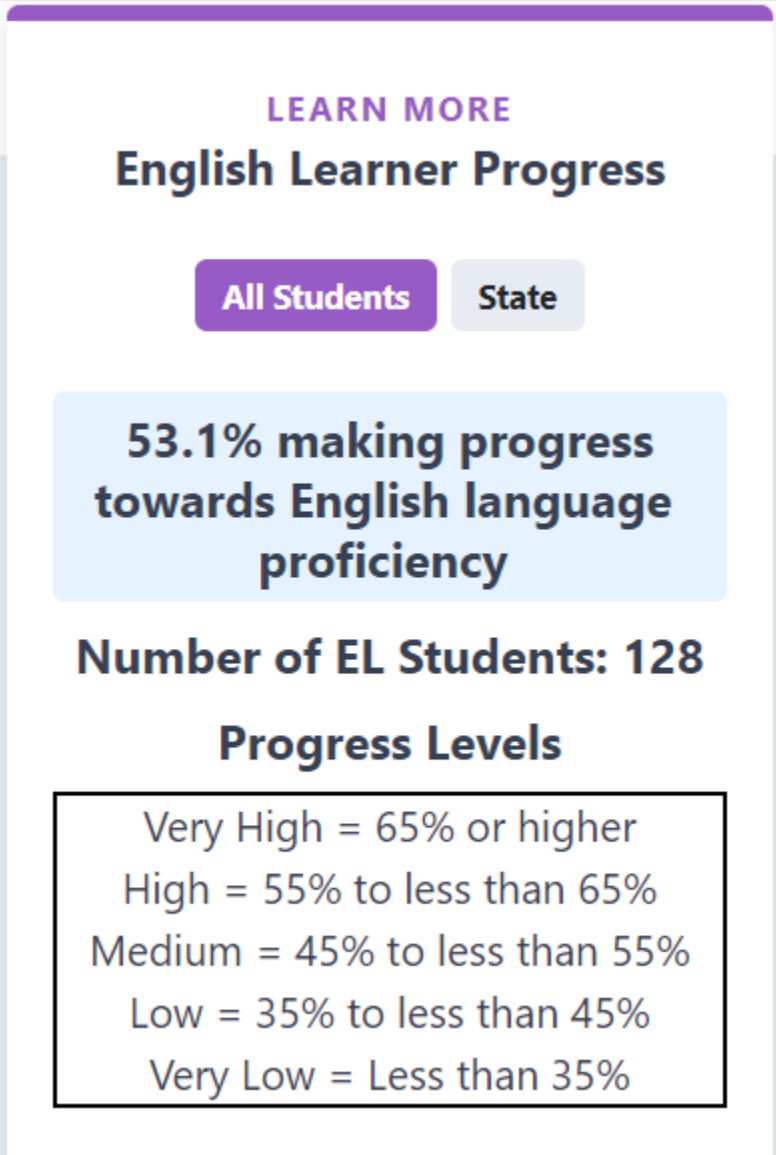
State and/or Local Priorities addressed by this goal:

State Priorities: Priority 2: State Standards (Conditions of Learning)
 Priority 4: Pupil Achievement (Pupil Outcomes)
 Priority 7: Course Access (Conditions of Learning)

Local Priorities: Implementation of Academic Standards

Annual Measurable Outcomes

Expected	Actual
Metric/Indicator CAASPP participation rate will be at least 95% Baseline ELA: 73.1% Math: 72.9%	The CAASPP participation rate for 2018-2019 was 90% (California Schools Dashboard) which is an increase from previous years but still is a focus for the school. The CAASPP assessment was not given in 2019-20 due to the COVID-19 pandemic.
Metric/Indicator The percentage of Inspire students meeting or exceeding standards on CAASPP ELA assessments, including all subgroups Baseline 40%	In 2018-2019, 44.78% of our students scored at Standard Met or Standard Exceeded on the ELA Smarter Balanced Assessment (California Schools Dashboard). The CAASPP assessment was not given in 2019-20 due to the COVID-19 pandemic.
Metric/Indicator The percentage of Inspire students meeting or exceeding standards on CAASPP Mathematics assessments, including all subgroups Baseline 24%	in 208-2019, 22.44% of our students scored at Standard Met or Standard Exceeded on the Mathematics Smarter Balanced Assessment (California Schools Dashboard). The CAASPP assessment was not given in 2019-20 due to the COVID-19 pandemic.

Expected	Actual
Metric/Indicator 10% of English Learners will increase one level of proficiency on the English Learner Progress Indicator annually Baseline Level 4- 28.6% Level 3- 24.4% Level 2- 18.5% Level 1- 28.6%	 LEARN MORE English Learner Progress All Students State 53.1% making progress towards English language proficiency Number of EL Students: 128 Progress Levels Very High = 65% or higher High = 55% to less than 65% Medium = 45% to less than 55% Low = 35% to less than 45% Very Low = Less than 35%
Metric/Indicator At least 10% of EL students will reclassify Baseline	12% of English Learners (ELs) reclassified to RFEP

Expected	Actual			
0%	School	CDSCode	Enrollment	English Lea
	Pacific Coast Academy	37680490136416	3,978	122 (3
	District Total:		9,734	388 (4
	County Total:		502,785	94,020 (18
	State Total:		6,163,001	1,148,024 (1
Metric/Indicator 100% of teachers will engage in >15 hours of curriculum training and CCSS PD during the school year	100% of our teachers participated in 15 hours or more of curriculum training for common core state standards (CCSS).			
Baseline 100%				
Metric/Indicator 95% of all students will participate in quarterly interim benchmark assessments to show mastery of standards taught	90% of our students participated in the fall quarterly interim benchmark assessment, an increase of 5% from last year (85%)			
Baseline 75%				

Actions / Services

Planned Actions/Services	Budgeted Expenditures	Actual Expenditures
Administer interim benchmark assessments to identify the standards not yet mastered and prepare for state testing in ELA and Math.	Certificated Staff 1000-1999: Certificated Personnel Salaries LCFF 0	Certificated Staff 1000-1999: Certificated Personnel Salaries LCFF 0
Continue Multi-Tiered Systems of Supports to identify student attendance and academic/social needs, or exceptional needs and to individualize support including online virtual instruction license assignments, and enrichment tutoring services	Intervention services (MTSS) 5000-5999: Services And Other Operating Expenditures LCFF Base \$564,187	Intervention services (MTSS) 5000-5999: Services And Other Operating Expenditures LCFF Base
Provide professional development to help guide and support administrators, counselors, and teachers in addressing the academic needs of ELs and their families including administering ELPAC,	Certificated Staff 1000-1999: Certificated Personnel Salaries LCFF Supplemental and Concentration \$156,000	Certificated Staff 1000-1999: Certificated Personnel Salaries LCFF Supplemental and Concentration \$366,162

Planned Actions/Services	Budgeted Expenditures	Actual Expenditures
identifying ELs, administering language surveys, and coordinating ELD instruction.		
Targeted Professional Development for teachers to support students who are performing below grade level standard on the Smarter Balance Assessment or STAR360 in ELA and Mathematics	Professional Development 5800: Professional/Consulting Services And Operating Expenditures Low Performing Student Block Grant (LPSBG) 0	Professional Development 1000-1999: Certificated Personnel Salaries Other 0
This action is embedded within Action 4 of this Goal and thus discontinued.		
This Action is embedded within Action 2 of this Goal and thus discontinued.		

Goal Analysis

A description of how funds budgeted for Actions/Services that were not implemented were used to support students, families, teachers, and staff.

All funds budgeted for actions/service indicated above were used to support students, families, teachers, and staff as indicated in the plan.

A description of the successes and challenges in implementing the actions/services to achieve the goal.

Due to COVID-19 Pandemic, CAASPP testing was suspended. The data included in the report is from 2018-2019 and 2019-2020. In 2018-2019, the CAASPP participation rate was 90% (California Schools Dashboard), an increase from the previous school year but will continue to be a focus 2021-2022. In 2018-2019, 44.78% of the students scored at Standard Met or Standard Exceeded on the ELA Smarter Balanced Assessment (California Schools Dashboard) but only 22.34% scored at Standard Met or Standard Exceeded on the Mathematics Smarter Balanced Assessment (California Schools Dashboard). Mathematical Practices were the focused of professional development for 2020-2021 to support students in achieving mastery of mathematic concepts.

In 2019-2020, 12% of English Learners (ELs) were reclassified to RFEP, which decreased by five percent due to the impact of COVID-19 pandemic. In 2019-2020, 100% of our teachers participated in 15 of curriculum training for common core state standards (CCSS) and 90% of the students participated in the interim benchmark assessment which is an increase of 5% from the previous school year (85%).

Goal 3

Create systems and structures that provide multiple personalized learning paths to increase cohort graduation rate and College and Career Readiness of students to close the achievement gap

State and/or Local Priorities addressed by this goal:

State Priorities: Priority 4: Pupil Achievement (Pupil Outcomes)
 Priority 8: Other Pupil Outcomes (Pupil Outcomes)

Local Priorities:

Annual Measurable Outcomes

Expected	Actual
Metric/Indicator The number of students taking college level courses (concurrent enrollment or within community colleges) Baseline 100 students will enroll in college level courses.	21 students are taking college level courses.
Metric/Indicator Counselors and HST teachers will meet with each student and family to create personalized learning plan Baseline 100%	100% of students and family have met with Counselors and HST's to create a personalized learning plan
Metric/Indicator Increase the number of Career Technical Pathways Baseline Establish at least one CTE Pathways	3 CTE pathways are established.
Metric/Indicator Increase the percentage of students scoring at Prepared and Approaching Prepared on the College Career Indicator Baseline Data not released by CDE on the California Dashboard.	14.3% of students are scoring at Prepared and 12.7% at Approaching Prepared on the College Career Indicator

Expected	Actual
	LEARN MORE College/Career All StudentsState  No Performance Color 14.3% prepared No Data EQUITY REPORT Number of Student Groups in Each Color 0 Red 0 Orange 0 Yellow 0 Green 0 Blue
Metric/Indicator Percent of students that pass AP examination with a score of 3 or higher	1 student passed the AP exam with a score of 3 or higher

Expected	Actual
Baseline This will be based on 2017-18 test results	

Actions / Services

Planned Actions/Services	Budgeted Expenditures	Actual Expenditures
Increase number of vertically aligned CTE Pathways	Certificated Staff (Costs included in Goal 1, action 1) 1000-1999: Certificated Personnel Salaries LCFF Base 0	Certificated Staff (Costs included in Goal 1, action 1) 1000-1999: Certificated Personnel Salaries LCFF Base 0
Continue to support and provide professional development to administrators and teachers to ensure students demonstrate preparedness as measured by the College Career Indicator.	Professional/consulting services and operating expenditures costs included in Goal 1, Action 2 5800: Professional/Consulting Services And Operating Expenditures LCFF Base 0	Professional/consulting services and operating expenditures costs included in Goal 1, Action 2 5800: Professional/Consulting Services And Operating Expenditures LCFF Base 0
The school will establish an IGPS review/adjustment procedure that includes reviewing individual student grades after every grading period. Counselors and HSTs will identify, create a plan and monitor for students at risk.	Certificated Staff (Costs included in Goal 1, action 1) 1000-1999: Certificated Personnel Salaries LCFF Base 0	Certificated Staff (Costs included in Goal 1, action 1) 1000-1999: Certificated Personnel Salaries LCFF Base 0

Goal Analysis

A description of how funds budgeted for Actions/Services that were not implemented were used to support students, families, teachers, and staff.

All funds budgeted for the actions/services services listed above were implemented and used to support students, families, teachers, and staff.

A description of the successes and challenges in implementing the actions/services to achieve the goal.

PCA implemented systems and structures that provide multiple personalized learning paths to increase cohort graduation rate and College and Career Readiness of students to close the achievement gap. Professional development provided to the staff provided training and support for CTE and College/Career Readiness. We added additional CTE pathways to increase course offering to students to increase the number of students who are College and Career ready upon graduating from PCA. The school successfully

established the Individualized Graduation Plans in partnership with the teacher, family and HS counselor. We acknowledge that this goal is a continued component with a continued strategic plan for our students.

Goal 4

Increase student, parent, staff, and community engagement through collaboration, transparency, and communication and provide broad course of study.

State and/or Local Priorities addressed by this goal:

State Priorities:	Priority 1: Basic (Conditions of Learning) Priority 3: Parental Involvement (Engagement) Priority 5: Pupil Engagement (Engagement) Priority 6: School Climate (Engagement) Priority 7: Course Access (Conditions of Learning)
Local Priorities:	• Parent Involvement and Engagement • School Climate Survey

Annual Measurable Outcomes

Expected	Actual
Metric/Indicator Increase number of students participating in Enrichment opportunities as measured by student enrollment Baseline New program and Baseline data will be available in 2018-19	Due to the COVID-19 Pandemic shutdown, students were not able to participate in enrichment activities and a baseline couldn't be created. Students were provided opportunity to participate in virtual field trips and events.
Metric/Indicator Increased student participation academic and leadership opportunities such as Yearbook Committee, Student Council, Meet the Masters based on student sign in Baseline Baseline data will be created in 2018-19	Due to the COVID-19 Pandemic shutdown, students were not able to participate in academic and leadership activities and a baseline couldn't be created. Students were provided opportunity to participate in virtual leadership events.
Metric/Indicator Increase use of school website and provide parents with updated FAQs, policies, and program descriptions as monitored by Google Analytics Baseline 100%	Our website plays a critical role in communicating FAQs, policies, and program descriptions (that are updated regularly). According to google analytics, are website traffic is as follows: 1 day active users 189 (100%) 7 day active users 1421 (100%) 14 day active users 2117 (100%)

Expected	Actual
	28 active users 3428 (100%)
Metric/Indicator maintain chronic absenteeism rate at 0%. Baseline 0%	The chronic absenteeism decreased by 1.5% to 0.3%

Expected	Actual					
	LEARN MORE Chronic Absenteeism All Students State  Blue 0.3% chronically absent Declined 1.5% ⬇️ EQUITY REPORT Number of Student Groups in Each Color <table><tr><td> 0 Red </td><td> 0 Orange </td><td> 0 Yellow </td><td> 0 Green </td><td> 8 Blue </td></tr></table>	0 Red	0 Orange	0 Yellow	0 Green	8 Blue
0 Red	0 Orange	0 Yellow	0 Green	8 Blue		
Metric/Indicator Maintain the rate of pupil suspension and expulsions rates.	The suspension and expulsion rate were 0%					

Expected	Actual					
Baseline 0%	LEARN MORE Suspension Rate All StudentsState  Blue 0% suspended at least once Maintained 0% EQUITY REPORT Number of Student Groups in Each Color <table><tr><td> 0 Red </td><td> 0 Orange </td><td> 0 Yellow </td><td> 0 Green </td><td> 8 Blue </td></tr></table>	0 Red	0 Orange	0 Yellow	0 Green	8 Blue
0 Red	0 Orange	0 Yellow	0 Green	8 Blue		
Metric/Indicator Increase high school cohort graduation rate	75% of the students in the Cohort graduated within the four years. This was the baseline year for the graduation rate.					

Expected	Actual
Baseline TBD	LEARN MORE Graduation Rate All Students State No Performance Color 75% graduated No Data EQUITY REPORT Number of Student Groups in Each Color 0 Red 0 Orange 0 Yellow 0 Green 0 Blue
Metric/Indicator Decrease the high school cohort dropout rate	The data for this metric was discontinued by CDE. The focus now is on cohort graduation rate. The cohort graduation rate does not include students who are enrolled in adult education school to

Expected	Actual
Baseline TBD	continue their studies, fifth year seniors or students who took the GED.
Metric/Indicator Decrease the middle school dropout rate Baseline Our SIS does not identify any middle school students as dropouts.	Based on our internal SIS, we did not have any middle school students as dropouts
Metric/Indicator Increase parent participation rate for the school climate survey by 10% Baseline 8% surveys were returned	Families participated in the Learning Continuity Plan in 2019-2020. The COVID-19 Pandemic shutdown had an impact on the number of families participating the climate survey.
Metric/Indicator Maintain current attendance rates of 95% or higher by ensuring the timely completion of assignments Baseline 95%	The school has maintained the attendance rate of 95% of the student complete their assignments on time.

Actions / Services

Planned Actions/Services	Budgeted Expenditures	Actual Expenditures
Implement four-year graduation rate needs assessment and root cause analysis including related professional development	Professional Development 5800: Professional/Consulting Services And Operating Expenditures LCFF Base 0	Professional Development 5800: Professional/Consulting Services And Operating Expenditures LCFF Base 0
Fund parent liaison position to address specific needs of unduplicated students including augmented communication with their families	Certificated Staff 1000-1999: Certificated Personnel Salaries LCFF Supplemental and Concentration \$143,000	Certificated Staff 1000-1999: Certificated Personnel Salaries LCFF Supplemental and Concentration \$81,708
Fund Foster/homeless youth liaison position to address the specific needs of foster/homeless youth including proactive monitoring of socio-emotional needs	Certificated Staff 1000-1999: Certificated Personnel Salaries	Certificated Staff 1000-1999: Certificated Personnel Salaries

Planned Actions/Services	Budgeted Expenditures	Actual Expenditures
	LCFF Supplemental and Concentration \$143,000	LCFF Supplemental and Concentration \$92,517
Implement Project Recovery for students, particularly those with an EL, FY, or SED background, who did not re-enroll with Inspire the following school year as well as those that leave during a school year to decrease the dropout rates in middle and high school.	Certificated Staff 1000-1999: Certificated Personnel Salaries LCFF Supplemental and Concentration \$300,000	Certificated Staff 1000-1999: Certificated Personnel Salaries LCFF Supplemental and Concentration \$103,208
Increase opportunities for students to participate in leadership and academic events to development confidence and leadership skills.	Professional Development 5800: Professional/Consulting Services And Operating Expenditures LCFF Supplemental and Concentration \$1,650,708	\$1,630,957
Maintain updated FAQs, policies, and program descriptions on school website	Classified Staff 2000-2999: Classified Personnel Salaries LCFF Base 0	Classified Staff 2000-2999: Classified Personnel Salaries LCFF Base 0

Goal Analysis

A description of how funds budgeted for Actions/Services that were not implemented were used to support students, families, teachers, and staff.

The funds budgeted for actions/services were implemented and used to support students, families, teachers, and staff.

A description of the successes and challenges in implementing the actions/services to achieve the goal.

The challenge was in implementing project recovery due to the pandemic and economic crisis. It was difficult to locate students who no longer had access to internet or phone number. We could not conduct home visits due to the pandemic. Some families reported moving out of state to live with extended families but documentation was not provided. Opportunities for students to participate in leadership were conducted virtually. Students were provided with virtual programs to participate in academic events to develop confidence and leadership skills.

Annual Update for the 2020–21 Learning Continuity and Attendance Plan

The following is the local educational agency's (LEA's) analysis of its 2020-21 Learning Continuity and Attendance Plan (Learning Continuity Plan).

In-Person Instructional Offerings

Actions Related to In-Person Instructional Offerings

Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing
Expenditures associated with researching and access to virtual access to community resources, including Ford's Theatre, museums, Generation Beyond, The Good Egg Project, Alcoa Kitts Green.	\$4,500	\$3,250	Yes

A description of any substantive differences between the planned actions and/or budgeted expenditures for in-person instruction and what was implemented and/or expended on the actions.

We provided distance learning and virtual access to community resources for students to participate during the pandemic.

Analysis of In-Person Instructional Offerings

A description of the successes and challenges in implementing in-person instruction in the 2020-21 school year.

Being a non-classroom-based charter school, students primarily school at home. An adjustment was the inability to utilize the community partners for in person enrichment opportunities .

Distance Learning Program

Actions Related to the Distance Learning Program

Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing
Placed-based learning curricular approaches and resources: As part of our curriculum, we emphasize Place-Based Learning to immerse students in local cultures, landscapes, and resources to contextualize our curriculum. However, many local resources, including museums remained closed due to COVID19. To maintain this approach, we need to invest in expenditures related to maintaining this curricular approach virtually.	\$215,000	\$213,051	Yes
Additional technology devices, including Chromebooks and iPads. To maintain our distance learning format, we need to invest in providing all students with adequate technology devices to allow them to equitably participate in all aspects of our curriculum, including distance based CTE programs that require laptops (not Chromebooks) to download and operate software. Given that most of our English Learners, students living in poverty, and students placed in foster care do not have adequate technology devices, the purchase of these items will principally benefit them. However, we will split fund this action among supplemental funds, newly available learning mitigation loss funds, and other adequate funding to ensure that students with exceptional learning needs, homeless, and other students also benefit.	\$282,809	\$321,222	Yes
Additional devices and resources to increase access to the internet, including hotspots. To maintain our distance learning format, we need to invest in providing all students with adequate access to high-speed internet services to allow them to equitably participate in all aspects of our curriculum, including online based academic software that works optimally with high-speed internet access. Given that most of our English Learners, students living in poverty, and students placed in foster care do not have adequate access to high speed internet service, the purchase of these items will principally benefit them. However, we will split fund this action among supplemental funds,	\$141,000	\$162,476	Yes

Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing
newly available learning mitigation loss funds, and other adequate funding to ensure that students with exceptional learning needs, homeless, and other students also benefit.			
The success of our most, but not all, of our distance learning approach is contingent upon interactive online-based learning software such as MobyMax that can be customized to specifically target skills and standards from prior grade levels and can be customized to match students' individualized learning needs through embedded instructional support, including built-in accommodations, parent portals, instructional videos, hands-on activities, performance tasks, and progress monitoring. Specifically, we offer specialized online-based supports for students that need Tier 2 supports. Given that most of our English Learners, students living in poverty, and students placed in foster care benefit greatly from online-based interactive software, the purchase of these items will principally benefit them. However, we will split fund this action among supplemental funds, newly available learning mitigation loss funds, and other adequate funding to ensure that students with exceptional learning needs, homeless, and other students also benefit.	\$877,262	1,004,309	Yes
Improvement of school technology infrastructure, including server, cyber security resources, and devices to support distance-based learning including Wifi hotspots and licenses for Zoom educational accounts to increase cyber security	\$236,724	\$313,504	No
Additional technology devices, including Chromebooks and iPads for students	\$211,000	\$190,847	No
Additional resources for students to improve access to the internet, including hotspots	\$127	\$260	No
Instructional material and assistive technology for students with exceptional needs to meet IEP related needs in distance learning format. E.g., Document cameras and additional online curriculum resources to support staff and students	\$38,000	\$41,514	No
Creation of IT Administrator position	\$70,614	\$76,819.75	No

Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing
Creation of IT Support Specialist position	\$54,003	\$62,858.13	No
Creation of IT Development Specialist position	\$68,550	\$67,374.99	No
Creation of IT Administrative Assistant position	\$48,547	\$0	No

A description of any substantive differences between the planned actions and/or budgeted expenditures for the distance learning program and what was implemented and/or expended on the actions.

Analysis of the Distance Learning Program

A description of the successes and challenges in implementing each of the following elements of the distance learning program in the 2020-21 school year, as applicable: Continuity of Instruction, Access to Devices and Connectivity, Pupil Participation and Progress, Distance Learning Professional Development, Staff Roles and Responsibilities, and Support for Pupils with Unique Needs.

Being a non-classroom based charter school, we didn't have the traditional distance learning model as a traditional public school. Challenges that our students faced were the increased need for connectivity and usage of devices with the online options in enrichment, curriculum, online learning opportunities, and synchronous learning online with our teachers. Our staff, also continuing to work from home, needed reliable internet and resources to teach remotely. Teachers couldn't meet with students face to face but were able to meet with families and students online.

Pupil Learning Loss

Actions Related to the Pupil Learning Loss

Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing
Given the anticipated learning loss influenced by COVID19 and societal unrest, it is vital that we are able to accurately discern students' subject specific proficiency level to adjust curriculum and instruction. The purchase and administration of diagnostic and interim assessments yield critical standards-based data to inform our practice. Expenditures associated with this action include the costs of assessment services (E.g., STAR360), and a Director of Testing position	\$218,000	\$235,880	Yes
Staff training related to diagnostic and interim assessments. We cannot optimize the use of data produced by diagnostic and interim assessments if staff do not fully understand how to interpret results and modify curriculum and instructional appropriately. Expenditures associated with this action including staff training of STAR360 metrics and results, as well as the new CAASPP/SBAC "Tools for Teachers"	\$13,500	\$11,850	Yes
Individual training opportunities for teachers and additional time during summer and school year to collaborate with peers related to assessing and addressing learning loss and responding to identified needs of students, particularly those who are most vulnerable to the impact of COVID 19 and societal unrest. Given the academic needs of our English Learners, students living in poverty, and students placed in foster care, the action will principally benefit them.	\$65,000	\$66,150	Yes
Staff and parent training related to understanding our tiered supports, particularly for those who are most vulnerable to the impact of COVID 19 and societal unrest. Given the social-emotional and academic needs of our English Learners, students living in poverty, and students placed in foster care, the action will principally benefit them.	\$4,500	\$5880	Yes
Staff and parent training related to trauma-informed practices, including Social Emotional Learning. Results of seminal studies clearly demonstrate students struggle to engage in learning when their basic needs are not met. In particular, English Learners,	\$12,000	\$14722	Yes

Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing
students living in poverty, students placed in foster care, students experiencing homelessness, and those with exceptional needs are most vulnerable to the effects of the pandemic, societal unrest, and resulting learning loss that exacerbates previous achievement gaps.			
Supporting the academic success of our English Learners, including staff training of specific academic supports such as using a range of information systems (e.g., graphic organizers, diagrams, videos, or other media) and improved language models (e.g., sentence frames and stems) to provide comprehensible input and structure.	\$162,000	\$151,708	Yes
We will purchase materials and fund additional supports to help students living in poverty, in foster care, or who qualify as English Learners to equitably participate in our Tier 1 instruction/curriculum. Expenditures associated with this action include the cost of liaison positions and counselors. Given the academic and socio-emotional needs of our English Learners, students living in poverty, and students placed in foster care, the action will principally benefit them. However, we will split fund this action among supplemental funds, newly available learning mitigation loss funds, and other adequate funding to ensure that students with exceptional learning needs, homeless, and other students also benefit.	\$530,000	\$569,637	Yes
Given the substantial emotional and financial impact of COVID19 and societal unrest on our students, we anticipate many students disengaging from school. To mitigate these negative effects, we will fund staff to proactively engage in a systemic outreach and monitoring effort, including students who manifest symptoms of chronic absenteeism. Expenditures include the creation of a Student Support Coordinator.	\$132,000	\$100,534.67	Yes
Stipend for Professional Development Coordinator	\$8,500	\$8,500	Yes

A description of any substantive differences between the planned actions and/or budgeted expenditures for addressing pupil learning loss and what was implemented and/or expended on the actions.

There are no substantive differences between the planned actions and or budgeted expenditures.

Analysis of Pupil Learning Loss

A description of the successes and challenges in addressing Pupil Learning Loss in the 2020-21 school year and an analysis of the effectiveness of the efforts to address Pupil Learning Loss to date.

As a non-classroom based independent study charter school, homeschooling students were able to continue the different modes of learning with teacher-directed, online and within the blended instructional model. Teachers communicated and met with students through digital platforms. Increased number of secondary students chose to enroll in the direct-instruction core subjects virtual classes. One challenge that the school had was to get all of our students to participate in the benchmark diagnostic (STAR) in English language arts and mathematics. Feedback from families who took the benchmark felt they have been doing so much learning online, technology overload, COVID related life circumstances, it was another online time for their student to be on technology. Due to the COVID pandemic, the family home dynamics had changed which made testing difficult for students. Although all students have access to technology and internet access, there are a few areas where student connectivity is still in question, due to the location of a student's home. There was an increase in our Intervention classes during 20-21, as more students needed additional support without the in-person academic enrichment opportunities normally offered.

Analysis of Mental Health and Social and Emotional Well-Being

A description of the successes and challenges in monitoring and supporting mental health and social and emotional well-being in the 2020-21 school year.

A Social Emotional Website was launched along with items such as Mindset Mondays, dedicated time with counselors, online SEL supports, Community Connections events to bring students together provided learning and social opportunities for students to connect virtually. The Multicultural Diversity and Inclusion recognition brought new and a continued awareness of our diverse world and student population which brought a new heightened awareness for our school and community. Results from the parent survey showed 67% of parents did not find our students mental well being concerning. The school provided backpacks for the homeless population through collaboration with the teacher and family.

Analysis of Pupil and Family Engagement and Outreach

A description of the successes and challenges in implementing pupil and family engagement and outreach in the 2020-21 school year.

Teachers continued to meet virtually with their students to provide continued student engagement, monitor student mental health, office hours for tutoring or additional supports, scheduled live synchronous sessions, participation in diagnostic assessment and completion of assignments as documented in our student information system. Many families chose to attend our virtual community events that had series on different topics both educational and enrichment. Families also opted to join many of the parent education nights and Multicultural and Diversity Inclusion Program opportunities for additional connection. Families were able to connect with one another with thematic virtual events held by Community Connections.

Analysis of School Nutrition

A description of the successes and challenges in providing school nutrition in the 2020-21 school year.

As a non-classroom based independent study charter school, we do not have facilities to serve meals. We provided a list of various locations around the city offering free meals to all students.

Additional Actions and Plan Requirements

Additional Actions to Implement the Learning Continuity Plan

Section	Description	Total Budgeted Funds	Estimated Actual Expenditures	Contributing

A description of any substantive differences between the planned actions and budgeted expenditures for the additional plan requirements and what was implemented and expended on the actions.

N/A

Overall Analysis

An explanation of how lessons learned from implementing in-person and distance learning programs in 2020-21 have informed the development of goals and actions in the 2021–24 LCAP.

Pacific Coast Academy continued with the three educational models during the 20-21 School Year. With the additional synchronous instruction options for junior high, high school, English learners, and intervention classes, provided a solid foundation for students at risk. With the dynamics of student's homes with parents working while students are schooling, more students took the opportunity to participate in the courses. The school saw a gain in student engagement and test scores with the online direct instruction and has planned to continue and increase course offerings in the future. Professional Development during the 20-21 School year was more targeted and data driven tailored to the internal benchmark diagnostics. Building community in the virtual world along with course offerings lended to be a strength during COVID. With the increase in student engagement in academic course offerings and desire for in person activities, the school will continue to build programs to support the elementary aged students. The continued need for the support of mental health and social-emotional well-being will continue to be on the forefront for our schools and for schools for the next three year, and most probably more. Our Student Services side developed and will continue to develop more programs, offerings, opportunities to support students and staff.

An explanation of how pupil learning loss continues to be assessed and addressed in the 2021–24 LCAP, especially for pupils with unique needs.

For the 2021-24 LCAP's, as stated above, there will be a continued focus on direct instruction to address pupil learning loss for our unduplicated and students with disabilities elementary to high school students in core and enrichment subjects. Our EL students will continue to receive synchronous and asynchronous English Language Development focused on grade level bans and EL levels determined by ELPAC results. The Unduplicated students and SWD received synchronous and asynchronous instruction as well. Intervention courses were offered to students who are below grade level. Staff utilized data driven practices based on benchmark

assessments to deliver instructional strategies and curriculum to support students' specific learning needs. Staff used pre and post assessment to gauge student academic progress throughout the school year.

A description of any substantive differences between the description of the actions or services identified as contributing towards meeting the increased or improved services requirement and the actions or services implemented to meet the increased or improved services requirement.

There were no substantive differences between what was identified and what was provided. The biggest challenges was students who were not logging into class meetings because their telephone number was disconnected and didn't respond to emails. We could not conduct home visits due to the pandemic.

Overall Analysis of the 2019-20 LCAP and the 2020-21 Learning Continuity and Attendance Plan

A description of how the analysis and reflection on student outcomes in the 2019-20 LCAP and 2020-21 Learning Continuity and Attendance Plan have informed the development of the 21-22 through 23-24 LCAP.

Student outcomes along with stakeholder feedback from the 2019-20 LCAP and 2020-21 Learning Continuity and Attendance Plan have informed the development of the 21-22 through 23-24 with a more data driven approach. Our team has utilized data from California School Dashboard, internal benchmarks, and formative and summative assessment from each Learning Period to provide instruction which will increase student achievement, both individually and collectively within priority groups. As the team reflected on data, along with stakeholder input, these components helped to guide our approach to educate not only the academics but also the social-emotional well-being of students.

Instructions: Introduction

The Annual Update Template for the 2019-20 Local Control and Accountability Plan (LCAP) and the Annual Update for the 2020–21 Learning Continuity and Attendance Plan must be completed as part of the development of the 2021-22 LCAP. In subsequent years, the Annual Update will be completed using the LCAP template and expenditure tables adopted by the State Board of Education.

For additional questions or technical assistance related to the completion of the LCAP template, please contact the local COE, or the California Department of Education's (CDE's) Local Agency Systems Support Office by phone at 916-319-0809 or by email at lcff@cde.ca.gov.

Instructions: Annual Update for the 2019–20 Local Control and Accountability Plan Year Annual Update

The planned goals, state and/or local priorities, expected outcomes, actions/services, and budgeted expenditures must be copied verbatim from the approved 2019-20 Local Control and Accountability Plan (LCAP). Minor typographical errors may be corrected. Duplicate the Goal, Annual Measurable Outcomes, Actions / Services and Analysis tables as needed.

For each goal in 2019-20, identify and review the actual measurable outcomes as compared to the expected annual measurable outcomes identified in 2019-20 for the goal. If an actual measurable outcome is not available due to the impact of COVID-19 provide a brief explanation of why the actual measurable outcome is not available. If an alternative metric was used to measure progress towards the goal, specify the metric used and the actual measurable outcome for that metric.

Identify the planned Actions/Services, the budgeted expenditures to implement these actions toward achieving the described goal and the actual expenditures to implement the actions/services.

Goal Analysis

Using available state and local data and input from parents, students, teachers, and other stakeholders, respond to the prompts as instructed.

- If funds budgeted for Actions/Services that were not implemented were expended on other actions and services through the end of the school year, describe how the funds were used to support students, including low-income, English learner, or foster youth students, families, teachers and staff. This description may include a description of actions/services implemented to mitigate the impact of COVID-19 that were not part of the 2019-20 LCAP.

- Describe the overall successes and challenges in implementing the actions/services. As part of the description, specify which actions/services were not implemented due to the impact of COVID-19, as applicable. To the extent practicable, LEAs are encouraged to include a description of the overall effectiveness of the actions/services to achieve the goal.

Instructions: Annual Update for the 2020–21 Learning Continuity and Attendance Plan

Annual Update

The action descriptions and budgeted expenditures must be copied verbatim from the 2020-21 Learning Continuity and Attendance Plan. Minor typographical errors may be corrected.

Actions Related to In-Person Instructional Offerings

- In the table, identify the planned actions and the budgeted expenditures to implement actions related to in-person instruction and the estimated actual expenditures to implement the actions. Add additional rows to the table as needed.
- Describe any substantive differences between the planned actions and/or budgeted expenditures for in-person instruction and what was implemented and/or expended on the actions, as applicable.
- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges experienced in implementing in-person instruction in the 2020-21 school year, as applicable. If in-person instruction was not provided to any students in 2020-21, please state as such.

Actions Related to the Distance Learning Program

- In the table, identify the planned actions and the budgeted expenditures to implement actions related to the distance learning program and the estimated actual expenditures to implement the actions. Add additional rows to the table as needed.
- Describe any substantive differences between the planned actions and/or budgeted expenditures for the distance learning program and what was implemented and/or expended on the actions, as applicable.
- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges experienced in implementing distance learning in the 2020-21 school year in each of the following areas, as applicable:
 - Continuity of Instruction,
 - Access to Devices and Connectivity,

- Pupil Participation and Progress,
- Distance Learning Professional Development,
- Staff Roles and Responsibilities, and
- Supports for Pupils with Unique Needs, including English learners, pupils with exceptional needs served across the full continuum of placements, pupils in foster care, and pupils who are experiencing homelessness

To the extent practicable, LEAs are encouraged to include an analysis of the effectiveness of the distance learning program to date. If distance learning was not provided to any students in 2020-21, please state as such.

Actions Related to Pupil Learning Loss

- In the table, identify the planned actions and the budgeted expenditures to implement actions related to addressing pupil learning loss and the estimated actual expenditures to implement the actions. Add additional rows to the table as needed.
- Describe any substantive differences between the planned actions and/or budgeted expenditures for addressing pupil learning loss and what was implemented and/or expended on the actions, as applicable.
- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges experienced in addressing Pupil Learning Loss in the 2020-21 school year, as applicable. To the extent practicable, include an analysis of the effectiveness of the efforts to address pupil learning loss, including for pupils who are English learners; low-income; foster youth; pupils with exceptional needs; and pupils who are experiencing homelessness, as applicable.

Analysis of Mental Health and Social and Emotional Well-Being

- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges experienced in monitoring and supporting Mental Health and Social and Emotional Well-Being of both pupils and staff during the 2020-21 school year, as applicable.

Analysis of Pupil and Family Engagement and Outreach

- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges related to pupil engagement and outreach during the 2020-21 school year, including implementing tiered reengagement strategies for pupils who were absent from distance learning and the efforts of the LEA in reaching out to pupils and their parents or guardians when pupils were not meeting compulsory education requirements or engaging in instruction, as applicable.

Analysis of School Nutrition

- Using available state and/or local data and feedback from stakeholders, including parents, students, teachers and staff, describe the successes and challenges experienced in providing nutritionally adequate meals for all pupils during the 2020-21 school year, whether participating in in-person instruction or distance learning, as applicable.

Analysis of Additional Actions to Implement the Learning Continuity Plan

- In the table, identify the section, the planned actions and the budgeted expenditures for the additional actions and the estimated actual expenditures to implement the actions, as applicable. Add additional rows to the table as needed.
- Describe any substantive differences between the planned actions and/or budgeted expenditures for the additional actions to implement the learning continuity plan and what was implemented and/or expended on the actions, as applicable.

Overall Analysis of the 2020-21 Learning Continuity and Attendance Plan

The Overall Analysis prompts are to be responded to only once, following an analysis of the Learning Continuity and Attendance Plan.

- Provide an explanation of how the lessons learned from implementing in-person and distance learning programs in 2020-21 have informed the development of goals and actions in the 2021–24 LCAP.
 - As part of this analysis, LEAs are encouraged to consider how their ongoing response to the COVID-19 pandemic has informed the development of goals and actions in the 2021–24 LCAP, such as health and safety considerations, distance learning, monitoring and supporting mental health and social-emotional well-being and engaging pupils and families.
- Provide an explanation of how pupil learning loss continues to be assessed and addressed in the 2021–24 LCAP, especially for pupils with unique needs (including low income students, English learners, pupils with disabilities served across the full continuum of placements, pupils in foster care, and pupils who are experiencing homelessness).
- Describe any substantive differences between the actions and/or services identified as contributing towards meeting the increased or improved services requirement, pursuant to *California Code of Regulations*, Title 5 (5 CCR) Section 15496, and the actions and/or services that the LEA implemented to meet the increased or improved services requirement. If the LEA has provided a description of substantive differences to actions and/or services identified as contributing towards meeting the increased or improved services requirement within the In-Person Instruction, Distance Learning Program, Learning Loss, or Additional Actions sections of the Annual Update the LEA is not required to include those descriptions as part of this description.

Overall Analysis of the 2019-20 LCAP and the 2020-21 Learning Continuity and Attendance Plan

The Overall Analysis prompt is to be responded to only once, following the analysis of both the 2019-20 LCAP and the 2020-21 Learning Continuity and Attendance Plan.

- Describe how the analysis and reflection related to student outcomes in the 2019-20 LCAP and 2020-21 Learning Continuity and Attendance Plan have informed the development of the 21-22 through 23-24 LCAP, as applicable.

California Department of Education
January 2021

Annual Update Table Year 1

Totals:	Planned Expenditure Total	Estimated Actual Total
Totals:	\$ 18,842,123	\$ -

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Total Planned Expenditures	Total Estimated Actual Expenditures
1	1	Fully credentialed & appropriately assigned teachers	No	\$ 11,477,373	
1	2	Access to the standards-aligned instruction materials	No	\$ 3,743,607	
1	3	Maintain all facilities in "Good Repair"	No	\$ -	
1	4	Technology	Yes	\$ 50,000	
1	5	Monitor student engagement	Yes	\$ 8,000	
1	6	Systems of professional growth and improvement	No	\$ 89,297	
2	1	Career Technical Education (CTE) Pathways	Yes	\$ 280,000	
2	2	Advanced Placement (AP) courses and exams	Yes	\$ 320,000	
2	3	A-G Readiness	Yes	\$ 200,000	
2	4	College Credit Courses	Yes	\$ 90,000	
3	1	Parental Involvement	Yes	\$ 173,000	
3	2	Academic and Social Emotional Supports	Yes	\$ 1,180,512	
3	3	English Learner Supports	Yes	\$ 220,000	
3	4	Interim Assessments	Yes	\$ 210,000	
3	5	Students with exceptional needs: Community	No	\$ -	
3	6	Students with exceptional needs: Post-secondary	No	\$ 5,000	
3	7	Special Program Lead Position	No	\$ 36,000	
3	8	Professional learning related to English Learners	No	\$ 13,956	
3	9	Digital Library	No	\$ 100,000	
3	10	Targeted Academic Support	No	\$ 485,378	
3	11	Non-English Speaking Parent Support	No	\$ 160,000	

Local Control and Accountability Plan

The instructions for completing the Local Control and Accountability Plan (LCAP) follow the template.

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
Pacific Coast Academy	Krystin Demofonte, Executive Director	krystin.demofonte@pacificcoastacademy.org (619) 749-1928

Plan Summary 2020-21 – 2022-23

General Information

A description of the LEA, its schools, and its students

Located in San Diego, Pacific Coast Academy is a tuition-free, public charter school serving transitional kindergarten through 12th-grade students. As a non-classroom-based independent study charter school, we take great pride in offering our students flexible, personalized learning experiences. Families select the combination of systems that best suit student learning needs and interests, including Place-Based Learning that immerses students in local cultures, landscapes, and resources to contextualize our curriculum. To this end, we offer interest-based Community Connections classes for students to collaborate with peers based on similar interests. Led by our credentialed teachers, we offer online and in-person courses (when appropriate based on COVID restrictions). Of our approximately 5,000 students, 43% are English Learners, live in poverty or foster care. The 2020-21 unduplicated pupil percentage is 40%. About 10% of our students have exceptional learning needs. Further, 53% of our students are White, 27% are Hispanic or Latino, 9% are Two or More Races, 3% are Asian, and 3% are Black.

Research demonstrates that establishing a meaningful relationship with at least one staff member fosters a sense of belonging among students that helps them overcome various risk factors in their lives, including poverty or foster care and those learning English. To this end, we assign an appropriately credentialed home school teacher (HST) to each family. The HST meets with families to collaboratively create an individual education that reflects a combination of optimal learning approaches. Their role is similar to that of a case manager teacher within an exceptional needs education environment. During regularly scheduled meetings, HSTs collaborate with families to provide needed support and to review student performance and progress to date. HSTs also schedule additional appointments and support as needed. We ensure students are engaged in appropriate educational activities on instructional days and assess independent work quality and time value.

Reflections: Successes

A description of successes and/or progress based on a review of the California School Dashboard (Dashboard) and local data.

Although the state did not technically report results in the California Schools Dashboard for 2020 (SB98), it did publish valid and reliable data collected in 2019-20 that would have been included in the 2020 Dashboard. This data demonstrates that our cohort high school graduation rate is 89%, an increase of 14% from the previous year and higher than the schoolwide rate of 87%. Further, our numerically significant subgroups' graduation rates are as follows: Students with a low-socio-economic status, 88%, Hispanic students 87%, and White students

93%. In 2018-19, our student attendance rate is 100%, and our chronic absenteeism rate is 0% (Blue on Dashboard), our suspension rate is 0% (Blue on Dashboard), and our expulsion rate is 0%. Moreover, our climate surveys indicate that a high percentage of our students and parents feel safe and connected to our school. Our 2018-19 schoolwide Distance From Standard (DFS) score in ELA is -20.8 (Yellow), doubling our DFS improvement from the previous year.

Reflections: Identified Need

A description of any areas that need significant improvement based on a review of Dashboard and local data, including any areas of low performance and significant performance gaps among student groups on Dashboard indicators, and any steps taken to address those areas.

Although the state did not technically report results in the California Schools Dashboard for 2020 (SB98), it did publish valid and reliable data collected in 2019-20 that would have been included in the 2020 Dashboard. Although our 2019-20 cohort high school graduation rate is 89%, it is well below what we want. Moreover, the graduation rate for students with disabilities is low at 57%. This data also demonstrates a need to improve the percentage of students who score At Prepared on the College Career Indicator (CCI). For example, in 2019-2020, 26% of our graduate cohort scored At Prepared on the CCI, 3% completed a Career Technical Education (CTE) pathway, 28% met the A-G requirements, and 50% completed a college credit course. 51% of our students who took the California state assessments (CAASPP) in 2018-19 scored at Conditionally Ready or Prepared in ELA on the Early ELA Early Assessment Program (EAP), and 40% scored likewise in math.

Similarly, our 2018-19 schoolwide Distance From Standard (DFS) score in ELA is -20.8 (Yellow) and -71 (Yellow) for math. We are keenly aware of our performance on the Dashboard and working to improve our results. We know that part of this result is our low participation rate on the state assessment. The Dashboard scoring formula for math and ELA performance includes a built-in penalty for each student needed to meet the required 95% participation rate. We are making a concerted effort to motivate a more significant percentage of our families to participate.

LCAP Highlights

A brief overview of the LCAP, including any key features that should be emphasized.

When developing our LCAP, we first consider the needs of students who are most in need of support (based on the state identified priority groups): Those living in poverty or foster care and those learning English. We also consider the needs of students with exceptional learning needs. We determine needs by comprehensively reviewing our student performance data (including specific demographic subgroups), reviewing our practices, and suggestions by all stakeholders. In reviewing our performance data and discussing needs with all stakeholders, we decided to focus on College and Career Readiness and ensuring all students have the support they need to focus on and perform well in all classes. Below is a summary.

The focus of Goal 2 is to improve college and career readiness, particularly those living in poverty or foster care and those learning English. Research indicates that the skills needed to succeed in the modern workforce overlap significantly with those needed to succeed in college. We list actions within Goal 2 to optimize our college and career readiness curriculum, including increasing Career Technical Education (CTE) Pathways and college credit courses.

The focus of Goal 3 is to address student learning and social-emotional needs to improve their ability to focus on and perform well in all their classes. Students cannot focus on their formal education, let alone make up for lost learning when their basic needs are unmet. We plan to refine our structured approach to providing quality core instruction by aligning our resources to support student academic, behavioral, and social success.

Comprehensive Support and Improvement

An LEA with a school or schools eligible for comprehensive support and improvement must respond to the following prompts.

Schools Identified

A list of the schools in the LEA that are eligible for comprehensive support and improvement.

N/A

Support for Identified Schools

A description of how the LEA has or will support its eligible schools in developing comprehensive support and improvement plans.

N/A

Monitoring and Evaluating Effectiveness

A description of how the LEA will monitor and evaluate the plan to support student and school improvement.

N/A

Stakeholder Engagement

A summary of the stakeholder process and how the stakeholder engagement was considered before finalizing the LCAP.

We have made a concerted effort to inform all stakeholders of opportunities to develop our Local Control and Accountability Plan (LCAP), including assessing needs through surveys and virtual meetings. Further, we used various communication mediums to inform our stakeholders (staff, parents, students, community) of opportunities to provide input. For example, we send emails, elaborate in our weekly parent bulletin, and advertise opportunities on our website. Similarly, we publicized our LCAP public hearing meeting and a draft of our plan at least 72-hours before the actual hearing. We held our public hearing and subsequent related Board meeting (where our Board considered our draft LCAP) online using the Zoom platform. We made a concerted effort to welcome all stakeholders and encourage them to participate in our LCAP public hearing and subsequent Board meeting. We published and translated all information necessary to participate in both meetings via Zoom (online), telephone calls, or email.

Below is a chronological summary of our LCAP related opportunities to proactively invite input from all stakeholders. Our process technically began in the summer of 2020 as we prepared our Learning and Continuity Plan (not the same as the LCAP, but related).

- January 7, 2021- Presentation to staff and parents related to student performance on the California Schools Dashboard.
- January 28, 2021- Presentation to administrators related to student performance on the California Schools Dashboard.
- January 29, 2021- Presentation and discussion with administrators related to interim benchmark results.
- January-March 15, 2021- Administration of LCAP input surveys to students, families, staff, and administrators.
- February 23, 2021- Administrator meeting focused on strategies to address student performance on Dashboard and interim assessments.
- February 24, 2021- Meeting with Parent Advisory Committee and EL Parents to discuss student performance on Dashboard and interim assessments.
- March 16, 2021- Meeting with ELAC (we are a single school charter) to discuss student performance on Dashboard and interim assessments, LCAP, Addendum, and the Expanded Learning Opportunities Grant Plan.
- April 15, 2021- Staff/administrator meeting focused on the needs of students with exceptional needs and our LCAP.
- May 3- Staff/administrator meeting focused on the needs of Priority Group students (English Learners, Low SES, and those living in foster care) and our LCAP.
- May 6- Administrator meeting focused on LCAP draft and alignment of data, Goals, and Actions.
- May 11, 2021- SELPA meeting focused on the needs of our students with exceptional needs and our LCAP.
- May 18- Meeting with ELAC, Parent Advisory Committee, and EL Parents focused on LCAP draft, Addendum, and the Expanded Learning Opportunities Grant Plan.
- May 27, 2021: Public Hearing focused on LCAP.
- June 25, 2021: School Board meeting for final approval of LCAP.

A summary of the feedback provided by specific stakeholder groups.

Stakeholder feedback includes that received during the previous school year when we created collaboratively created a Distance Learning Plan and COVID19 Operations Plan. This feedback cycle continued into the summer and beginning of the 2020-21 school year as we collaboratively created our Learning and Continuity Plan (not the same as the LCAP, but related). We combined stakeholder feedback received during these previous comprehensive plans with feedback received during our LCAP development process. We made a concerted effort to proactively invite all stakeholder groups to inform our LCAP, including students, parents, teachers, classified staff, families, and our District English Learner Advisory Committee (ELAC). Below is a summary of themes that emerged from stakeholder feedback:

Students- Students expressed a desire to participate in an increased variety of career-related programs, including classes and apprenticeships.

Administrators- Administrators expressed a desire to improve the ability to refine our structured approach to supporting students with all learning and socio-emotional needs, including obtaining better socio-emotional related data and improving our ability to identify students in need of additional supports.

Teachers/staff- Teachers and staff expressed a desire to improve college and career readiness through various methods, including increasing Career Technical Education (CTE) Pathways.

Parents- Parents expressed the desire to learn more about the effects of trauma on their children/teens, learn more about college and career readiness well before their pre-teens start high school, and improved access to a digital library catalog.

ELAC- Our ELAC representatives expressed concerns similar to all parents. They also expressed a desire to increase the number of digital library resources available in languages other than English and online instructional supports their children may use independently to enrich/practice their English fluency.

A description of the aspects of the LCAP that were influenced by specific stakeholder input.

Our stakeholder feedback informed the formulation of our LCAP in the following manner:

- We will implement a digital library pilot program to provide students an opportunity to develop digital literacy skills and improve academic achievement. A digital library will emulate college approaches to creating technology and information literacy centers, allowing students to access a vast array of books online and includes English Learner supports such as audiobooks and those written in their native language. See Goal 3. As outlined in the previous section, our parents expressed a desire to improve access to a digital library catalog, including resources available in languages other than English.
- We will increase the number of Career Technical Pathways (CTE), college credit courses, and opportunities to participate in industry-specific apprenticeships. See Goal 2. As outlined in the previous section, our students, teachers, and parents desire to improve career readiness.
- We will increase the number of Advanced Placement (AP) courses and support for related examinations and college credit courses. We will also increase the number of college credit and world language courses available to students. See Goal 2. As outlined in the previous section, our students, teachers, and parents desire to improve college readiness.
- We will refine our instructional and socio-emotional supports to ensure students can focus on and succeed in their classes. See Goal 3. As outlined in the previous section, administrators desire to refine our structured approach to supporting students with all learning and socio-

emotional needs, including obtaining better socio-emotional related data and improving our ability to identify students in need of additional supports.

Goals and Actions

Goal

Goal #	Description
1	Optimize Conditions for Learning: On March 17, 2020, our Board approved to physically close Pacific Coast Academy in response to the COVID-19 pandemic. We transitioned to our emergency distance learning plan on April 20, 2020. Our emergency distance learning plan continued through the end of the school year on June 19, 2020. In compliance with the state COVID monitoring protocols, we have prepared diligently for a safe and successful fall reopening that considers current challenges and optimizes all students' learning conditions. This Goal addresses LCFF priorities 1, 5, and 6.

An explanation of why the LEA has developed this goal.

This Goal is considered a maintenance goal. All of our teachers are fully credentialed and appropriately assigned. All students have access to instructional material aligned with state academic standards. In 2018-19, our student attendance rate is 100%, and our chronic absenteeism rate is 0% (Blue on Dashboard), our suspension rate is 0% (Blue on Dashboard), and our expulsion rate is 0%. Moreover, our climate surveys indicate that a high percentage of our students and parents feel safe and connected to our school. Further, our numerically significant subgroups' graduation rates are as follows: Students with a low-socio-economic status 88%, students with exceptional needs 57%, Hispanic students 87%, and White students 93%. Our high school dropout rate is 4%. A student tagged as a "dropout" does not necessarily mean she/he did not graduate from high school. A "dropout" tag may result from a family moving out of the state without informing anyone, and despite proactive efforts, we cannot confirm their school enrollment. During the pandemic at the end of the 2019-20 school year, we noticed an increase in families relocated to another student. Our 2019-20 high school graduation rate is 89%, the same as the state rate. However, it is uncertain how accurate this rate is given the impact of the pandemic. While 4% of students who did not graduate are considered "dropouts," another 7% may have graduated high school but not necessarily within a specific timeframe. Sometimes, students live with challenging circumstances (magnified during the pandemic) that render it virtually impossible to graduate within typical timeframes. It may also mean that a student enrolled in adult school or completed an exit high school equivalency exam. Still, we will continue to provide each student the support they need to graduate from high school. Our efforts are positively contributing to our graduation rate. For example, our overall graduation rate improved by 15% from the previous year. Still, we want to improve the quality of engagement data related to student, staff, and family engagement. Further, we want to continue refining and improving the alignment of our curriculum with State academic standards. This Goal focuses on ensuring student engagement by optimizing conditions for learning.

Measuring and Reporting Results

Metric	Baseline	Year 1: 2020-21 Outcome	Year 2: 2021-2022 Outcome	Year 3: 2022-23 Outcome	Desired Outcome for 2023–24
% of teachers fully credentialed & appropriately assigned	100%	N/A	N/A	N/A	100%
% of students who have access to the standards-aligned instruction materials resources	100%	N/A	N/A	N/A	100%
% of facilities maintained in good repair (metric may be School facilities in “Good Repair” (local survey)	100%	N/A	N/A	N/A	100%
Attendance Rate	100%	N/A	N/A	N/A	100%
Chronic Absenteeism Rate	100%	N/A	N/A	N/A	100%
# of students in middle school who dropout	0	N/A	N/A	N/A	0
% of students in high school who dropout	4%				0%
High School Graduation Rate	89%	N/A	N/A	N/A	90%
Student Suspension Rate	0%	N/A	N/A	N/A	0%
Student Expulsion Rate	0%	N/A	N/A	N/A	0%

Metric	Baseline	Year 1: 2020-21 Outcome	Year 2: 2021-2022 Outcome	Year 3: 2022-23 Outcome	Desired Outcome for 2023–24
% of students who feel high levels of connectedness to their school (Healthy Kids Survey)	NA	N/A	N/A	N/A	90%
% of parents who strongly agree/agree our learning environment is inviting (California School Parent Survey)	NA	N/A	N/A	N/A	98%
% of staff who strongly agree/agree our school offers a safe place for them (California School Staff Survey)	NA	N/A	N/A	N/A	98%

Actions

Action #	Title	Description	Total Funds	Contributing
1	Fully credentialed & appropriately assigned teachers	Coordinate resources to ensure all teaches are fully credentialed and appropriately providing instruction in subject areas they are authorized to teach per their state credential.	\$21,502,093 LCFF Base 1000 Salaries/3000 Benefits	N
2	Access to the standards-aligned instruction materials	This action ensures all students have access to appropriate instructional materials, particularly those living in poverty or foster care and those learning English.	\$3,900,000 LCFF Base 4000 Instructional Materials	N

Action #	Title	Description	Total Funds	Contributing
3	Maintain all facilities in "Good Repair"	Although we are a non-classroom-based school, we monitor the condition of facilities we use for administrative tasks, including administering state assessments or intensive supports.	\$ 0.00	N
4	Technology	To ensure all students have access to appropriate technology (improving the likelihood they will succeed academically), we will purchase servers for our school, laptops for students, modems and routers for students, and cybersecurity software. The constant upgrading of internet-based instructional supports, curriculum, and enrichment requires technology capable of appropriate downloading and access. The described technology's purchase improves services because it adds upgraded technology and increased devices beyond what we currently offer as our base instructional material. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because they often cannot afford high-speed internet service or updated technology devices that appropriately interface with online instruction and curriculum.	\$471,400 LCFF SC 3220 Noncapitalized Equipment	Y
5	Monitor student engagement	Due to school closures and the pandemic, many of our students have struggled to remain engaged in school. To improve and increase our ability to identify reasons students disengage from school, we will administer substantive student engagement surveys and analyze results. Expenditures associated with this action include the costs of purchasing quality surveys such as the California Healthy Kids Survey, California School Parent Survey, and California School Staff Survey. Expenditures represent improved services because our current surveys, relatively speaking, are not as thoroughly integrated with relevant research, nor do they result in comprehensive reports based on student entries. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups, principally because these groups typically live in an environment that leaves them directly vulnerable to the pandemic and lack resources at home to mitigate the effects of the pandemic. We believe this action reflects the most effective use of funds because the survey results will inform how to increase and improve services for those who need it most.	\$ 8,000 LCFF SC 5000 Purchase Services	Y

Action #	Title	Description	Total Funds	Contributing
6	Systems of professional growth and improvement	To improve our professional growth and improvement systems for teachers and administrators, we will provide teachers and administrators focused on ensuring students are engaged in quality educational activities aligned with State academic standards. In particular, teachers and administrators will engage in professional learning, and curriculum development focused on developing and monitoring Assignment Work Records (AWRs). AWRs are similar to curriculum maps within traditional school models. We will offer AWR professional development for teachers and administrators monthly. Expenditures associated with this action include a PD Coordinator position, stipends for professional learning during the summer, the development of a common AWR format, and a learning management system to track progress.	Title II: \$71,000 1000 Salaries/3000 Benefits \$ 18,297 5800 Professional/Consulting Services	N

Goal Analysis [2021-22 LCAP Year]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

To be completed at end of 2020-21 school year

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

To be completed at end of 2020-21 school year

An explanation of how effective the specific actions were in making progress toward the goal.

To be completed at end of 2020-21 school year

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

To be completed at end of 2020-21 school year

A report of the Estimated Actual Expenditures for last year's actions may be found in the Annual Update Expenditures Table.

Goal

Goal #	Description
2	Improve College and Career Readiness: Goal 2 is a Focused Goal and involves increasing awareness and access related to college and career readiness. This goal's success will be objectively measurable (see metrics below) by the end of the 2023-24 school year. Research indicates that the skills needed to succeed in the modern workforce overlap significantly with those needed to succeed in college. This Goal is essential to offering high school students a quality opportunity to prepare for and demonstrate college and career readiness, particularly those living in poverty or foster care and those learning English. This Goal addresses LCFF priorities 4 and 7.

An explanation of why the LEA has developed this goal.

Data related to our students' college and career readiness indicate the need to improve our related infrastructure. For example, 26% of our graduate cohort (2020) scored At Prepared on the College Career Indicator (Public Schools Dashboard). Although we nearly doubled the percentage of students scoring at Prepared for Career and College Readiness, we want to improve our rate significantly. In 2019-20, 3% of our students completed a Career Technical Education (CTE) pathway. Further, in 2019-20, none of our students scored at three or higher on advanced placement (AP) examinations. 28% of our high school graduation cohort met the A-G requirements. Digging deeper, 100% of students with disabilities, 100% of homeless students, 46% of socioeconomically disadvantaged students, 30% of Hispanic students, and 26% of White completed the A-G requirements. Of our high school graduation cohort, 50% completed a college credit course. Digging deeper, 100% of students with disabilities, 63% of White students, 53% of socio-economic disadvantaged students, 50% of homeless students, and 30% of Hispanic students completed college credit courses.

In 2018-19, 51% of our students who took the California state assessments (CAASPP) scored at Conditionally Ready or Prepared in ELA on the Early ELA Early Assessment Program (EAP), and 40% scored likewise in math. In 2018-19, our schoolwide Distance From Standard (DFS) score in ELA was -20.8 (Yellow), doubling our DFS improvement from the previous year (-42.4). The ELA DFS for our English Learners is -63 (Orange), -32 (Yellow) for socioeconomically disadvantaged students, -32 (Yellow) for Hispanic students, -21 (Yellow) for White students, and +8 (Yellow) Asian students. Our schoolwide DFS score in math is -71 (Yellow), representing an increase of 14 DFS points from the previous year. The math DFS for our Hispanic students is -98 (Orange), -87 (Yellow) for socioeconomically disadvantaged students, -84 (Yellow) for English Learners, -67 (Yellow) for White students, and +12 (Green) for Asian students. We are keenly aware of our performance on the Dashboard and working to improve our results. We know that part of this result is our low participation rate on the state assessment. The Dashboard scoring formula for math and ELA performance includes a built-in penalty for each student needed to meet the required 95% participation rate. We are making a concerted effort to motivate a more significant percentage of our families to participate. Note, there are no 2018-19 results for the California Science Test (CAST).

Measuring and Reporting Results

Metric	Baseline	Year 1: 2020-21 Outcome	Year 2: 2021-2022 Outcome	Year 3: 2022-23 Outcome	Desired Outcome for 2023–24
% of students scoring at 3 or higher on an AP examination	0%	N/A	N/A	N/A	5%
% of high school graduation cohort students who meet A-G requirements	28%	N/A	N/A	N/A	40%
% of students scoring at Conditionally Ready or Prepared on ELA Early Assessment Program (EAP)	51%	N/A	N/A	N/A	60%
% of students scoring at Conditionally Ready or Prepared on Math Early Assessment Program or (EAP) Baseline	40%	N/A	N/A	N/A	50%
Schoolwide ELA Distance From Standard (DFS)	-20.8 (Yellow)	N/A	N/A	N/A	-5 (Green)
Schoolwide math Distance From Standard (DFS)	-71 (Yellow)	N/A	N/A	N/A	-25 (Green)
% of students scoring At Standard or Exceed Standard on the California Science Test	NA	N/A	N/A	N/A	25%
% of 12 th -grade students who complete a CTE Pathway	3%	N/A	N/A	N/A	10%

Metric	Baseline	Year 1: 2020-21 Outcome	Year 2: 2021-2022 Outcome	Year 3: 2022-23 Outcome	Desired Outcome for 2023–24
% of students who have complete both A-G requirements AND CTE Pathways	3%	N/A	N/A	N/A	10%

Actions

Action #	Title	Description	Total Funds	Contributing
1	Career Technical Education (CTE) Pathways	26% of our graduate cohort (2020) scored At Prepared on the College Career Indicator, and 3% completed a Career Technical Education (CTE) Pathway. We will increase the number of CTE Pathways and related immersed experiences. Expenditures for this action include the costs of hiring additional CTE certified teachers, associated training, creation of internships, curriculum development, and instructional materials. The hiring of teachers for CTE pathways represents additional staffing beyond our base allocation. This action adds to our current base educational program because it adds CTE pathways. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because they typically have the least access to new and viable career experiences outside of school. We believe this action reflects the most effective use of funds because California has deemed CTE Pathway completion a viable approach to preparing students for college and career readiness (Dashboard).	LCFF SC: \$100,000 1000 Salaries/3000 Benefits \$10,000 4000 Instructional Materials \$15,000 5000 Purchase Services	Y

Action #	Title	Description	Total Funds	Contributing
2	Advanced Placement (AP) courses and exams	Of the students scoring At Prepared on the 2019-20 College Career Indicator, none qualified for this status by scoring at three or higher on advanced placement (AP) examinations. A score of 3 or higher on an AP examination indicates college readiness. We will add AP courses and offer AP examinations within our facilities. Expenditures associated with action include teacher training costs, curriculum development, the costs of implementing PSATs, and instructional materials. This action increases the number of AP courses our students can enroll in and improves AP examination opportunities. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally. These groups typically have the least amount of access at home to resources needed to prepare for and pass AP examinations. We believe this action reflects the most effective use of funds because California has deemed passing AP examinations with a score of 3 or higher to be a viable approach to preparing students for college readiness (Dashboard).	LCFF SC: \$10,000 1000 Salaries/3000 Benefits \$5,000 4000 Instructional Materials \$5,000 5000 Purchase Services	Y

Action #	Title	Description	Total Funds	Contributing
3	A-G Readiness	Of the students scoring At Prepared on the 2019-20 College Career Indicator, 28% qualified for this status by completing the A-G requirements. Digging deeper, 100% of students with disabilities, 100% of homeless students, 46% of socioeconomically disadvantaged students, 30% of Hispanic students, and 26% of White completed the A-G requirements. The A-G requirements are a sequence of high school courses that students must complete (with a grade of C or better) to be minimally eligible for admission to the University of California (UC) and California State University (CSU). The A-G requirements represent the basic academic preparation level that high school students should achieve to undertake university work. We will add an academic counselor to improve academic support and college guidance for students. Increasing the number of counselors will reduce their caseload, facilitating quality support, including meeting with each student in grade 8 and their families to develop an A-G completion plan. Other expenditures include professional development for counselors, the costs of the Naviance platform, and the National Student Clearinghouse. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally. These groups are typically unaware of what courses meet the A-G requirements or have time to monitor the A-G progress at home. We believe this action reflects the most effective use of funds because California has deemed completing A-G requirements a viable approach to preparing students for college readiness (Dashboard).	LCFF SC: \$107,000 1000 Salaries/3000 Benefits \$25,000 5000 Purchase Services	Y

Action #	Title	Description	Total Funds	Contributing
4	College Credit Courses	Of the students scoring At Prepared on the 2019-20 College Career Indicator, 50% qualified for this status by completing college credit courses. Digging deeper, 100% of students with disabilities, 63% of White students, 53% of socio-economic disadvantaged students, 50% of homeless students, and 30% of Hispanic students completed college credit courses. We will collaborate with local community colleges to assess the viability of offering dual enrollment and college credit classes. Beyond dual enrollment classes, we will implement a comprehensive awareness campaign related to college credit courses. Expenditures associated with this action include instructional material needed for dual enrollment classes. Many parents/guardians work long hours and are unable to meet during the regular school hours. This action increases the number of college courses our students may access and improves access to them. It includes an increased amount of time dedicated to meeting directly with families regarding college readiness. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because their parents/guardians are typically unaware of college credit course opportunities or enrollment procedures. We believe this action reflects the most effective use of funds because California has deemed completing college credit courses a viable approach to preparing students for college readiness (Dashboard).	LCFF SC \$40,000 4000 Instructional Materials	Y

Goal Analysis [2021-22 LCAP Year]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

To be completed at the end of 2020-21 school year

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

To be completed at the end of 2020-21 school year

An explanation of how effective the specific actions were in making progress toward the goal.

To be completed at the end of 2020-21 school year

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

To be completed at the end of 2020-21 school year

A report of the Estimated Actual Expenditures for last year's actions may be found in the Annual Update Expenditures Table.

Goal

Goal #	Description
3	Improve Access and Success in a Broad Course of Study: Goal 3 is a Broad Goal and focuses on providing each student with the support they need to attain the expected learning outcomes for each class, particularly those required (per state or district policy). Each student has different needs related to learning, including academic specific needs and social-emotional needs. The Goal addresses LCFF priorities 2, 3, 4, and 7.

An explanation of why the LEA has developed this goal.

Due to school closures and the pandemic, many of our students have struggled to remain engaged in school. This Goal focuses on mitigating learning loss and accelerating learning for all students. Students who live in an environment that leaves them directly vulnerable to the pandemic's adverse effects are most at risk, particularly those living in poverty or foster care, those learning English, those experiencing homelessness, and those with exceptional needs. Our supports mirror California's multi-tiered system of support framework (MTSS), an inclusive model for meeting all students' needs, including those with exceptional needs. Our MTSS provides a structured approach to providing quality core instruction by aligning our resources to support student academic, behavioral, and social success.

The primary goal of Tier 1 support is for all students to receive high-quality initial instruction. This year, our Tier 1 supports include trauma-informed practices and strategies that help students regulate emotions, build resilience, and overcome the impact of trauma/stress. We based our trauma-informed practices on the Collaborative for Academic, Social, and Emotional Learning or CASEL Framework. When our universal supports are insufficient to address individual academic or social-emotional needs, we offer Tier 2 support in addition to Tier 1 support. Tier 2 is strategic, targeted instruction and support provided to some students—those who are not progressing or responding to Tier 1 efforts as expected. We anticipate that no more than 15 percent of our students will receive support at this level. The supplemental instruction provided in Tier 2 may be an extension of the core curriculum in Tier 1 or may include instruction and materials specifically designed for temporary intervention. Our Tier 3 support consists of intensive intervention in addition to Tier 1 and 2 support. We anticipate that approximately 5 percent of our students will need this level of support. More intensive, Tier 3 support is typically provided individually, at a different pace than Tier 2 instruction, and for an extended length. The goal of Tier 3 support is to accelerate students' progress so they can return to and succeed in the core instructional program, that is, Tier 1.

26% of our graduate cohort (2020) scored At Prepared on the College Career Indicator (Public Schools Dashboard), doubling the percentage of students scoring at Prepared. In 2019-20, 3% of our students completed a Career Technical Education (CTE) pathway. Further, in 2019-20, none of our students scored at three or higher on advanced placement (AP) examinations. 28% of our high school graduation cohort met the A-G requirements, and 50% completed a college credit course. In 2020-21, we redesignated 8% of our English Learners (ELs), increasing from 3% in 2019-20 (although the validity of this rate is unreliable given the pandemic). Our 2019 English Learner Progress

Indicator (Dashboard) demonstrates that 53% (Medium Performance Level) of our ELs are making progress towards English language proficiency. However, 16% decreased by at least one ELPI level.

Measuring and Reporting Results

Metric	Baseline	Year 1: 2020-21 Outcome	Year 2: 2021-2022 Outcome	Year 3: 2022-23 Outcome	Desired Outcome for 2023–24
% of English Learners (ELs) who make progress toward English proficiency as measured by the California Schools Dashboard English Learner Progress Indicator (ELPI)	53%	N/A	N/A	N/A	58%
% of English Learners (ELs) who reclassify	8%	N/A	N/A	N/A	14%
% of students who score At Prepared on College Career Indicator (California Schools Dashboard)	26%	N/A	N/A	N/A	40%
% of parents/guardians who provide input in making decisions for the school (as measured by school-administered parent survey)	62%	N/A	N/A	N/A	100%

Metric	Baseline	Year 1: 2020-21 Outcome	Year 2: 2021-2022 Outcome	Year 3: 2022-23 Outcome	Desired Outcome for 2023–24
% of parents/guardians of English Learners, those in foster care, and those living in low socio-economic conditions (priority groups) who meet with a counselor/coordinator once per school year	We will begin measuring at the end of 2021-22	N/A	N/A	N/A	100%
% English Language Development (ELD) teachers who participate in research-based instructional strategies and academic supports professional learning	100%	N/A	N/A	N/A	100%
% of students who have access to in a broad course of study	100%	N/A	N/A	N/A	100%
% of students <i>enrolled</i> in a broad course of study	100%	N/A	N/A	N/A	100%
% of exceptional learning needs stakeholders (students, parents, and community partners) that complete a program-specific exit survey	NA	N/A	N/A	N/A	80%

Metric	Baseline	Year 1: 2020-21 Outcome	Year 2: 2021-2022 Outcome	Year 3: 2022-23 Outcome	Desired Outcome for 2023–24
% of English Learners, those in foster care, those living in low socio-economic conditions (priority groups) who are <i>offered and participate</i> in supplemental supports (beyond Tier 1) through our Multi-Tiered System of Supports (MTSS)	NA	N/A	N/A	N/A	100%

Actions

Action #	Title	Description	Total Funds	Contributing
1	Parental Involvement	School experience survey results indicate that the parent engagement and involvement are low for the parents/guardians of English learners, foster youth, and low-income students, particularly during the pandemic. We will offer workshops intended to help families understand our tiered supports, particularly for those who are most vulnerable to the impact of COVID 19. Family workshops and targeted support will include but are not limited to the effects of trauma and how to mitigate them with trauma-informed practices. Expenditures associated with this action include parent outreach, social-emotional resources, and continued funding of parent liaison. This action represents increased and improved services because we will increase the number of parent-focused workshops, refine their focus to meet the needs of parents, and provide a liaison beyond our base program. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because their parents/guardians are typically unable to provide additional academic and socio-emotional support at home (based on our interactions). We believe this action reflects the most effective use of funds because the pandemic has particularly impacted the families of students who qualify for an unduplicated group.	LCFF SC: \$143,000 1000 Salaries/3000 Benefits	Y

Action #	Title	Description	Total Funds	Contributing
2	Academic and Social-Emotional Supports	The pandemic has increased the number and quality of support needed for students to succeed academically. We will add and refine academic and social-emotional supports offered within our multi-tiered support framework system (MTSS). Expenditures associated with this action include, but not limited to, Student Support Coordinators, 504 Coordinators, and Intervention Support Coordinators, Regional Coordinators, a social worker, paraeducators, intervention/support positions, enrichments specialist/student advisors, library specialists, SEL Coordinators, psychologists, a nurse, and the continued funding of a foster youth/homeless liaison. This action represents an increase in services because we will add academic and social-emotional supports beyond what we currently offer. This action also represents an improvement in services because we expect a comprehensive review of our MTSS to refine the quality of supports we currently offer. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because they are most vulnerable to the pandemic's adverse effects. We believe this action reflects the most effective use of funds because research demonstrates that students cannot focus on their education, let alone make up for lost learning when their basic needs are unmet.	LCFF SC: \$1,675,559 1000 Salaries/3000 Benefits \$300,000 4000 Instructional Materials	Y

Action #	Title	Description	Total Funds	Contributing
3	English Learner Supports	In 2020-21, we redesignated 8% of our English Learners (ELs), increasing from 3% in 2019-20. Our 2019 English Learner Progress Indicator (Dashboard) demonstrates that 53% (Medium Performance Level) of our ELs are making progress towards English language proficiency. However, 16% decreased by at least one ELPI level. This action improves and increases English learners' services by funding an English Language Development Director and costs associated with integrated ELD professional learning. This PD focuses on using various information systems (e.g., graphic organizers, diagrams, videos, or other media) and improved language models (e.g., sentence frames and stems) to provide comprehensible input and structure. We ground our ELD academic supports on research-based approaches, including those outlined in the California ELA-ELD Framework and State Literacy Plan.	LCFF SC: \$150,000 1000 Salaries/3000 Benefits \$100,000 4000 Instructional Materials	Y
4	Interim Assessments	To better assess student learning loss and proficiency, we will administer the STAR360 diagnostic for ELA, early literacy, and math. Expenditures associated with this action include the cost of STAR360 diagnostic and staff salaries responsible for its implementation, progress monitoring, and reports production. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally. Research demonstrates that students most vulnerable to the pandemic experience difficulty focusing on their education, resulting in significant learning loss. We believe this action reflects the most effective use of funds because assessing student learning loss and proficiency at regular intervals allows teachers to review data related to subject-specific proficiency and adjust the curriculum and instruction appropriately.	LCFF SC: \$143,000 1000 Salaries/3000 Benefits \$67,000 5000 Purchase Services	Y

Action #	Title	Description	Total Funds	Contributing
5	Students with exceptional needs: Community partnerships	Develop partnerships with community organizations (e.g., Department of Rehabilitation, community colleges, trade schools, and potential employers) to improve student knowledge and access to the available resources that support post-secondary life goals for students with exceptional learning needs.	SPED Fund \$0	N
6	Students with exceptional needs: Post-secondary readiness	Develop and implement six transition-related workshops/webinars (including guest speakers) per year to enable students to develop skills and knowledge of college and career readiness and independent living opportunities for students with exceptional learning needs.	\$5,000 Restricted 4000 Instructional Materials	N
7	Special Program Lead Position	In 2020-21, we redesignated 8% of our English Learners (ELs), increasing from 3% in 2019-20. Our 2019 English Learner Progress Indicator (Dashboard) demonstrates that 53% (Medium Performance Level) of our ELs are making progress towards English language proficiency. However, 16% decreased by at least one ELPI level. This position focuses on supporting ELs (and their families) to improve monitoring of English language proficiency by adding a position to improve the academic support of ELs and monitoring of English language proficiency, particularly those who live in poverty or foster care.	\$72,000 LCFF SC 1000 Salaries/3000 Benefits	Y
8	Professional learning related to English Learners	Our supports mirror California's Multi-tiered System of Support framework (MTSS), an inclusive model for meeting the needs of all students, including English Learners. When our universal supports are insufficient to address individual academic needs, we offer Tier 2 support in addition to Tier 1 support. This action focuses on providing Tier 2 supports for English Learners that are is strategic and targeted for those who are not progressing or responding to Tier 1 efforts as expected. We anticipate that 15 percent of our students will receive support at this level. Expenditures include staff training, lesson development, and online instructional material.	\$ 13,956 Title 3, A 4000 Instructional Materials	N

Action #	Title	Description	Total Funds	Contributing
9	Digital Library	Establish a digital library program to provide students an opportunity to develop digital literacy skills and improve academic achievement. A digital library will emulate college approaches to creating technology and information literacy centers, allowing students to access a vast array of books online and includes English Learner supports such as audiobooks and those written in their native language. Expenditures associated with the action include a digital library accessible online and a new library technician position.	Title 1, A: \$80,000 1000 Salaries/3000 Benefits \$60,000 5000 Purchase Services	N
10	Targeted Academic Support	Increase and improve targeted academic support for students who are not meeting proficiency on state assessments (ELA and math). Expenditures associated with the action include two new academic counselors to support closing the achievement gap between students meeting the challenging academic standards and those who struggle to do so. One counselor will work directly with high school students (and their families) who are not demonstrating college or career readiness. The other counselor will work directly with students (and their families) in grades 4 through 8 who are not performing grade level as measured by State and benchmark assessments. We will also add additional ELD teachers and reduce to 20 the number of students enrolled in dedicated ELD classes.	\$286,480 Title 1, A 1000 Salaries/3000 Benefits	N
11	Non-English Speaking Parent Support	Of our approximately 3,978 students, nearly half (43%) are English Learners, live in poverty or foster care. Approximately one-quarter (27%) of our students are Latino, and most parents/guardians do not speak English fluently. We will hire a bi-lingual (Spanish) ELD program assistant to help communicate with parents during meetings such as post-graduation planning meetings and translate communications such as our weekly parent newsletter.	\$80,000 Title 1, A 1000 Salaries/3000 Benefits	N

Goal Analysis [2021-22 LCAP Year]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

To be completed at end of 2020-21 school year

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

To be completed at end of 2020-21 school year

An explanation of how effective the specific actions were in making progress toward the goal.

To be completed at end of 2020-21 school year

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

To be completed at end of 2020-21 school year

A report of the Estimated Actual Expenditures for last year's actions may be found in the Annual Update Expenditures Table.

Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students [LCAP Year]

Percentage to Increase or Improve Services	Increased Apportionment based on the Enrollment of Foster Youth, English Learners, and Low-Income students
8.05%	Pacific Coast Academy budgeted \$2,661,571 LCFF supplemental funds in fiscal year (FY) 2020-21. For FY 2021-22, we will allocate \$3,446,959 of LCFF supplemental funds (an increase of \$785,388) to use most effectively to increase and improve support English learners (EL), those living in foster care (FY), and those who are socio-economically disadvantaged (SED).
8.05% represents a 0.31% increase from 7.74% in the fiscal year 2020-21.	

The Budgeted Expenditures for Actions identified as Contributing may be found in the Increased or Improved Services Expenditures Table.

Required Descriptions

For each action being provided to an entire school, or across the entire school district or county office of education (COE), an explanation of (1) how the needs of foster youth, English learners, and low-income students were considered first, and (2) how these actions are effective in meeting the goals for these students.

We will use LCFF supplemental funds (we do not qualify for concentration funds) to support the learning needs of English learners (EL), those living in foster youth (FY), and those who are socio-economically disadvantaged (SED). These three student groups are commonly referred to as unduplicated because students may qualify for more than one of these groups but are counted only once for supplemental funding purposes. Actions in our LCAP that support our unduplicated groups are implemented in a schoolwide manner except Actions 3 and 7 in Goal 3. However, we implement these schoolwide actions to benefit the needs of those living in poverty or foster care, those learning English principally. Please see below for details regarding how we considered the needs of our unduplicated groups and how we deem each relevant Action to be effective in meeting their needs:

Goal 1- Optimize Conditions for Learning:

- Action 4- Technology. To ensure all students have access to appropriate technology (improving the likelihood they will succeed academically), we will purchase servers for our school, laptops for students, modems and routers for students, and cybersecurity software. The constant advancement of internet-based instructional supports, curriculum, and enrichment requires technology capable of appropriate downloading and access. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because they often cannot afford high-speed internet service or updated technology devices that appropriately interface with online instruction and curriculum.
- Action 5- Monitor Student Engagement. To improve and increase our ability to identify reasons students disengage from school, we will administer substantive student engagement surveys and analyze results. Expenditures associated with this action include purchasing quality surveys such as the California Healthy Kids Survey, California School Parent Survey, and California School Staff Survey. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups, principally because these groups typically live in an environment that leaves them directly vulnerable to the pandemic and lack resources at home to mitigate the effects of the pandemic.

Goal 2- Improve College and Career Readiness:

- Action 1- Career Technical Education (CTE) Pathways. 26% of our graduate cohort (2020) scored At Prepared on the College Career Indicator, and 3% completed a Career Technical Education (CTE) Pathway. We will increase the number of CTE Pathways and related immersed experiences. Expenditures for this action include the costs of hiring additional CTE certified teachers, associated training, creation of internships, curriculum development, and instructional materials. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because they typically have the least access to new and viable career experiences outside of school. We believe this action reflects the most effective use of funds because California has deemed CTE Pathway completion a viable approach to preparing students for college and career readiness (Dashboard).
- Action 2- Advanced Placement (AP) courses and exams. Of the students scoring At Prepared on the 2019-20 College Career Indicator, 28% qualified for this status by completing the A-G requirements. Digging deeper, 100% of students with disabilities, 100% of homeless students, 46% of socioeconomically disadvantaged students, 30% of Hispanic students, and 26% of White completed the A-G requirements. A score of 3 or higher on an AP examination indicates college readiness. We will add AP courses and offer AP examinations within our

facilities. Expenditures associated with action include the costs of hiring additional teachers, teacher training, curriculum development, and instructional materials. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally. These groups typically have the least amount of access at home to the resources needed to prepare for and pass AP examinations. We believe this action reflects the most effective use of funds because California has deemed passing AP examinations with a score of 3 or higher to be a viable approach to preparing students for college readiness (Dashboard).

- **Action 3- A-G Readiness.** Of the students scoring At Prepared on the 2019-20 College Career Indicator, 33% qualified for this status by completing the A-G requirements. Digging deeper, 40% of Latino students, 26% of White students, 50% of Two or More Races, 36% of Low Socio-Economic status students, and 20% for students with exceptional learning needs completed A-G requirements. The A-G requirements are a sequence of high school courses that students must complete (with a grade of C or better) to be minimally eligible for admission to the University of California (UC) and California State University (CSU). The A-G requirements represent the basic academic preparation level that high school students should achieve to undertake university work. A-G Readiness. We will add an academic counselor to improve academic support and college guidance for students. Increasing the number of counselors will reduce their caseload, facilitating quality support, including meeting with each student in grade 8 and their families to develop an A-G completion plan. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally. These groups are typically unaware of what courses meet the A-G requirements or have time to monitor the A-G progress at home. We believe this action reflects the most effective use of funds because California has deemed completing A-G requirements a viable approach to preparing students for college readiness (Dashboard).
- **Action 4- College Credit Courses.** Of the students scoring At Prepared on the 2019-20 College Career Indicator, 50% qualified for this status by completing college credit courses. Digging deeper, 100% of students with disabilities, 63% of White students, 53% of socio-economic disadvantaged students, 50% of homeless students, and 30% of Hispanic students completed college credit courses. Expenditures associated with this action include instructional material needed for dual enrollment classes and paying academic counselors a stipend to meet with families during non-regular hours, including Saturdays. Many parents/guardians work long hours and are unable to meet during the regular school hours. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because their parents/guardians are typically unaware of college credit course opportunities or enrollment procedures. We believe this action reflects the most effective use of funds because California has deemed completing college credit courses a viable approach to preparing students for college readiness (Dashboard).

Goal 3- Improve Access and Success in a Broad Course of Study:

- **Action 1-Parent Involvement.** School experience survey results indicate that the parent engagement and involvement are low for the parents/guardians of English learners, foster youth, and low-income students, particularly during the pandemic. We will offer workshops intended to help families understand our tiered supports, particularly for those who are most vulnerable to the impact of COVID 19. Family workshops and targeted support will include but are not limited to the effects of trauma and how to mitigate them with trauma-informed practices. Expenditures associated with this action include parent outreach, instructional material, social-emotional resources, and continued funding of parent liaison. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because their parents/guardians are typically unable to provide additional academic and socio-emotional support at home (based on our interactions). We believe this action reflects the most effective use of funds because the pandemic has particularly impacted the families of students who qualify for an unduplicated group.
- **Action 2- Academic and Social-Emotional Support.** The pandemic has increased the number and quality of support needed for students to succeed academically. We will add and refine academic and social-emotional supports offered within our multi-tiered support framework system (MTSS). Expenditures associated with this action include, but not limited to, Student Support Coordinators, 504 Coordinators, and

Intervention Support Coordinators, Regional Coordinators, a social worker, paraeducators, intervention/support positions, SEL Coordinators, psychologists, a nurse, and the continued funding of a foster youth/homeless liaison. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because they are most vulnerable to the pandemic's adverse effects. Research demonstrates that students cannot focus on their education, let alone make up for lost learning when their basic needs are unmet.

- Action 3- English Learner Support (targeted). This action improves and increases English learners' services by funding an English Language Development Coordinator and integrated ELD professional learning. Professional learning focuses on using various information systems (e.g., graphic organizers, diagrams, videos, or other media) and improved language models (e.g., sentence frames and stems) to provide comprehensible input and structure. We ground our ELD supports in research-based approaches, including those outlined in the California ELA-ELD Framework and State Literacy Plan.
- Action 4- Interim Assessments. To better assess student learning loss and proficiency, we will administer the STAR360 diagnostic for ELA, early literacy, and math. Expenditures associated with this action include the cost of STAR360 diagnostic and staff salaries responsible for its implementation, progress monitoring, and reports production. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally. Research demonstrates that students most vulnerable to the pandemic experience difficulty focusing on their education, resulting in significant learning loss. Assessing student learning loss and proficiency at regular intervals allows teachers to review data related to subject-specific proficiency and adjust the curriculum and instruction appropriately.
- Action 7- Special Program Lead Position (targeted). In 2020-21, we redesignated 8% of our English Learners (ELs), increasing from 3% in 2019-20. Our 2019 English Learner Progress Indicator (Dashboard) demonstrates that 53% (Medium Performance Level) of our ELs are making progress towards English language proficiency. However, 16% decreased by at least one ELPI level. This position supports ELs (and their families) to improve access to academic content and monitor English language proficiency, particularly those who qualify for low-SES or foster status.

A description of how services for foster youth, English learners, and low-income students are being increased or improved by the percentage required.

We will use LCFF supplemental funds (we do not receive concentration funds) to enhance supports and services for unduplicated groups. In 2021-22, we will contribute 8.05% of our LCFF supplemental funds to increase (quantity) or improve (quality) services for unduplicated groups. Thus, the actions in our LCAP that enhance services for foster youth, low-income students, and English Learners increase or improve services proportionally compared to all students' services. Please see details below:

Goal 1- Optimize Conditions for Learning:

- Action 4- Technology. To ensure all students have access to appropriate technology (improving the likelihood they will succeed academically), we will purchase servers for our school, laptops for students, modems and routers for students, and cybersecurity software. The described technology's purchase improves services because it adds upgraded technology and increased devices beyond what we currently offer as our base instructional material. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because they often cannot afford high-speed internet service or updated technology devices that appropriately interface with online instruction and curriculum.
- Action 5- Monitor Student Engagement. To improve and increase our ability to identify reasons students disengage from school, we will administer substantive student engagement surveys and analyze results. Expenditures associated with this action include the costs of

purchasing quality surveys such as the California Healthy Kids Survey, California School Parent Survey, and California School Staff Survey. These expenditures represent improved services because our current surveys, relatively speaking, are not as immersed in research, nor do they result in comprehensive reports based on student entries. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups, principally because these groups typically live in an environment that leaves them directly vulnerable to the pandemic and lack resources at home to mitigate the effects of the pandemic.

Goal 2- Improve College and Career Readiness:

- **Action 1- Career Technical Education (CTE) Pathways.** We will increase the number of CTE Pathways and related immersed experiences. Expenditures for this action include the costs of hiring additional CTE certified teachers, associated training, creation of internships, curriculum development, and instructional materials. The hiring of teachers for CTE pathways represents additional staffing beyond our base allocation. This action adds to our current base educational program because it adds CTE pathways. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because they typically have the least amount of access to new and viable career experiences outside of school.
- **Action 2- Advanced Placement (AP) courses and exams.** We will add AP courses and offer AP examinations within our facilities. Expenditures associated with action include the costs of hiring additional teachers, teacher training, curriculum development, and instructional materials. This action increases the number of AP courses our students can enroll in and improves AP examination opportunities. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally. These groups typically have the least access at home to the resources needed to prepare for and pass AP examinations.
- **Action 3- A-G Readiness.** We will add to our current academic counselors to improve academic support and college guidance to students. Increasing the number of counselors will reduce their caseload, facilitating quality support, including meeting with each student in grade 8 and their families to develop an A-G completion plan. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally. These groups are typically unaware of what courses meet the A-G requirements or have time to monitor the A-G progress at home.
- **Action 4- College Credit Courses.** We will collaborate with local community colleges to assess the viability of offering dual enrollment classes. Beyond dual enrollment classes, we will implement a comprehensive awareness campaign related to college credit courses. Expenditures associated with this action include instructional material needed for dual enrollment classes and paying academic counselors a stipend to meet with families during non-regular hours, including Saturdays. Many parents/guardians work long hours and are unable to meet during the regular school hours. This action increases our base services because it increases the number of college courses our students may access and improves access to them. It includes an increased amount of time dedicated to meeting directly with families regarding college readiness. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally because their parents/guardians are typically unaware of college credit course opportunities or enrollment procedures.

Goal 3- Improve Access and Success in a Broad Course of Study:

- **Action 1- Parent Involvement.** School experience survey results indicate that the parent engagement and involvement are low for the parents/guardians of English learners, foster youth, and low-income students, particularly during the pandemic. We will offer workshops intended to help families understand our tiered supports, particularly for those who are most vulnerable to the impact of COVID 19. Family workshops and targeted support will include but are not limited to the effects of trauma and how to mitigate them with trauma-informed practices. This action represents increased and improved services because we will increase the number of parent-focused workshops, refine their focus to meet the needs of parents, and provide a liaison beyond our base program.

- Action 2 Academic and Social-Emotional Supports. The pandemic has increased the number and quality of support needed for students to succeed academically. We will add and refine academic and social-emotional supports offered within our multi-tiered support framework system (MTSS). Expenditures associated with this action include, but not limited to, Student Support Coordinators, 504 Coordinators, and Intervention Support Coordinators, Regional Coordinators, a social worker, paraeducators, intervention/support positions, SEL Coordinators, psychologists, a nurse, and the continued funding of a foster youth/homeless liaison. This action represents an increase in services because we will add academic and social-emotional supports beyond what we currently offer. This action also represents an improvement in services because we expect a comprehensive review of our MTSS to refine the quality of supports we currently offer.
- Action 3- English Learner Support (targeted). This action improves and increases English learners' services by funding an English Language Development Coordinator and integrated ELD professional learning. Professional learning focuses on using various information systems (e.g., graphic organizers, diagrams, videos, or other media) and improved language models (e.g., sentence frames and stems) to provide comprehensible input and structure. We ground our ELD academic supports on research-based approaches, including those outlined in the California ELA-ELD Framework and State Literacy Plan.
- Action 4- Interim Assessments. To better assess student learning loss and proficiency, we will administer the STAR360 diagnostic for ELA, early literacy, and math. Expenditures associated with this action include the cost of STAR360 diagnostic and staff salaries responsible for its implementation, progress monitoring, and reports production. This action represents an improvement in services because we will add staff specifically responsible for all aspects of implementing the STAR360 diagnostic assessments and costs associated with appropriate training. We will implement this action schoolwide, but it will benefit the needs of unduplicated groups principally. Research demonstrates that students most vulnerable to the pandemic experience difficulty focusing on their education, resulting in significant learning loss. Assessing student learning loss and proficiency at regular intervals allows teachers to review data related to subject-specific proficiency and adjust the curriculum and instruction appropriately.
- Action 7 Special Program Lead Position (targeted)-. This action improves and increases English learners' services by supporting ELs (and their families) to improve the monitoring of English language proficiency.

Instructions

[Plan Summary](#)

[Stakeholder Engagement](#)

[Goals and Actions](#)

[Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students](#)

For additional questions or technical assistance related to the completion of the LCAP template, please contact the local COE, or the California Department of Education's (CDE's) Local Agency Systems Support Office by phone at 916-319-0809 or by email at lcff@cde.ca.gov.

Introduction and Instructions

The Local Control Funding Formula (LCFF) requires LEAs to engage their local stakeholders in an annual planning process to evaluate their progress within eight state priority areas encompassing all statutory metrics (COEs have ten state priorities). LEAs document the results of this planning process in the Local Control and Accountability Plan (LCAP) using the template adopted by the State Board of Education.

The LCAP development process serves three distinct, but related functions:

- **Comprehensive Strategic Planning:** The process of developing and annually updating the LCAP supports comprehensive strategic planning (California *Education Code* [EC] 52064(e)(1)). Strategic planning that is comprehensive connects budgetary decisions to teaching and learning performance data. Local educational agencies (LEAs) should continually evaluate the hard choices they make about the use of limited resources to meet student and community needs to ensure opportunities and outcomes are improved for all students.
- **Meaningful Stakeholder Engagement:** The LCAP development process should result in an LCAP that reflects decisions made through meaningful stakeholder engagement (EC 52064(e)(1)). Local stakeholders possess valuable perspectives and insights about an LEA's programs and services. Effective strategic planning will incorporate these perspectives and insights in order to identify potential goals and actions to be included in the LCAP.
- **Accountability and Compliance:** The LCAP serves an important accountability function because aspects of the LCAP template require LEAs to show that they have complied with various requirements specified in the LCFF statutes and regulations, most notably:
 - Demonstrating that LEAs are increasing or improving services for foster youth, English learners, and low-income students in proportion to the amount of additional funding those students generate under LCFF (EC 52064(b)(4-6)).

- Establishing goals, supported by actions and related expenditures, that address the statutory priority areas and statutory metrics (EC 52064(b)(1) & (2)).
- Annually reviewing and updating the LCAP to reflect progress toward the goals (EC 52064(b)(7)).

The LCAP template, like each LEA's final adopted LCAP, is a document, not a process. LEAs must use the template to memorialize the outcome of their LCAP development process, which should: (a) reflect comprehensive strategic planning (b) through meaningful engagement with stakeholders that (c) meets legal requirements, as reflected in the final adopted LCAP. The sections included within the LCAP template do not and cannot reflect the full development process, just as the LCAP template itself is not intended as a stakeholder engagement tool.

If a county superintendent of schools has jurisdiction over a single school district, the county board of education and the governing board of the school district may adopt and file for review and approval a single LCAP consistent with the requirements in EC sections 52060, 52062, 52066, 52068, and 52070. The LCAP must clearly articulate to which entity's budget (school district or county superintendent of schools) all budgeted and actual expenditures are aligned.

The revised LCAP template for the 2021–22, 2022–23, and 2023–24 school years reflects statutory changes made through Assembly Bill 1840 (Committee on Budget), Chapter 243, Statutes of 2018. These statutory changes enhance transparency regarding expenditures on actions included in the LCAP, including actions that contribute to meeting the requirement to increase or improve services for foster youth, English learners, and low-income students, and to streamline the information presented within the LCAP to make adopted LCAPs more accessible for stakeholders and the public.

At its most basic, the adopted LCAP should attempt to distill not just what the LEA is doing, but also allow stakeholders to understand why, and whether those strategies are leading to improved opportunities and outcomes for students. LEAs are strongly encouraged to use language and a level of detail in their adopted LCAPs intended to be meaningful and accessible for the LEA's diverse stakeholders and the broader public.

In developing and finalizing the LCAP for adoption, LEAs are encouraged to keep the following overarching frame at the forefront of the strategic planning and stakeholder engagement functions:

Given present performance across the state priorities and on indicators in the California School Dashboard, how is the LEA using its budgetary resources to respond to student and community needs, and address any performance gaps, including by meeting its obligation to increase or improve services for foster youth, English learners, and low-income students?

LEAs are encouraged to focus on a set of metrics or a set of actions that the LEA believes, based on input gathered from stakeholders, research, and experience, will have the biggest impact on behalf of its students.

These instructions address the requirements for each section of the LCAP, but may include information about effective practices when developing the LCAP and completing the LCAP itself. Additionally, information is included at the beginning of each section emphasizing the purpose that each section serves.

Plan Summary

Purpose

A well-developed Plan Summary section provides a meaningful context for the LCAP. This section provides information about an LEA's community as well as relevant information about student needs and performance. In order to provide a meaningful context for the rest of the LCAP, the content of this section should be clearly and meaningfully related to the content included in the subsequent sections of the LCAP.

Requirements and Instructions

General Information – Briefly describe the students and community. For example, information about an LEA in terms of geography, enrollment, or employment, the number and size of specific schools, recent community challenges, and other such information as an LEA wishes to include can enable a reader to more fully understand an LEA's LCAP.

Reflections: Successes – Based on a review of performance on the state indicators and local performance indicators included in the Dashboard, progress toward LCAP goals, local self-assessment tools, stakeholder input, and any other information, what progress is the LEA most proud of and how does the LEA plan to maintain or build upon that success? This may include identifying specific examples of how past increases or improvements in services for foster youth, English learners, and low-income students have led to improved performance for these students.

Reflections: Identified Need – Referring to the Dashboard, identify: (a) any state indicator for which overall performance was in the "Red" or "Orange" performance category or any local indicator where the LEA received a "Not Met" or "Not Met for Two or More Years" rating AND (b) any state indicator for which performance for any student group was two or more performance levels below the "all student" performance. What steps is the LEA planning to take to address these areas of low performance and performance gaps? Other needs may be identified using locally collected data including data collected to inform the self-reflection tools and reporting local indicators on the Dashboard.

LCAP Highlights – Identify and briefly summarize the key features of this year's LCAP.

Comprehensive Support and Improvement – An LEA with a school or schools identified for comprehensive support and improvement (CSI) under the Every Student Succeeds Act must respond to the following prompts:

- **Schools Identified:** Identify the schools within the LEA that have been identified for CSI.
- **Support for Identified Schools:** Describe how the LEA has or will support the identified schools in developing CSI plans that included a school-level needs assessment, evidence-based interventions, and the identification of any resource inequities to be addressed through the implementation of the CSI plan.

- **Monitoring and Evaluating Effectiveness:** Describe how the LEA will monitor and evaluate the implementation and effectiveness of the CSI plan to support student and school improvement.

Stakeholder Engagement

Purpose

Significant and purposeful engagement of parents, students, educators, and other stakeholders, including those representing the student groups identified by LCFF, is critical to the development of the LCAP and the budget process. Consistent with statute, such stakeholder engagement should support comprehensive strategic planning, accountability, and improvement across the state priorities and locally identified priorities (EC 52064(e)(1)). Stakeholder engagement is an ongoing, annual process.

This section is designed to reflect how stakeholder engagement influenced the decisions reflected in the adopted LCAP. The goal is to allow stakeholders that participated in the LCAP development process and the broader public understand how the LEA engaged stakeholders and the impact of that engagement. LEAs are encouraged to keep this goal in the forefront when completing this section.

Statute and regulations specify the stakeholder groups that school districts and COEs must consult when developing the LCAP: teachers, principals, administrators, other school personnel, local bargaining units of the LEA, parents, and students. Before adopting the LCAP, school districts and COEs must share it with the Parent Advisory Committee and, if applicable, to its English Learner Parent Advisory Committee. The superintendent is required by statute to respond in writing to the comments received from these committees. School districts and COEs must also consult with the special education local plan area administrator(s) when developing the LCAP. Statute requires charter schools to consult with teachers, principals, administrators, other school personnel, parents, and students in developing the LCAP. The LCAP should also be shared with, and LEAs should request input from, schoolsite-level advisory groups, as applicable (e.g., schoolsite councils, English Learner Advisory Councils, student advisory groups, etc.), to facilitate alignment between schoolsite and district-level goals and actions.

Information and resources that support effective stakeholder engagement, define student consultation, and provide the requirements for advisory group composition, can be found under Resources on the following web page of the CDE's website: <https://www.cde.ca.gov/re/lc/>.

Requirements and Instructions

Below is an excerpt from the 2018–19 *Guide for Annual Audits of K–12 Local Education Agencies and State Compliance Reporting*, which is provided to highlight the legal requirements for stakeholder engagement in the LCAP development process:

Local Control and Accountability Plan:

For county offices of education and school districts only, verify the LEA:

- Presented the local control and accountability plan to the parent advisory committee in accordance with Education Code section 52062(a)(1) or 52068(a)(1), as appropriate.

- b) If applicable, presented the local control and accountability plan to the English learner parent advisory committee, in accordance with Education Code section 52062(a)(2) or 52068(a)(2), as appropriate.
- c) Notified members of the public of the opportunity to submit comments regarding specific actions and expenditures proposed to be included in the local control and accountability plan in accordance with Education Code section 52062(a)(3) or 52068(a)(3), as appropriate.
- d) Held at least one public hearing in accordance with Education Code section 52062(b)(1) or 52068(b)(1), as appropriate.
- e) Adopted the local control and accountability plan in a public meeting in accordance with Education Code section 52062(b)(2) or 52068(b)(2), as appropriate.

Prompt 1: “A summary of the stakeholder process and how the stakeholder engagement was considered before finalizing the LCAP.”

Describe the stakeholder engagement process used by the LEA to involve stakeholders in the development of the LCAP, including, at a minimum, describing how the LEA met its obligation to consult with all statutorily required stakeholder groups as applicable to the type of LEA. A sufficient response to this prompt must include general information about the timeline of the process and meetings or other engagement strategies with stakeholders. A response may also include information about an LEA’s philosophical approach to stakeholder engagement.

Prompt 2: “A summary of the feedback provided by specific stakeholder groups.”

Describe and summarize the stakeholder feedback provided by specific stakeholders. A sufficient response to this prompt will indicate ideas, trends, or inputs that emerged from an analysis of the feedback received from stakeholders.

Prompt 3: “A description of the aspects of the LCAP that were influenced by specific stakeholder input.”

A sufficient response to this prompt will provide stakeholders and the public clear, specific information about how the stakeholder engagement process influenced the development of the LCAP. The response must describe aspects of the LCAP that were influenced by or developed in response to the stakeholder feedback described in response to Prompt 2. This may include a description of how the LEA prioritized stakeholder requests within the context of the budgetary resources available or otherwise prioritized areas of focus within the LCAP. For the purposes of this prompt, “aspects” of an LCAP that may have been influenced by stakeholder input can include, but are not necessarily limited to:

- Inclusion of a goal or decision to pursue a Focus Goal (as described below)
- Inclusion of metrics other than the statutorily required metrics
- Determination of the desired outcome on one or more metrics
- Inclusion of performance by one or more student groups in the Measuring and Reporting Results subsection
- Inclusion of action(s) or a group of actions
- Elimination of action(s) or group of actions
- Changes to the level of proposed expenditures for one or more actions

- Inclusion of action(s) as contributing to increased or improved services for unduplicated services
- Determination of effectiveness of the specific actions to achieve the goal
- Determination of material differences in expenditures
- Determination of changes made to a goal for the ensuing LCAP year based on the annual update process
- Determination of challenges or successes in the implementation of actions

Goals and Actions

Purpose

Well-developed goals will clearly communicate to stakeholders what the LEA plans to accomplish, what the LEA plans to do in order to accomplish the goal, and how the LEA will know when it has accomplished the goal. A goal statement, associated metrics and expected outcomes, and the actions included in the goal should be in alignment. The explanation for why the LEA included a goal is an opportunity for LEAs to clearly communicate to stakeholders and the public why, among the various strengths and areas for improvement highlighted by performance data and strategies and actions that could be pursued, the LEA decided to pursue this goal, and the related metrics, expected outcomes, actions, and expenditures.

A well-developed goal can be focused on the performance relative to a metric or metrics for all students, a specific student group(s), narrowing performance gaps, or implementing programs or strategies expected to impact outcomes. LEAs should assess the performance of their student groups when developing goals and the related actions to achieve such goals.

Requirements and Instructions

LEAs should prioritize the goals, specific actions, and related expenditures included within the LCAP within one or more state priorities. LEAs should consider performance on the state and local indicators, including their locally collected and reported data for the local indicators that are included in the Dashboard in determining whether and how to prioritize its goals within the LCAP.

In order to support prioritization of goals, the LCAP template provides LEAs with the option of developing three different kinds of goals:

- **Focus Goal:** A Focus Goal is relatively more concentrated in scope and may focus on a fewer number of metrics to measure improvement. A Focus Goal statement will be time bound and make clear how the goal is to be measured.
- **Broad Goal:** A Broad Goal is relatively less concentrated in its scope and may focus on improving performance across a wide range of metrics.
- **Maintenance of Progress Goal:** A Maintenance of Progress Goal includes actions that may be ongoing without significant changes and allows an LEA to track performance on any metrics not addressed in the other goals of the LCAP.

At a minimum, the LCAP must address all LCFF priorities and associated metrics.

Focus Goal(s)

Goal Description: The description provided for a Focus Goal must be specific, measurable, and time bound. An LEA develops a Focus Goal to address areas of need that may require or benefit from a more specific and data intensive approach. The Focus Goal can explicitly reference the metric(s) by which achievement of the goal will be measured and the time frame according to which the LEA expects to achieve the goal.

Explanation of why the LEA has developed this goal: Explain why the LEA has chosen to prioritize this goal. An explanation must be based on Dashboard data or other locally collected data. LEAs must describe how the LEA identified this goal for focused attention, including relevant consultation with stakeholders. LEAs are encouraged to promote transparency and understanding around the decision to pursue a focus goal.

Broad Goal

Goal Description: Describe what the LEA plans to achieve through the actions included in the goal. The description of a broad goal will be clearly aligned with the expected measurable outcomes included for the goal. The goal description organizes the actions and expected outcomes in a cohesive and consistent manner. A goal description is specific enough to be measurable in either quantitative or qualitative terms. A broad goal is not as specific as a focus goal. While it is specific enough to be measurable, there are many different metrics for measuring progress toward the goal.

Explanation of why the LEA has developed this goal: Explain why the LEA developed this goal and how the actions and metrics grouped together will help achieve the goal.

Maintenance of Progress Goal

Goal Description: Describe how the LEA intends to maintain the progress made in the LCFF State Priorities not addressed by the other goals in the LCAP. Use this type of goal to address the state priorities and applicable metrics not addressed within the other goals in the LCAP. The state priorities and metrics to be addressed in this section are those for which the LEA, in consultation with stakeholders, has determined to maintain actions and monitor progress while focusing implementation efforts on the actions covered by other goals in the LCAP.

Explanation of why the LEA has developed this goal: Explain how the actions will sustain the progress exemplified by the related metrics.

Measuring and Reporting Results:

For each LCAP year, identify the metric(s) that the LEA will use to track progress toward the expected outcomes. LEAs are encouraged to identify metrics for specific student groups, as appropriate, including expected outcomes that would reflect narrowing of any existing performance gaps.

Include in the baseline column the most recent data associated with this metric available at the time of adoption of the LCAP for the first year of the three-year plan. LEAs may use data as reported on the 2019 Dashboard for the baseline of a metric only if that data represents the most recent available (e.g. high school graduation rate).

Using the most recent data available may involve reviewing data the LEA is preparing for submission to the California Longitudinal Pupil Achievement Data System (CALPADS) or data that the LEA has recently submitted to CALPADS. Because final 2020–2021 outcomes on some

metrics may not be computable at the time the 2021–24 LCAP is adopted (e.g. graduation rate, suspension rate), the most recent data available may include a point in time calculation taken each year on the same date for comparability purposes.

The baseline data shall remain unchanged throughout the three-year LCAP.

Complete the table as follows:

- **Metric:** Indicate how progress is being measured using a metric.
- **Baseline:** Enter the baseline when completing the LCAP for 2021–22. As described above, the baseline is the most recent data associated with a metric. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 1 Outcome:** When completing the LCAP for 2022–23, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 2 Outcome:** When completing the LCAP for 2023–24, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 3 Outcome:** When completing the LCAP for 2024–25, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above. The 2024–25 LCAP will be the first year in the next three-year cycle. Completing this column will be part of the Annual Update for that year.
- **Desired Outcome for 2023-24:** When completing the first year of the LCAP, enter the desired outcome for the relevant metric the LEA expects to achieve by the end of the 2023–24 LCAP year.

Timeline for completing the “**Measuring and Reporting Results**” part of the Goal.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for Year 3 (2023-24)
Enter information in this box when completing the LCAP for 2021–22 .	Enter information in this box when completing the LCAP for 2021–22 .	Enter information in this box when completing the LCAP for 2022–23 . Leave blank until then.	Enter information in this box when completing the LCAP for 2023–24 . Leave blank until then.	Enter information in this box when completing the LCAP for 2024–25 . Leave blank until then.	Enter information in this box when completing the LCAP for 2021–22 .

The metrics may be quantitative or qualitative; but at minimum, an LEA’s LCAP must include goals that are measured using all of the applicable metrics for the related state priorities, in each LCAP year as applicable to the type of LEA. To the extent a state priority does not specify one or more metrics (e.g., implementation of state academic content and performance standards), the LEA must identify a metric to use within the LCAP. For these state priorities, LEAs are encouraged to use metrics based on or reported through the relevant self-reflection tool for local indicators within the Dashboard.

Actions: Enter the action number. Provide a short title for the action. This title will also appear in the expenditure tables. Provide a description of the action. Enter the total amount of expenditures associated with this action. Budgeted expenditures from specific fund sources will be provided in the summary expenditure tables. Indicate whether the action contributes to meeting the increase or improved services requirement as described in the Increased or Improved Services section using a “Y” for Yes or an “N” for No. (Note: for each such action offered on an LEA-wide or schoolwide basis, the LEA will need to provide additional information in the Increased or Improved Summary Section to address the requirements in *California Code of Regulations*, Title 5 [5 CCR] Section 15496(b) in the Increased or Improved Services Section of the LCAP).

Actions for English Learners: School districts, COEs, and charter schools that have a numerically significant English learner student subgroup must include specific actions in the LCAP related to, at a minimum, the language acquisition programs, as defined in *EC* Section 306, provided to students and professional development activities specific to English learners.

Actions for Foster Youth: School districts, COEs, and charter schools that have a numerically significant Foster Youth student subgroup are encouraged to include specific actions in the LCAP designed to meet needs specific to Foster Youth students.

Goal Analysis:

Enter the LCAP Year

Using actual annual measurable outcome data, including data from the Dashboard, analyze whether the planned actions were effective in achieving the goal. Respond to the prompts as instructed.

- Describe the overall implementation of the actions to achieve the articulated goal. Include a discussion of relevant challenges and successes experienced with the implementation process. This must include any instance where the LEA did not implement a planned action or implemented a planned action in a manner that differs substantively from how it was described in the adopted LCAP.
- Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures. Minor variances in expenditures do not need to be addressed, and a dollar-for-dollar accounting is not required.
- Describe the effectiveness of the specific actions to achieve the articulated goal as measured by the LEA. In some cases, not all actions in a goal will be intended to improve performance on all of the metrics associated with the goal. When responding to this prompt, LEAs may assess the effectiveness of a single action or group of actions within the goal in the context of performance on a single metric or group of specific metrics within the goal that are applicable to the action(s). Grouping actions with metrics will allow for more robust analysis of whether the strategy the LEA is using to impact a specified set of metrics is working and increase transparency for stakeholders. LEAs are encouraged to use such an approach when goals include multiple actions and metrics that are not closely associated.
- Describe any changes made to this goal, expected outcomes, metrics, or actions to achieve this goal as a result of this analysis and analysis of the data provided in the Dashboard or other local data, as applicable.

Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students

Purpose

A well-written Increased or Improved Services section provides stakeholders with a comprehensive description, within a single dedicated section, of how an LEA plans to increase or improved services for its unduplicated students as compared to all students and how LEA-wide or schoolwide actions identified for this purpose meet regulatory requirements. Descriptions provided should include sufficient detail yet be sufficiently succinct to promote a broader understanding of stakeholders to facilitate their ability to provide input. An LEA's description in this section must align with the actions included in the Goals and Actions section as contributing.

Requirements and Instructions

This section must be completed for each LCAP year.

When developing the LCAP in year 2 or year 3, copy the “Increased or Improved Services” section and enter the appropriate LCAP year. Using the copy of the section, complete the section as required for the relevant LCAP year. Retain all prior year sections for each of the three years within the LCAP.

Percentage to Increase or Improve Services: Identify the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the LCAP year as calculated pursuant to 5 CCR Section 15496(a)(7).

Increased Apportionment based on the enrollment of Foster Youth, English Learners, and Low-Income Students: Specify the estimate of the amount of funds apportioned on the basis of the number and concentration of unduplicated pupils for the LCAP year.

Required Descriptions:

For each action being provided to an entire school, or across the entire school district or county office of education (COE), an explanation of (1) how the needs of foster youth, English learners, and low-income students were considered first, and (2) how these actions are effective in meeting the goals for these students.

For each action included in the Goals and Actions section as contributing to the increased or improved services requirement for unduplicated pupils and provided on an LEA-wide or schoolwide basis, the LEA must include an explanation consistent with 5 CCR Section 15496(b). For any such actions continued into the 2021–24 LCAP from the 2017–2020 LCAP, the LEA must determine whether or not the action was effective as expected, and this determination must reflect evidence of outcome data or actual implementation to date.

Principally Directed and Effective: An LEA demonstrates how an action is principally directed towards and effective in meeting the LEA’s goals for unduplicated students when the LEA explains how:

- It considers the needs, conditions, or circumstances of its unduplicated pupils;
- The action, or aspect(s) of the action (including, for example, its design, content, methods, or location), is based on these considerations; and
- The action is intended to help achieve an expected measurable outcome of the associated goal.

As such, the response provided in this section may rely on a needs assessment of unduplicated students.

Conclusory statements that a service will help achieve an expected outcome for the goal, without an explicit connection or further explanation as to how, are not sufficient. Further, simply stating that an LEA has a high enrollment percentage of a specific student group or groups does not meet the increase or improve services standard because enrolling students is not the same as serving students.

For example, if an LEA determines that low-income students have a significantly lower attendance rate than the attendance rate for all students, it might justify LEA-wide or schoolwide actions to address this area of need in the following way:

After assessing the needs, conditions, and circumstances of our low-income students, we learned that the attendance rate of our low-income students is 7% lower than the attendance rate for all students. (Needs, Conditions, Circumstances [Principally Directed])

In order to address this condition of our low-income students, we will develop and implement a new attendance program that is designed to address some of the major causes of absenteeism, including lack of reliable transportation and food, as well as a school climate that does not emphasize the importance of attendance. Goal N, Actions X, Y, and Z provide additional transportation and nutritional resources as well as a districtwide educational campaign on the benefits of high attendance rates. (Contributing Action(s))

These actions are being provided on an LEA-wide basis and we expect/hope that all students with less than a 100% attendance rate will benefit. However, because of the significantly lower attendance rate of low-income students, and because the actions meet needs most associated with the chronic stresses and experiences of a socio-economically disadvantaged status, we expect that the attendance rate for our low-income students will increase significantly more than the average attendance rate of all other students. (Measurable Outcomes [Effective In])

COEs and Charter Schools: Describe how actions included as contributing to meeting the increased or improved services requirement on an LEA-wide basis are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities as described above. In the case of COEs and charter schools, schoolwide and LEA-wide are considered to be synonymous.

For School Districts Only:

Actions Provided on an LEA-Wide Basis:

Unduplicated Percentage > 55%: For school districts with an unduplicated pupil percentage of 55% or more, describe how these actions are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities as described above.

Unduplicated Percentage < 55%: For school districts with an unduplicated pupil percentage of less than 55%, describe how these actions are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities. Also describe how the actions **are the most effective use of the funds** to meet these goals for its unduplicated pupils. Provide the basis for this determination, including any alternatives considered, supporting research, experience, or educational theory.

Actions Provided on a Schoolwide Basis:

School Districts must identify in the description those actions being funded and provided on a schoolwide basis, and include the required description supporting the use of the funds on a schoolwide basis.

For schools with 40% or more enrollment of unduplicated pupils: Describe how these actions are principally directed to and effective in meeting its goals for its unduplicated pupils in the state and any local priorities.

For school districts expending funds on a schoolwide basis at a school with less than 40% enrollment of unduplicated pupils:

Describe how these actions are principally directed to and how the actions are the most effective use of the funds to meet its goals for foster youth, English learners, and low-income students in the state and any local priorities.

“A description of how services for foster youth, English learners, and low-income students are being increased or improved by the percentage required.”

Consistent with the requirements of 5 CCR Section 15496, describe how services provided for unduplicated pupils are increased or improved by at least the percentage calculated as compared to the services provided for all students in the LCAP year. To improve services means to grow services in quality and to increase services means to grow services in quantity. Services are increased or improved by those actions in the LCAP that are included in the Goals and Actions section as contributing to the increased or improved services requirement. This description must address how these action(s) are expected to result in the required proportional increase or improvement in services for unduplicated pupils as compared to the services the LEA provides to all students for the relevant LCAP year.

Expenditure Tables

Complete the Data Entry table for each action in the LCAP. The information entered into this table will automatically populate the other Expenditure Tables. All information is entered into the Data Entry table. Do not enter data into the other tables.

The following expenditure tables are required to be included in the LCAP as adopted by the local governing board or governing body:

- Table 1: Actions
- Table 2: Total Expenditures
- Table 3: Contributing Expenditures
- Table 4: Annual Update Expenditures

The Data Entry table may be included in the LCAP as adopted by the local governing board or governing body, but is not required to be included.

In the Data Entry table, provide the following information for each action in the LCAP for the relevant LCAP year:

- **Goal #:** Enter the LCAP Goal number for the action.
- **Action #:** Enter the action's number as indicated in the LCAP Goal.

- **Action Title:** Provide a title of the action.
- **Student Group(s):** Indicate the student group or groups who will be the primary beneficiary of the action by entering “All”, or by entering a specific student group or groups.
- **Increased / Improved:** Type “Yes” if the action **is** included as contributing to meeting the increased or improved services; OR, type “No” if the action is **not** included as contributing to meeting the increased or improved services.
- If “Yes” is entered into the Contributing column, then complete the following columns:
 - **Scope:** The scope of an action may be LEA-wide (i.e. districtwide, countywide, or charterwide), schoolwide, or limited. An action that is LEA-wide in scope upgrades the entire educational program of the LEA. An action that is schoolwide in scope upgrades the entire educational program of a single school. An action that is limited in its scope is an action that serves only one or more unduplicated student groups.
 - **Unduplicated Student Group(s):** Regardless of scope, contributing actions serve one or more unduplicated student groups. Indicate one or more unduplicated student groups for whom services are being increased or improved as compared to what all students receive.
 - **Location:** Identify the location where the action will be provided. If the action is provided to all schools within the LEA, the LEA must indicate “All Schools”. If the action is provided to specific schools within the LEA or specific grade spans only, the LEA must enter “Specific Schools” or “Specific Grade Spans”. Identify the individual school or a subset of schools or grade spans (e.g., all high schools or grades K-5), as appropriate.
- **Time Span:** Enter “ongoing” if the action will be implemented for an indeterminate period of time. Otherwise, indicate the span of time for which the action will be implemented. For example, an LEA might enter “1 Year”, or “2 Years”, or “6 Months”.
- **Personnel Expense:** This column will be automatically calculated based on information provided in the following columns:
 - **Total Personnel:** Enter the total amount of personnel expenditures utilized to implement this action.
 - **Total Non-Personnel:** This amount will be automatically calculated.
- **LCFF Funds:** Enter the total amount of LCFF funds utilized to implement this action, if any. LCFF funds include all funds that make up an LEA’s total LCFF target (i.e. base grant, grade span adjustment, supplemental grant, concentration grant, Targeted Instructional Improvement Block Grant, and Home-To-School Transportation).
- **Other State Funds:** Enter the total amount of Other State Funds utilized to implement this action, if any.

- **Local Funds:** Enter the total amount of Local Funds utilized to implement this action, if any.
- **Federal Funds:** Enter the total amount of Federal Funds utilized to implement this action, if any.
- **Total Funds:** This amount is automatically calculated based on amounts entered in the previous four columns.

Data Entry Table: Inclusion as part of the LCAP Template is optional

Goal #	Action #	Action Title	Student Group(s)	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Time Span	Total Personnel	Total Non-personnel	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
1	1	Fully credentialed & appropriately assigned teachers	All	No	Schoolwide	NA	All	Ongoing	\$ 21,502,093		\$ 21,502,093				\$ 21,502,093
1	2	Access to the standards-aligned instruction materials	All	No	Schoolwide	N/A	All	Ongoing		\$ 3,900,000	\$ 3,900,000	\$ -	\$ -		\$ 3,900,000
1	3	Maintain all facilities in "Good Repair"	All	No	Schoolwide	N/A	All	Ongoing							\$ -
1	4	Technology	All	Yes	Schoolwide	Foster Youth, Low Income, English Learners	All	Ongoing		\$ 471,400	\$ 471,400				\$ 471,400
1	5	Monitor student engagement	All	Yes	Schoolwide	Foster Youth, Low Income, English Learners	All	Ongoing		\$ 8,000	\$ 8,000				\$ 8,000
1	6	Systems of professional growth and improvement	All	No	Schoolwide	N/A	All	Ongoing	\$ 71,000	\$ 18,297				\$ 89,297	\$ 89,297
2	1	Career Technical Education (CTE) Pathways	All	Yes	Schoolwide	Foster Youth, Low Income, English Learners	Middle and High School	3 years	\$ 100,000	\$ 25,000	\$ 125,000				\$ 125,000
2	2	Advanced Placement (AP) courses and exams	All	Yes	Schoolwide	Foster Youth, Low Income, English Learners	High School	3 years	\$ 10,000	\$ 10,000	\$ 20,000				\$ 20,000
2	3	A-G Readiness	All	Yes	Schoolwide	Foster Youth, Low Income, English Learners	High School	3 years	\$ 107,000	\$ 25,000	\$ 132,000				\$ 132,000
2	4	College Credit Courses	All	Yes	Schoolwide	Foster Youth, Low Income, English Learners	Middle and High School	3 years		\$ 40,000	\$ 40,000				\$ 40,000
3	1	Parental Involvement	All	Yes	Schoolwide	Foster Youth, Low Income, English Learners	All	3 years	\$ 143,000		\$ 143,000				\$ 143,000
3	2	Academic and Social- Emotional Supports	All	Yes	Schoolwide	Foster Youth, Low Income, English Learners	All	3 years	\$ 1,675,559	\$ 300,000	\$ 1,975,559				\$ 1,975,559
3	3	English Learner Supports	English Learners	Yes	Schoolwide	English Learners	All	3 years	\$ 150,000	\$ 100,000	\$ 250,000				\$ 250,000
3	4	Interim Assessments	All	Yes	Schoolwide	Foster Youth, Low Income, English Learners	High School	3 years	\$ 143,000	\$ 67,000	\$ 210,000				\$ 210,000
3	5	Students with exceptional needs: Community partnerships	SPED	No	Schoolwide	Foster Youth, Low Income, English Learners	High School	3 years	\$ -	\$ -	\$ -				\$ -
3	6	Students with exceptional needs: Post-secondary readiness	SPED	No	Schoolwide	Foster Youth, Low Income, English Learners	All	3 years		\$ 5,000		\$ 5,000			\$ 5,000
3	7	Special Program Lead Position	All	Yes	Schoolwide	Foster Youth, Low Income, English Learners	All	3 years	\$ 72,000		\$ 72,000				\$ 72,000
3	8	Professional learning related to English Learners	English Learners	No	Schoolwide	English Learners	All	3 years		\$ 13,956				\$ 13,956	\$ 13,956
3	9	Digital Library	All	No	Schoolwide	Academically struggling students	All	3 years	\$ 80,000	\$ 60,000				\$ 140,000	\$ 140,000
3	10	Targeted Academic Support	All	No	Schoolwide	Academically struggling students	All	3 years	\$ 286,480					\$ 286,480	\$ 286,480
3	11	Non-English Speaking Parent Support	English Learners	No	Schoolwide	English Learners	All	3 years	\$ 80,000					\$ 80,000	\$ 80,000

Total Expenditures Table

Totals	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Total Personnel
Totals	\$ 28,849,052	\$ 5,000	\$ -	\$ 609,733	29,463,785	\$ 24,420,132

Goal #	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
1	1	Fully credentialed & appropriately assigned teachers	All	\$21,502,093				\$ 21,502,093
1	2	Access to the standards-aligned instruction materials	All	\$ 3,900,000	\$ -	\$ -		\$ 3,900,000
1	3	Maintain all facilities in "Good Repair"	All					\$ -
1	4	Technology	All	\$ 471,400				\$ 471,400
1	5	Monitor student engagement	All	\$ 8,000				\$ 8,000
1	6	Systems of professional growth and improvement	All				\$ 89,297	\$ 89,297

2	1	Career Technical Education (CTE) Pathways	All	\$ 125,000				\$ 125,000
2	2	Advanced Placement (AP) courses and exams	All	\$ 20,000				\$ 20,000
2	3	A-G Readiness	All	\$ 132,000				\$ 132,000
2	4	College Credit Courses	All	\$ 40,000				\$ 40,000
3	1	Parental Involvement	All	\$ 143,000				\$ 143,000
3	2	Academic and Social-Emotional Supports	All	\$ 1,975,559				\$ 1,975,559
3	3	English Learner Supports	English Learners	\$ 250,000				\$ 250,000
3	4	Interim Assessments	All	\$ 210,000				\$ 210,000
3	5	Students with exceptional needs: Community partnerships	SPED	\$ -				\$ -
3	6	exceptional needs: Post-secondary	SPED		\$ 5,000			\$ 5,000

3	7	Special Program Lead Position	All	\$ 72,000				\$ 72,000
3	8	Professional learning related to English Learners	English Learners				\$ 13,956	\$ 13,956
3	9	Digital Library	All				\$ 140,000	\$ 140,000
3	10	Targeted Academic Support	All				\$ 286,480	\$ 286,480
3	11	Non-English Speaking Parent Support	English Learners				\$ 80,000	\$ 80,000

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Contributing Expenditure Table

Totals by Type	Total LCFF Funds	Total Funds
Total:	\$ 3,446,959	\$ 3,446,959
LEA-wide Total:	\$ -	\$ -
Limited Total:	\$ -	\$ -
Schoolwide Total:	\$ 3,446,959	\$ 3,446,959

Goal #	Action #	Action Title	Scope	Unduplicated Student Group(s)	Location	LCFF Funds	Total Funds
1	1	Fully credentialed & appropriately assigned teachers	Schoolwide		All	\$ 21,502,093	\$ 21,502,093
1	3	Maintain all facilities in "Good Repair"	Schoolwide		All		\$ -
1	4	Technology	Schoolwide	Foster Youth, Low Income, English Learners	All	\$ 471,400	\$ 471,400

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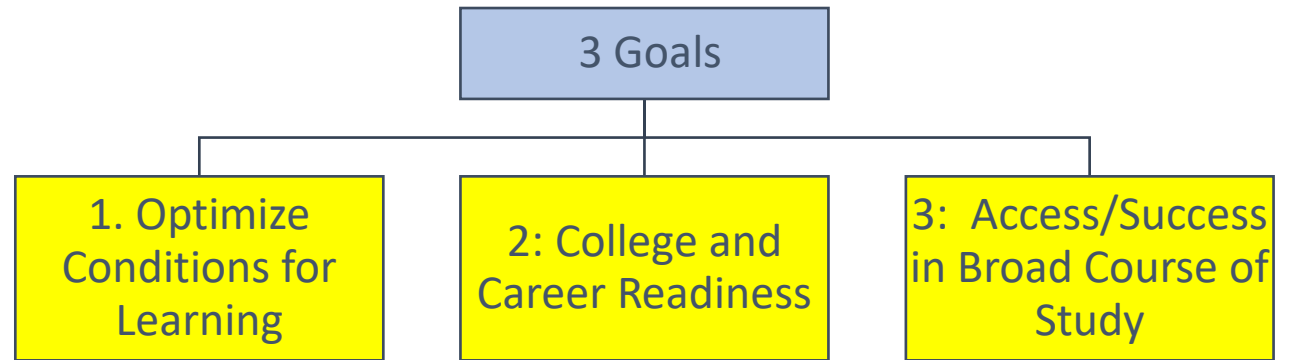
1	5	Monitor student engagement	Schoolwide	Foster Youth, Low Income, English Learners	All	\$ 8,000	\$ 8,000
1	6	Systems of professional growth and improvement	Schoolwide		All		\$ 89,297
2	1	Career Technical Education (CTE) Pathways	Schoolwide	Foster Youth, Low Income, English Learners	Middle and High School	\$ 125,000	\$ 125,000
2	2	Advanced Placement (AP) courses and exams	Schoolwide	Foster Youth, Low Income, English Learners	High School	\$ 20,000	\$ 20,000
2	3	A-G Readiness	Schoolwide	Foster Youth, Low Income, English Learners	High School	\$ 132,000	\$ 132,000
2	4	College Credit Courses	Schoolwide	Foster Youth, Low Income, English Learners	Middle and High School	\$ 40,000	\$ 40,000
3	1	Parental Involvement	Schoolwide	Foster Youth, Low Income, English Learners	All	\$ 143,000	\$ 143,000
3	2	Academic and Social-Emotional Supports	Schoolwide	Foster Youth, Low Income, English Learners	All	\$ 1,975,559	\$ 1,975,559
3	3	English Learner Supports	Schoolwide	English Learners	All	\$ 250,000	\$ 250,000
3	4	Interim Assessments	Schoolwide	Foster Youth, Low Income, English Learners	High School	\$ 210,000	\$ 210,000
3	5	Students with exceptional needs: Community partnerships	Schoolwide		High School	\$ -	\$ -
3	6	Students with exceptional needs: Post-secondary readiness	Schoolwide		All		\$ 5,000

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3	7	Special Program Lead Position	Schoolwide	Foster Youth, Low Income, English Learners	All	\$ 72,000	\$ 72,000
3	8	Professional learning related to English Learners	Schoolwide		All		\$ 13,956
3	9	Digital Library	Schoolwide		All		\$ 140,000
3	10	Targeted Academic Support	Schoolwide		All		\$ 286,480
3	11	Non-English Speaking Parent Support	Schoolwide		All		\$ 80,000

Pacific Coast Academy: LCAP (2020-21 - 2022-23)

- **Required by State: Funding and academic accountability**
- **Three-year plan: Addressing student progress data**
- **Priority Groups: Those deemed most in need of support, especially:**
 - **2020 students living in poverty: 37%**
 - **2020 students living in foster care: <1%**
 - **2020 students who are learning English: 3%**
 - **21-22 unduplicated students: 40%**



Academic Accountability: State Indicators

California Schools Dashboard
(no Dashboard in 2020)

4 LOCAL INDICATORS

Basic Conditions
Parent Engagement
Implementing State Academic Standards
School Climate

6 STATE INDICATORS (**Next Slide**)

Academic Performance	College and Career Readiness
Chronic Absenteeism	Suspension Rate
Graduation Rate	English Learner Progress



		Change				
Status	Level	Declined Significantly	Declined	Maintained	Increased	Increased Significantly
	Very High	Yellow	Green	Blue	Blue	Blue
	High	Orange	Yellow	Green	Green	Blue
	Medium	Orange	Orange	Yellow	Green	Green
	Low	Red	Orange	Orange	Yellow	Yellow
	Very Low	Red	Red	Red	Orange	Yellow

Performance Levels	
Blue (Highest Performance)	
Green	
Yellow	
Orange	
Red (Lowest Performance)	

Pacific Coast Academy: State Indicators

Pacific Coast Academy - Special Board Meeting - Agenda - Tuesday June 29, 2021 at 6:00 PM

Academic Performance (2019)

ELA	DFS -2.5	DFS -20.8
Math	DFS -33.5	DFS -71.4

- Need to improve scores on state assessments

College and Career Readiness (2020)

State	PCA
44.1% Prepared	26% Prepared

- No color score in 2020 (but would have been Yellow)
- Need to improve:
 - CTE Pathway completion: 3%
 - AP exam scores: 0%
 - A-G completion: 28%
 - Apprenticeships: 0%

Chronic Absenteeism (2019)

- Independent Study: 0%

Suspension Rate (2019)

- Independent Study: 0%

Graduation Rate (2020)

- 89%
- Need to improve:
 - Overall graduation rate
 - Graduation Rate for Students with disabilities: 57%

English Learner Progress (2019)

State	PCA
48.3% making progress	53.1% making progress



Cover Sheet

2021-2022 Annual Budget

Section: III. Finance
Item: C. 2021-2022 Annual Budget
Purpose: Vote
Submitted by:
Related Material: FY22-PCA - Budget Presentation.pdf

BACKGROUND:

Charter Impact developed the Annual Budget for Pacific Coast Academy. School budgets must be adopted annually and are due July 1.



Pacific Coast Academy

Budget Presentation – FY 2022

PACIFIC COAST – Highlights

Highlights

- Budget balance with 709K surplus (1.50% of expense)
- Super COLA projected for LCFF and other programs

Grade level	Budget 2021-22	Projection 2022-23	Projection 2023-24
Total Enrollment	4,700.00	4,794.00	4,889.88
Total ADA	4,606.00	4,698.12	4,792.08
Total Base Target	\$ 38,916,977	\$ 40,680,866	\$ 42,785,366
Total Target Base Plus Add-Ons	\$ 40,868,565	\$ 42,718,728	\$ 44,928,953
Average Base per ADA	\$ 8,873	\$ 9,093	\$ 9,376
Total Supplemental Grant	\$ 3,262,946	\$ 3,470,470	\$ 3,611,389
Total LCFF	\$ 44,131,513	\$ 46,189,199	\$ 48,540,349
Total Funding per ADA	\$ 9,581	\$ 9,831	\$ 10,129

Enrollment & Per Pupil Data	
	<u>Budget</u>
Enrollment	4700
ADA	4606
Attendance Rate	98.0%
Unduplicated %	39.9%
Revenue per ADA	\$10,715
Expenses per ADA	\$10,561

- 11% increase on enrollment from last year
- No fixed ADA

Compliance

- SB740 Requirements:

Cert.	Instr.
49.7%	82.7%
4,805,859	1,322,839

Must exceed
40% / 80%

Pupil:Teacher Ratio
22.04 :1

Must be equal to or less than
25:1

PACIFIC COAST – Revenue & Expense

Revenue

	Annual/Full Year Budget
State Aid-Rev Limit	\$ 44,131,513
Federal Revenue	1,168,211
Other State Revenue	4,053,198
Other Local Revenue	-
Total Revenue	\$ 49,352,921

Expenses

	Annual/Full Year Budget
Certificated Salaries	\$ 18,541,524
Classified Salaries	3,643,065
Benefits	6,984,370
Books and Supplies	8,657,840
Subagreement Services	7,228,465
Operations	469,400
Facilities	204,400
Professional Services	2,542,119
Depreciation	30,000
Interest	342,638
Total Expenses	\$ 48,643,821

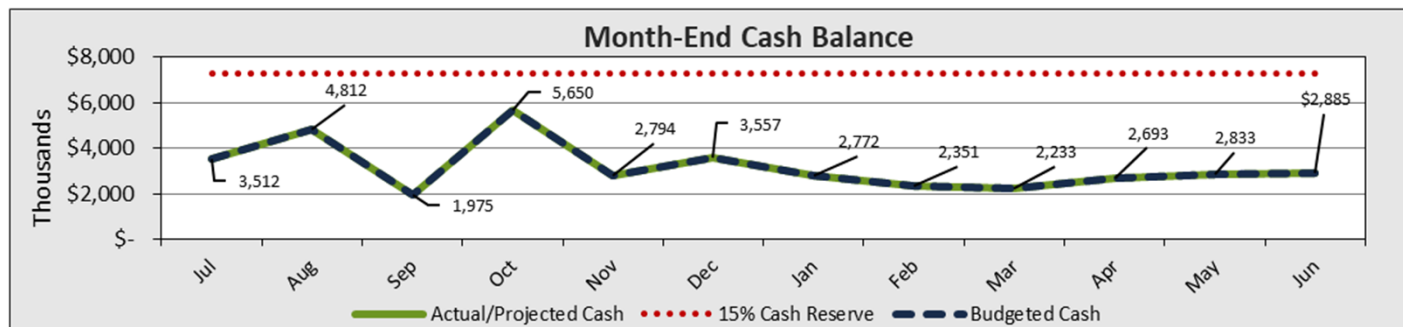
- Surplus of 709K is 1.44% of total revenue
- Added Revenue this year:
 - Title I - \$506K
 - Title II - \$89K
 - Title III - \$14K
- No ESSER II or III revenue included upcoming fiscal year but will be reflected in year 2 and year 3.
- Expanded Opportunity Grant – \$357K

- Certificated Staffing Cost Increase without benefits 12.01%
- Classified Staffing Cost Increase without benefits 60.84%
- Total Benefits Increase year to year 27.54% (due to increase in staffing and anticipated medical insurance costs.
- No factoring costs

PACIFIC COAST – Fund & Cash Balance

	Annual/Full Year Budget
Total Surplus(Deficit)	\$ 709,100
Beginning Fund Balance	8,506,897
Ending Fund Balance	\$ 9,215,997
<i>As a % of Annual Expenses</i>	<i>18.9%</i>

- Fund balance and surplus within state and authorizer requirements
- Fund balance subject to change in anticipation of the June 2021 financial close



- Strong cash balance for each monthly close
- Factoring included in projections through FY23-24

PACIFIC COAST – Three Year Forecast

- Next year budgeted revenue less than current fiscal year due to LLMF in 20-21.
- Positive surplus and cash balances all three years
- Year 2 and 3 improve due to ESSER II and ESSER III projected revenue

	2020-21	2021-22	2022-23	2023-24
	Prior Year	Budget	Forecast	Forecast
Assumptions				
LCFF COLA	n/a	5.07%	2.48%	3.11%
Non-LCFF Revenue COLA	n/a	n/a	0.00%	0.00%
Expense COLA	n/a	2.00%	2.00%	2.00%
Enrollment		4,700.00	4,794.00	4,889.88
Average Daily Attendance	4,073.94	4,606.00	4,698.12	4,792.08
Total Revenue	\$ 45,032,502	\$ 49,352,921	\$ 53,012,474	\$ 56,957,361
Total Expenses	\$ 40,327,128	\$ 48,643,821	\$ 50,611,241	\$ 54,130,433
Surplus (Deficit)	\$ 4,705,374	\$ 709,100	\$ 2,401,233	\$ 2,826,928
			4.74%	5.22%
Fund Balance, Beginning of Year	\$ 3,801,523	\$ 8,506,897	\$ 9,215,997	\$ 11,617,230
Fund Balance, End of Year	\$ 8,506,897	\$ 9,215,997	\$ 11,617,230	\$ 14,444,158
	21.1%	18.9%	23.0%	26.7%
Cash Flow Adjustments				
Total Change in Cash	(1,290,578)	196,933	110,772	1,111,973
Cash, Beginning of Year	3,978,337	2,687,760	2,884,693	2,995,465
Cash, End of Year	\$ 2,687,760	\$ 2,884,693	\$ 2,995,465	\$ 4,107,438

PACIFIC COAST – Appendix

- Multi-Year Forecast
- Monthly Cash Flow / Forecast 21-22

Pacific Coast Academy

Multi-Year Forecast

Revised 6/22/21



	2020-21	2021-22	2022-23	2023-24
	Prior Year	Budget	Forecast	Forecast
Assumptions				
LCFF COLA	n/a	5.07%	2.48%	3.11%
Non-LCFF Revenue COLA	n/a	n/a	0.00%	0.00%
Expense COLA	n/a	2.00%	2.00%	2.00%
Enrollment		4,700.00	4,794.00	4,889.88
Average Daily Attendance	4,073.94	4,606.00	4,698.12	4,792.08
Revenues				
State Aid - Revenue Limit				
8011 LCFF State Aid	\$ 35,444,166	\$ 42,198,697	\$ 44,217,727	\$ 46,529,447
8012 Education Protection Account	814,788	921,200	939,624	958,416
8019 State Aid - Prior Year	32,062	-	-	-
8096 In Lieu of Property Taxes	894,926	1,011,616	1,031,848	1,052,485
	<u>37,185,942</u>	<u>44,131,513</u>	<u>46,189,199</u>	<u>48,540,349</u>
Federal Revenue				
8181 Special Education - Entitlement	483,780	558,478	569,647	581,040
8290 Title I, Part A - Basic Low Income	-	506,480	516,610	526,942
8291 Title II, Part A - Teacher Quality	-	89,297	91,083	92,905
8293 Title III - Limited English	-	13,956	14,235	14,520
8296 Other Federal Revenue	3,351,738	-	1,852,295	3,346,613
	<u>3,835,518</u>	<u>1,168,211</u>	<u>3,043,870</u>	<u>4,562,019</u>
Other State Revenue				
8311 State Special Education	2,546,213	2,653,885	2,706,963	2,761,102
8550 Mandated Cost	87,909	87,893	99,931	101,930
8560 State Lottery	843,306	953,442	972,511	991,961
8598 Prior Year Revenue	14,297	-	-	-
8599 Other State Revenue	434,605	357,978	-	-
	<u>3,926,329</u>	<u>4,053,198</u>	<u>3,779,405</u>	<u>3,854,993</u>
Other Local Revenue				
8660 Interest Revenue	22,983	-	-	-
8980 Contributions, Unrestricted	257	-	-	-
8990 Contributions, Restricted	61,472	-	-	-
	<u>84,712</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	\$ 45,032,502	\$ 49,352,921	\$ 53,012,474	\$ 56,957,361
Expenses				
Certificated Salaries				
1100 Teachers' Salaries	13,199,316	12,737,806	12,992,562	13,252,414
1175 Teachers' Extra Duty/Stipends	414,684	1,489,368	1,519,156	1,549,539
1200 Pupil Support Salaries	812,566	1,407,042	1,435,183	1,463,887
1300 Administrators' Salaries	1,805,577	2,230,500	2,275,110	2,320,612
1900 Other Certificated Salaries	321,996	676,808	690,344	704,151
	<u>16,554,138</u>	<u>18,541,524</u>	<u>18,912,355</u>	<u>19,290,602</u>

Pacific Coast Academy

Multi-Year Forecast

Revised 6/22/21



	2020-21	2021-22	2022-23	2023-24
	Prior Year	Budget	Forecast	Forecast
Classified Salaries				
2100 Instructional Salaries	219,043	361,663	368,896	376,274
2200 Support Salaries	695,409	1,462,038	1,491,279	1,521,105
2300 Classified Administrators' Salaries	307,630	810,502	826,712	843,247
2400 Clerical and Office Staff Salaries	852,787	900,486	918,496	936,866
2900 Other Classified Salaries	190,212	108,376	110,543	112,754
	2,265,082	3,643,065	3,715,927	3,790,245
Benefits				
3101 STRS	2,533,716	2,970,390	3,423,178	3,491,641
3301 OASDI	140,800	225,875	230,392	235,000
3311 Medicare	265,517	321,677	328,110	334,672
3401 Health and Welfare	2,020,020	2,448,000	2,496,960	2,546,899
3501 State Unemployment	103,059	153,230	153,237	153,244
3601 Workers' Compensation	130,788	199,661	203,655	207,728
3901 Other Benefits	282,435	665,538	678,848	692,425
	5,476,336	6,984,370	7,514,381	7,661,610
Books and Supplies				
4302 School Supplies	4,813,504	6,476,682	6,738,340	7,010,569
4305 Software	620,103	810,978	843,742	877,829
4310 Office Expense	38,078	43,100	44,841	46,653
4400 Noncapitalized Equipment	1,004,309	1,327,080	1,656,833	2,413,276
4700 Food Services	594	-	-	-
	6,476,588	8,657,840	9,283,755	10,348,326
Subagreement Services				
5101 Nursing	1,190	1,300	1,353	1,407
5102 Special Education	2,363,122	2,671,700	2,779,637	2,891,934
5104 Transportation	1,075	1,200	1,248	1,299
5105 Security	2,410	-	-	-
5106 Other Educational Consultants	3,327,438	4,554,265	4,645,350	6,633,560
	5,695,236	7,228,465	7,427,588	9,528,200
Operations and Housekeeping				
5201 Auto and Travel	10,862	12,300	12,797	13,314
5300 Dues & Memberships	1,643	1,900	1,977	2,057
5400 Insurance	377,877	427,200	444,459	462,415
5501 Utilities	4,601	5,200	5,410	5,629
5502 Janitorial Services	408	500	520	541
5900 Communications	8,894	10,100	10,508	10,933
5901 Postage and Shipping	10,751	12,200	12,693	13,206
	415,036	469,400	488,364	508,094
Facilities, Repairs and Other Leases				
5601 Rent	180,776	204,400	212,658	221,249
5604 Other Leases	(800)	-	-	-
5610 Repairs and Maintenance	641	-	-	-
	180,617	204,400	212,658	221,249

Pacific Coast Academy

Multi-Year Forecast

Revised 6/22/21



	2020-21	2021-22	2022-23	2023-24
	Prior Year	Budget	Forecast	Forecast
Professional/Consulting Services				
5801 IT	2,768	592,840	616,791	641,709
5802 Audit & Taxes	3,626	16,100	16,422	16,750
5803 Legal	164,345	185,800	189,516	193,306
5804 Professional Development	20,046	115,251	119,907	124,751
5805 General Consulting	39,502	44,700	46,506	48,385
5806 Special Activities/Field Trips	29,997	54,637	56,844	59,141
5807 Bank Charges	21,597	24,400	25,386	26,411
5808 Printing	505	-	-	-
5809 Other taxes and fees	48,160	54,400	56,598	58,884
5810 Payroll Service Fee	28,574	32,300	33,605	34,963
5811 Management Fee	2,194,064	976,476	1,015,926	1,056,969
5812 District Oversight Fee	371,859	441,315	461,892	485,403
5813 County Fees	3,439	3,900	4,058	4,221
	<u>2,928,483</u>	<u>2,542,119</u>	<u>2,643,450</u>	<u>2,750,895</u>
Depreciation				
6900 Depreciation Expense	-	30,000	30,600	31,212
	<u>-</u>	<u>30,000</u>	<u>30,600</u>	<u>31,212</u>
Interest				
7438 Interest Expense	335,613	342,638	382,164	-
	<u>335,613</u>	<u>342,638</u>	<u>382,164</u>	<u>-</u>
Total Expenses	\$ 40,327,128	\$ 48,643,821	\$ 50,611,241	\$ 54,130,433
Surplus (Deficit)	\$ 4,705,374	\$ 709,100	\$ 2,401,233	\$ 2,826,928
			4.74%	5.22%
Fund Balance, Beginning of Year	\$ 3,801,523	\$ 8,506,897	\$ 9,215,997	\$ 11,617,230
Fund Balance, End of Year	<u>\$ 8,506,897</u>	<u>\$ 9,215,997</u>	<u>\$ 11,617,230</u>	<u>\$ 14,444,158</u>
	<u>21.1%</u>	<u>18.9%</u>	<u>23.0%</u>	<u>26.7%</u>

Pacific Coast Academy

Multi-Year Forecast

Revised 6/22/21



	2020-21	2021-22	2022-23	2023-24
	Prior Year	Budget	Forecast	Forecast
Cash Flow Adjustments				
Surplus (Deficit)	4,705,374	709,100	2,401,233	2,826,928
Cash Flows From Operating Activities				
Depreciation/Amortization	-	30,000	30,600	31,212
Public Funding Receivables	(8,239,777)	9,165,167	(2,331,369)	(1,748,540)
Grants and Contributions Rec.	917,959	357,978	-	-
Due To/From Related Parties	3,975,798	-	-	-
Prepaid Expenses	75,860	-	-	-
Other Assets	(1,230)	-	-	-
Accounts Payable	(284,208)	(303,312)	4,117	2,374
Accrued Expenses	(480,322)	-	-	-
Other Liabilities	(3,657,787)	-	-	-
Proceeds from Factoring	14,480,600	8,565,950	9,554,110	-
Payments on Factoring	(9,689,000)	(18,327,950)	(9,554,110)	-
Proceeds(Payments) on Debt	(3,093,846)	-	6,192	-
Total Change in Cash	(1,290,578)	196,933	110,772	1,111,973
Cash, Beginning of Year	3,978,337	2,687,760	2,884,693	2,995,465
Cash, End of Year	\$ 2,687,760	\$ 2,884,693	\$ 2,995,465	\$ 4,107,438

ADA = 4606.00

501 of 557

Pacific Coast Academy

Monthly Cash Flow/Budget FY21-22

Revised 6/22/21

ADA = 4606.00



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Year-End Accruals	Annual Budget	PY Forecast	Favorable / (Unfav.)
Professional/Consulting Services																
5801 IT	49,403	49,403	49,403	49,403	49,403	49,403	49,403	49,403	49,403	49,403	49,403	49,403	-	592,840	2,768	(590,072)
5802 Audit & Taxes	-	-	-	5,367	5,367	5,367	-	-	-	-	-	-	-	16,100	3,626	(12,474)
5803 Legal	15,483	15,483	15,483	15,483	15,483	15,483	15,483	15,483	15,483	15,483	15,483	15,483	-	185,800	164,345	(21,455)
5804 Professional Development	9,604	9,604	9,604	9,604	9,604	9,604	9,604	9,604	9,604	9,604	9,604	9,604	-	115,251	20,046	(95,205)
5805 General Consulting	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	-	44,700	39,502	(5,198)
5806 Special Activities/Field Trips	1,840	5,756	5,995	4,193	3,615	4,143	5,033	4,867	5,652	4,712	4,190	4,642	-	54,637	29,997	(24,640)
5807 Bank Charges	2,033	2,033	2,033	2,033	2,033	2,033	2,033	2,033	2,033	2,033	2,033	2,033	-	24,400	21,597	(2,803)
5809 Other taxes and fees	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	4,533	-	54,400	48,160	(6,241)
5810 Payroll Service Fee	2,692	2,692	2,692	2,692	2,692	2,692	2,692	2,692	2,692	2,692	2,692	2,692	-	32,300	28,574	(3,726)
5811 Management Fee	81,373	81,373	81,373	81,373	81,373	81,373	81,373	81,373	81,373	81,373	81,373	81,373	-	976,476	2,194,064	1,217,588
5812 District Oversight Fee	18,662	19,199	34,666	36,611	34,308	34,308	36,611	34,308	38,265	39,747	37,444	37,444	39,744	441,315	371,859	(69,456)
5813 County Fees	-	-	-	975	-	-	975	-	-	975	-	-	975	3,900	3,439	(461)
	189,349	193,802	209,508	215,992	212,137	212,664	211,466	208,022	212,764	214,281	210,481	210,933	40,719	2,542,119	2,928,483	386,364
Depreciation																
6900 Depreciation Expense	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	-	30,000	-	(30,000)
	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	-	30,000	-	(30,000)
Interest																
7438 Interest Expense	114,213	114,213	-	114,213	-	-	-	-	-	-	-	-	-	342,638	335,613	(7,025)
	114,213	114,213	-	114,213	-	-	-	-	-	-	-	-	-	342,638	335,613	(7,025)
Total Expenses	3,498,031	4,388,187	4,343,847	4,056,852	3,808,193	3,927,996	4,158,817	4,110,072	4,277,038	4,058,422	3,936,439	4,039,209	40,719	48,643,821	40,327,128	(8,316,694)
Monthly Surplus (Deficit)	(1,631,811)	(2,326,216)	(586,271)	217,919	(121,700)	293,222	(31,198)	(423,580)	(120,612)	457,022	137,878	49,064	4,795,383	709,100	4,705,374	(3,996,274)
Cash Flow Adjustments																
Monthly Surplus (Deficit)	(1,631,811)	(2,326,216)	(586,271)	217,919	(121,700)	293,222	(31,198)	(423,580)	(120,612)	457,022	137,878	49,064	4,795,383	709,100		
Cash flows from operating activities																
Depreciation/Amortization	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	-	30,000		
Public Funding Receivables	811,400	1,994,765	2,408,097	2,398,052	2,368,226	1,920,986	2,099,742	-	-	-	-	-	(4,836,102)	9,165,167		
Grants and Contributions Rec.	357,978	-	-	-	-	-	-	-	-	-	-	-	-	357,978		
Accounts Payable	(344,031)	-	-	-	-	-	-	-	-	-	-	-	40,719	(303,312)		
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Cash flows from financing activities																
Proceeds from Factoring	2,855,317	2,855,317	-	2,855,317	-	-	-	-	-	-	-	-	-	8,565,950		
Payments on Factoring	(1,226,700)	(1,226,700)	(4,661,317)	(1,798,500)	(5,105,117)	(1,454,300)	(2,855,317)	-	-	-	-	-	-	(18,327,950)		
Proceeds(Payments) on Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Change in Cash	824,653	1,299,666	(2,836,991)	3,675,288	(2,856,090)	762,409	(784,272)	(421,080)	(118,112)	459,522	140,378	51,564				
Cash, Beginning of Month	2,687,760	3,512,412	4,812,078	1,975,087	5,650,375	2,794,285	3,556,693	2,772,421	2,351,341	2,233,230	2,692,751	2,833,129				
Cash, End of Month	3,512,412	4,812,078	1,975,087	5,650,375	2,794,285	3,556,693	2,772,421	2,351,341	2,233,230	2,692,751	2,833,129	2,884,693				

Cert.	Instr.
49.7%	82.7%
4,805,859	1,322,839

Pupil:Teacher Ratio
22.04 :1

Cover Sheet

2021-2022 EPA Budget

Section: III. Finance
Item: D. 2021-2022 EPA Budget
Purpose: Vote
Submitted by:
Related Material:
FY22-PCA-EPA Spending Plan_2021.06.29_ Updated Version.pdf

BACKGROUND:

The Education Protection Account (**EPA**) provides local educational agencies (LEAs) with general purpose state aid **funding** pursuant to Section 36 of Article XIII of the **California** Constitution. The **EPA funding** is a component of an LEA's total LCFF entitlement as calculated in the Principal Apportionment. The EPA was developed by Charter Impact.

Pacific Coast Academy**Expenditures through: June 30, 2022****Resource 1400 Education Protection Account**

Description	Object Codes	Amount
AMOUNT AVAILABLE FOR THIS FISCAL YEAR		
Local Control Funding Formula Sources	8010-8099	921,200.00
Federal Revenue	8100-8299	0.00
Other State Revenue	8300-8599	0.00
Other Local Revenue	8600-8799	0.00
TOTAL AVAILABLE		921,200.00
EXPENDITURES AND OTHER FINANCING USES		
Certificated Salaries	1000-1999	700,933.54
Classified Salaries	2000-2999	
Employee Benefits	3000-3999	220,266.46
Books and Supplies	4000-4999	0.00
Services, Other Operating Expenses	5000-5999	0.00
Capital Outlay	6000-6599	0.00
Other Outgo (excluding Direct Support/Indirect Costs)	7100-7299	
	7400-7499	0.00
Direct Support/Indirect Costs	7300-7399	0.00
TOTAL EXPENDITURES AND OTHER FINANCING USES		921,200.00
BALANCE (Total Available minus Total Expenditures and Other Financing Uses)		0.00

Cover Sheet

2021-2022 EPA Resolution

Section: III. Finance
Item: E. 2021-2022 EPA Resolution
Purpose: Vote
Submitted by:
Related Material:
EDUCATION PROTECTION ACCOUNT (EPA)_Resolution.docx



Pacific Coast Academy

13915 Danielson St. #103, Poway, CA 92064

Ph (619) 404-3190

RESOLUTION OF THE BOARD OF DIRECTORS OF PACIFIC COAST ACADEMY Board Resolution 2021 – 6

PACIFIC COAST ACADEMY RESOLUTION REGARDING THE EDUCATION PROTECTION ACCOUNT

WHEREAS, the voters approved Proposition 30 on November 6, 2012 and Proposition 55 on November 8, 2016;

WHEREAS, Proposition 30 added Article XIII, Section 36 to the California Constitution effective November 7, 2012 (sun setting 12/31/2017), and Proposition 55 Article XIII, Section 36(e) to the California Constitution effective November 8, 2016 (commencing 01/01/2018);

WHEREAS, the provisions of Article XIII, Section 36(e) create in the state General Fund an Education Protection Account to receive and disburse the revenues derived from the incremental increases in taxes imposed by Article XIII, Section 36(f);

WHEREAS, before June 30th of each year, the Director of Finance shall estimate the total amount of additional revenues, less refunds that will be derived from the incremental increases in tax rates made pursuant to Article XIII, Section 36(f) that will be available for transfer into the Education Protection Account during the next fiscal year;

WHEREAS, if the sum determined by the State Controller is positive, the State Controller shall transfer the amount calculated into the Education Protection Account within ten days preceding the end of the fiscal year;

WHEREAS, all monies in the Education Protection Account are hereby continuously appropriated for the support of school districts, county offices of education, charter schools and community college districts;

WHEREAS, monies deposited in the Education Protection Account shall not be used to pay any costs incurred by the Legislature, the Governor, or any agency of state government;

WHEREAS, a community college district, county office of education, school district, or charter school shall have the sole authority to determine how the monies received from the Education Protection Account are spent in the school or schools within its jurisdiction;



Pacific Coast Academy

13915 Danielson St. #103, Poway, CA 92064

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WHEREAS, the governing board of the district shall make the spending determinations with respect to monies received from the Education Protection Account in open session of a public meeting of the governing board;

WHEREAS, the monies received from the Education Protection Account shall not be used for salaries or benefits for administrators or any other administrative cost;

WHEREAS, each community college district, county office of education, school district and charter school shall annually publish on its Internet website an accounting of how much money was received from the Education Protection Account and how that money was spent;

WHEREAS, the annual independent financial and compliance audit required of community college districts, county offices of education, school districts and charter schools shall ascertain and verify whether the funds provided from the Education Protection Account have been properly disbursed and expended as required by Article XIII, Section 36 of the California Constitution;

WHEREAS, expenses incurred by community college districts, county offices of education, school districts and charter schools to comply with the additional audit requirements of Article XIII, Section 36 may be paid with funding from the Education Protection Act and shall not be considered administrative costs for purposes of Article XIII, Section 36.



Pacific Coast Academy

13915 Danielson St. #103, Poway, CA 92064

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NOW, THEREFORE, IT IS HEREBY RESOLVED:

1. The monies received from the Education Protection Account shall be spent as required by Article XIII, Section 36 and the spending determinations on how the money will be spent shall be made in open session of a public meeting of the governing board of Pacific Coast Academy;

2. In compliance with Article XIII, Section 36(e), with the California Constitution, the governing board of the Pacific Coast Academy has determined to spend the monies received from the Education Protection Act as attached.

DATED: _____, 2021. _____

Board Member

Board Member

Board Member

Board Member

Board Member



Pacific Coast Academy

13915 Danielson St. #103, Poway, CA 92064

Ph (619) 404-3190

SECRETARY'S CERTIFICATE

I, _____, Secretary of the Board of Directors of Pacific Coast Academy a California nonprofit public benefit corporation, County of _____, California, hereby certify as follows:

The attached is a full, true, and correct copy of the resolutions duly adopted at a meeting of the Board of Directors of Pacific Coast Academy which was duly and regularly held on (date), at which meeting all of the members of the Board of Directors had due notice and at which a quorum thereof was present; and at such meeting such resolutions were adopted by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

I have carefully compared the same with the original minutes of such meeting on file and of record in my office; the attached resolution is a full, true, and correct copy of the original resolution adopted at such meeting and entered in such minutes; and such resolution has not been amended, modified, or rescinded since the date of its adoption, and the same is now in full force and effect.

WITNESS my hand on _____, 2021.

Secretary of the Board of Directors of
Pacific Coast Academy

Cover Sheet

Shared Staff Memorandum of Understanding (MOU)

Section: III. Finance
Item: F. Shared Staff Memorandum of Understanding (MOU)
Purpose: Vote
Submitted by:
Related Material:
MVA-PCA-CPA Shared Administrative Services MOU_2021-22 (2).docx

BACKGROUND:

We would like to engage in another year of MOU contracts of shared administrative staff with Cabrillo Point Academy and Mission Vista Academy. We decreased departments by no longer sharing enrollment, SAA, and SIS. However, there is an increase in our High School program to expand learning opportunities for our students. The overall budgeted amount has increased, but participating has decreased. We recommend engaging in this MOU for another year so we can deliver high quality learning opportunities for our students.

**MEMORANDUM OF UNDERSTANDING
FOR SHARED ADMINISTRATIVE SERVICES
2021-22 School Year**

This Memorandum of Understanding for Shared Administrative Services (“**MOU**”) is entered into as of July 1, 2021 (“**Effective Date**”) by and between the following California nonprofit public benefit corporations, which may each be referred to herein as a “**Party**” or collectively as the “**Parties**” to this MOU: Mission Vista Academy, Pacific Coast Academy, and Cabrillo Point Academy.

WHEREAS, Mission Vista Academy operates a public charter school named Mission Vista Academy, Pacific Coast Academy operates a public school named Pacific Coast Academy, and Cabrillo Point Academy operates a public charter school named Cabrillo Point Academy (each a “**School**” or collectively the “**Schools**”);

WHEREAS, Schools are nonclassroom-based public charter schools using a similar educational model dedicated to providing students with a flexible personalized learning experience that empowers families to tailor a program designed around the specific needs of each student;

WHEREAS, the Schools’ respective education programs are structured to allow administrative staff to effectively support the Schools from remote locations;

WHEREAS, the Schools desire to continue to coordinate with each other share certain administrative services and staff (“**Shared Personnel**”) because this will further the Schools’ shared goal to successfully implement their education programs in an efficient and cost-effective manner;

WHEREAS, the Parties have previously entered into an agreement in a substantially similar form with this MOU with approval of respective charter authorizers to efficiently share administrative services for the benefit of the Parties’ students, staff, and families;

WHEREAS, the Parties desire to hire Shared Personnel at the outset of the year where each School’s costs of such personnel align with the allocation of services each School will receive and the Parties affirm this results in an equitable allocation of fees for all Schools for the upcoming school year; and

WHEREAS, it is the intent of the Parties to enter into this MOU pursuant to which Schools will coordinate with each other to share administrative staff and functions according to the following terms and conditions set forth herein.

NOW, THEREFORE, in consideration of the foregoing and of the mutual promises set forth in this MOU, the sufficiency of which is acknowledged, the Parties desire to, and hereby agree as follows:

1. Shared Administrative Services. During the term of this MOU, the Parties shall coordinate with each other for the Shared Personnel to perform the administrative services described in Attachment A (the “**Services**”) under the terms and conditions set forth herein. The Parties shall share the costs of employing the Shared Employees performing the Services (including total gross wages, retirement benefit system contributions, and employment taxes) (“**Shared Employee Cost**”) as set forth in Attachment A.

2. Lessor and Lessee Schools. The Parties acknowledge each School may both (i) employ an individual who will provide administrative Services to another School; and (ii) receive administrative services from an individual employed by another School. The term “**Lessor**” refers to a School leasing its employee(s) to another School pursuant to the terms of the MOU. The term “**Lessee**” refers to a School receiving Services

from another School's employee(s) pursuant to the terms of the MOU. Each Party may serve as a Lessor and Lessee under this MOU, and shall meet the obligations set forth in this MOU depending on their role as a Lessor and/or Lessee. Shared Personnel shall be subject to the ultimate oversight, direction and control of Lessor and its governing board, officers, and designated representatives, but may also be subject to the supervision and direction of Lessees when performing Services on their behalf. The termination of this MOU shall not terminate the Shared Personnel's employment relationship with Lessor. Lessees are not, and nothing in this MOU shall cause Lessees to become, third party beneficiaries to Lessor's employment agreements with the Shared Personnel. Nothing in this MOU shall confer upon any Party any rights or remedies, including any right to employment, as an employee of any other Party. Nothing in this MOU shall create a joint venture between the Parties. Each Party shall remain solely responsible for its own governance, operations and educational program.

3. Allocation. Each Party's right to receive administrative Services and obligation to pay fees under this MOU shall be determined based upon their proportionate share using the formula set forth in Attachment A (the "**Allocation**"), as it may be adjusted from time to time. The Allocation may be assessed at the intervals set forth in Attachment A for each year of this MOU, and upon termination.

4. Allocation of Services. Each Party will have the right to receive Services from Shared Personnel in an amount reasonably equivalent to that Party's Allocation. The Parties shall work cooperatively with each other and the Shared Personnel to coordinate the performance of such Services. Any Party which asserts that it has not received its Allocation of Services from Shared Personnel, must provide written notice to the Parties, describing in detail the alleged deficiency and allowing thirty (30) days to cure before seeking any other remedy.

5. Allocation of Fees and Expenses. As consideration for the Services provided by Shared Personnel, each Lessee shall pay to Lessor the fees and expenses set forth herein.

a. Fees. Each School shall pay the fees, calculated based on their Allocation, as set forth in Attachment A. The total cost shall be fixed as of July 1 for each year of this MOU and may thereafter be subject to change pursuant to the terms set forth in Attachment A. Any such changes, notating the effective date, shall be memorialized by the Parties in Attachment A, which may be updated as a matter of contract administration without the need for a formal amendment to this MOU.

6. Lessor Responsibilities: In addition to any other promises and covenants identified herein, Lessor shall have the following responsibilities under this MOU:

a. Comply with all applicable federal, state and local laws and regulations, including laws prohibiting harassment, discrimination and retaliation.

b. Comply with all applicable federal, state and local laws, regulations and orders concerning workplace safety.

c. Timely pay Shared Personnel consistent with applicable law and their employment agreements, if any.

d. Ensure that Shared Personnel maintain the qualifications and competency necessary to provide the Services, including but not limited to: (i) complete all required training, including, but not limited to initial and annual training on mandated child abuse and neglect reporting; (ii) are free from active tuberculosis; (iii) have passed a criminal background check through the Department of Justice; (iv) have not been convicted of a serious or violent felony (as defined by Penal Code §§ 667.5 and 1192.7); (v) are eligible to work in the United States; and (vi) maintain in good standing all applicable licenses and

credentials.

e. Supervise and evaluate Shared Personnel and make and implement, in its sole discretion all employment related communications and decisions with respect to Shared Personnel, including, but not limited to matters relating to discipline, termination, accommodations, disability claims, complaints, leaves of absence, compensation and benefits.

f. Administer trainings, leaves of absence, disability accommodations and other duties of an employer as required by applicable law.

g. Assuming Lessor participates in CalSTRS, the Parties acknowledge Shared Personnel are employees of the Lessor for CalSTRS purposes.

h. If Lessee reports a Shared Personnel misconduct to Lessor that violates Lessor or Lessee policies or procedures or law, Lessor shall promptly take corrective action which may include, but is not limited to, conducting an investigation, disciplining the individual, or terminating the individual and making good faith efforts to hire a replacement in accordance with Section 6(i).

i. If a Shared Personnel's employment ends with Lessor, Lessor shall make good faith efforts to replace the individual within thirty (30) days of termination, unless the other Parties provide written consent that a replacement for such individual is not necessary.

7. Lessee Responsibilities: In addition to any other promises and covenants identified herein, each Lessee shall have the following responsibilities under this MOU:

a. Comply with all applicable federal, state and local laws and regulations, including laws prohibiting harassment, discrimination and retaliation.

b. Comply with all applicable federal, state and local laws, regulations and orders concerning workplace safety.

c. Provide to Shared Personnel, in writing, copies of any of Lessee's policies and procedures applicable to the Services.

d. Provide a safe working environment for Shared Personnel.

e. Supervise and direct Shared Personnel when providing Services on behalf of the Lessee in order to ensure that Shared Personnel meet their performance obligations and comply with all of Lessee's applicable policies and procedures.

f. Provide feedback to Lessor regarding the performance of Shared Personnel, including, but not limited to, reporting misconduct to Lessor by a Shared Personnel that violates Lessee policies or procedures or law.

8. Term and Termination.

a. Term. The MOU is effective as of July 1, 2021 and shall remain in effect until June 30, 2022 (the "Initial Term"). This MOU shall automatically renew for consecutive additional one (1) year terms unless a Party provides written notice of non-renewal to the other at least ninety (90) days prior to the expiration of the then-current term (each, a "Renewal Term"). The Initial Term and any Renewal Term(s) are referred to as the Term. Termination under this subsection shall not relieve the terminating

Party of any of its obligations under this MOU prior to the effective date of such termination. Termination of participation by any Party(ies) shall not terminate the MOU as to any other Party.

b. Termination With Cause. Any Party may terminate its participation in this MOU for cause as defined below. All notices required under this subdivision must be simultaneously provided to all Parties in writing.

- i. Material Breach. Any Party may terminate this MOU in the event of another Party's material or persistent breach of any one or more of the terms of this MOU, which breach is not remedied within thirty (30) days after written notice. If after thirty (30) days the non-breaching Party determines that the breach has not been remedied or appropriate actions have not commenced to cure the breach, the non-breaching Party may terminate its participation in the MOU effective immediately.
- v. Charter Revocation/Non-Renewal. Upon the revocation or non-renewal of the charter of a Party, that Party may terminate its participation in the MOU effective upon the winding up of that charter's business, as set forth in any closure resolution. Notice of any such revocation or non-renewal shall be provided as soon as possible.
- vii. Duty to Pay Severance to Shared Personnel Upon Termination. In the event termination of this MOU results in termination of Shared Personnel's employment without cause thereby triggering a requirement to pay severance to Shared Personnel under their employment agreement with Lessor, the terminating party shall be responsible for paying for any severance, or in the event of a termination by more than one Party, any such severance shall be paid according their relative Allocation.

9. Amendments. This MOU may be amended as follows:

a. ***Changes in the Law.*** In the event that any new enactment, repeal, or change of any federal, state, or local law, regulation, interpretation of law or regulation by an authorizer or regulator, or court or administrative decision or order materially affects the performance of any of the Parties in conformity with this MOU, the Parties shall promptly commence negotiations in good faith regarding a mutually agreeable approach (including without limitation, an amendment to the MOU) to address the changes. If, despite such good faith negotiations, the Parties are unable to agree upon an acceptable approach, the MOU shall terminate for all Parties without further obligation or liability among the Parties, upon any Party's sixty (60) days' written notice to the other Parties, or in such lesser time as is reasonable under the circumstances.

b. ***Mutual Agreement.*** The Parties may amend this MOU with mutual written consent of all Parties.

10. Intellectual Property; Work Product. Any intellectual property owned by a Party that is used by or on behalf of another Party in the context of providing Services, shall remain the property of the originating Party. No Party shall have the right to grant a license, sublicense, or any other use or rights to the intellectual property of another Party. A Party's use of another Party's intellectual property under this MOU shall not create any ongoing license or other right to continuing use of that intellectual property after the termination of this MOU. Upon termination of this MOU, the intellectual property of each Party in the possession of any other Party shall be returned and/or destroyed. Any work product created by or on behalf of a Party pursuant to this MOU, shall be and remain the property of that Party.

11. Confidentiality. Each Party acknowledges that during the term of this MOU, it may have access to certain Confidential Information of the other Parties as defined below. Each Party shall maintain and enforce reasonable administrative, technical, and physical safeguards, including but not limited to restricting access to Confidential Information, in order to reasonably protect the confidentiality of the other Parties' Confidential Information. The Parties' obligations hereunder with respect to Confidential Information shall survive termination of this MOU.

a. **"Confidential Information"** means non-public information marked either "confidential" or "proprietary," or that otherwise should be understood by a reasonable person to be confidential in nature. Confidential Information may include but is not limited to trade secrets, policies, procedures, student education records, intellectual property, business or strategic plans, contractual arrangements or negotiations, fundraising strategies, financial information and employee information. Confidential Information does not include any information which (i) is rightfully known to the recipient prior to its disclosure; (ii) is released to any other person or entity (including governmental agencies) without restriction; (iii) is independently developed by the recipient without use of or reliance on Confidential Information; (iv) is or later becomes publicly available without violation of this MOU or may be lawfully obtained by a Party from a non-party; or (v) which is a public record under California law.

b. If disclosure of Confidential Information is requested pursuant to law, statute, rule or regulation (including a subpoena, a request made to a Party under the California Public Records Act, or other similar form of process), the Party to which the request for disclosure is made shall (other than in connection with routine supervisory examinations by regulatory authorities with jurisdiction and without breaching any legal or regulatory requirement) provide the applicable Party(ies) with prior prompt written notice thereof to the extent practicable, and if practicable under the circumstances, shall allow the applicable Party(ies) to seek a restraining order or other appropriate relief.

c. Upon the termination or expiration of this MOU, Confidential Information of each Party in the possession of the other Party shall be returned and/or destroyed. Section 11 shall survive termination of this MOU.

12. Student Information. Each Party is responsible for its compliance with the federal Family Educational Rights and Privacy Act (20 U.S.C. § 1232g) ("**FERPA**") and other applicable state and federal laws pertaining to student information and privacy.

a. To the extent necessary, Lessor shall be designated as having a legitimate educational interest in accessing a Lessee's student education records, as that term is defined by and for purposes of FERPA, thereby allowing Lessor to access personally identifiable information from student education records from the Lessee as part of its performance of the Services. For purposes of this MOU, the term "personally identifiable information" ("**PII**") means any information that can be used on its own or with other information to (i) distinguish one person from another, (ii) identify, contact, or locate a single person, or (iii) de-anonymize anonymous data.

b. Lessor shall not use or disclose pupil records, including PII, received from or on behalf of another Party except as necessary with respect to the performance of the Services, as required by law, or as otherwise authorized in writing by the applicable Lessee. Lessor shall protect the student education records it receives from or on behalf of another Party no less rigorously than it protects its own student education records. In the event of an unauthorized disclosure of PII, Lessor shall notify the affected Lessee(s) as soon as practicable, and shall, upon the affected Lessee's request, notify affected parents, legal guardians and eligible pupils using reasonably available technological means such as electronic mail.

13. Insurance. Lessor shall procure and maintain in full force and effect for the duration of

this MOU, the following insurance in connection with Lessor's performance under this MOU and the provision of Services by Shared Personnel:

a. California Workers' Compensation Insurance, insurance as required by the State of California and consistent with Labor Code section 3602(d)(1), with statutory limits, and Employer's Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease, covering all Shared Personnel provided under this MOU.

b. General Liability Insurance including coverage for personal injury, death, property damage and sexual abuse/molestation (if not included with ELL) with a combined single limit of no less than One Million Dollars (\$1,000,000) per occurrence, and a minimum annual aggregate of Two Million Dollars (\$2,000,000).

c. Employment Practices Liability Insurance with a combined single limit of no less than One Million Dollars (\$1,000,000) per occurrence.

d. Professional Liability Insurance, which may also be called Educator's Legal Liability Insurance (or ELL), with a combined single limit of no less than One Million Dollars (\$1,000,000) per claim, and Two Million Dollars (\$2,000,000) policy aggregate.

e. Lessor will provide additional insured coverage and policy endorsements for Lessees and their officers, directors, employees, volunteers or agents (collectively referred to as the "Additional Insureds") under the General Liability and Employment Practices policies. The coverage shall contain no special limitations on the scope of protection afforded to the Additional Insureds. Lessor's insurance shall be primary as respects Additional Insureds, and any insurance, self-insurance or other coverage maintained by Additional Insureds shall be excess to Lessor's insurance and shall not contribute to it.

f. Lessor hereby agrees to waive rights of subrogation which any insurer of Lessor may acquire from Lessor by virtue of the payment of any loss. Lessor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation.

g. Upon request at any time, Lessor shall furnish any Lessee with original Certificates of Insurance including all required amendatory endorsements (or copies of the applicable policy language effecting coverage required by this Section) and a copy of the Declarations and Endorsement Page of the policy listing all policy endorsements. Failure to obtain the required documents prior to the work beginning shall not waive Lessor's obligation to provide them. Lessees reserve the right to require complete, certified copies of all required insurance policies, including endorsements, herein required, at any time.

h. Lessor will provide thirty (30) days prior written notice to Lessee(s) in the event of any material modification or cancellation of insurance required by this MOU. If any of the required coverages expire during the term of this MOU, Lessor shall deliver the renewal certificate(s) including the additional insured endorsements to Lessees at least ten (10) days prior to the expiration date.

i. Except as indicated above, all policies shall be provided on an occurrence basis. If any of the required policies provide coverage on a claims-made basis: (i) the retroactive date must be shown and must be before the date of the MOU or the beginning of the work; (ii) insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the work; (iii) if coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a retroactive date prior to the contract effective date, the Lessor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of contract work if possible.

14. Liability. Each Party shall be and remain responsible for its own debts and obligations. Nothing in this MOU shall be construed as imposing on a Party any liability arising out of the operations of any other Party, except as such liability may result from the performance of the first Party's obligations under this MOU.

15. Indemnification. Each Party shall defend, indemnify, and hold harmless the other Parties, and their employees, officers, directors, and agents, from and against any liability, loss, claims, demands, damages, expenses, lawsuits and costs (including attorneys' fees, expert witness fees, and other costs of litigation or other proceedings) of every kind or nature arising in any manner out of the negligence or willful misconduct that Party, including its employees, officers directors and agents. Notwithstanding anything to the contrary, Lessor agrees to defend, indemnify and hold harmless Lessees, their employees, officers, directors, and agents, from and against any and all liability arising under and relating to wage and hour laws (including any claims for off the clock time, unpaid working hours, premium pay, penalties, liquidated damages, overtime, doubletime, and any incentive compensation), employment benefits, leaves of absence, accommodations, or other applicable laws for which Lessees may be liable as a joint employer with respect to any compensation due and owing to Shared Personnel for the performance of Services pursuant to this MOU.

16. Assignment. No Party shall assign this MOU, any interest in this MOU, or its rights or obligations under this MOU without the express prior written consent of the other Parties. This MOU shall be binding on, and shall inure to the benefit of, the Parties and their respective successors and assigns.

17. Fiduciary Obligations. The governing body for each Party has reviewed this MOU in good faith, and in a manner in which it believes to be in its best interests, and with such care, including reasonable inquiry, as an ordinary prudent person in a like position would use under similar circumstances, and has determined that the MOU is in the best interests of its Party and that the cost allocation to be paid is fair and reasonable.

18. Dispute Resolution. If there is any dispute or controversy between the Parties arising out of or relating to this MOU, the Parties agree to confidentially meet in good faith to discuss a mutually amicable resolution to the dispute. If informal efforts at dispute resolution are not successful, the Party with the complaint shall give written notice of the dispute and the desired resolution to the other Party. The Parties agree that, within thirty (30) days of the date of written notice of the failure to resolve the dispute despite good faith efforts, they will again meet with a mutually agreeable mediator for non-binding mediation in good faith, with a principal of each of the Parties present. If the Parties are still unable to come to a resolution within thirty (30) days of the external mediation, the Parties may agree to arbitrate the dispute in San Diego County before a retired California state or federal court judge under the Comprehensive Arbitration Rules of JAMS, rather than resorting to litigation.

19. Notice. All notices, requests, demands, or other communications (collectively "**Notice**") given to or by the Parties under this MOU shall be in writing and shall be deemed to have been duly given on the date of receipt if transmitted by email or personally served on the Party(ies) to whom Notice is to be given, or seventy-two (72) hours after mailing by United States mail first class, registered or certified mail, postage prepaid, addressed to the Party(ies) to whom Notice is to be given, at the applicable address set forth in the signature block.

20. Headings. The descriptive headings of the sections and/or paragraphs of this MOU are inserted for convenience only, are not part of this MOU, and do not in any way limit or amplify the terms or provisions of this MOU.

21. Entire Agreement. This MOU and any attachments incorporated by reference constitute

the entire agreement between the Parties with respect to the subject matter contained herein and supersedes all agreements, representations and understandings of the Parties with respect to such subject matter made or entered into prior to the date of this MOU and is a final, complete and exclusive statement of the terms of the MOU.

22. No Waiver. No waiver of any provision of this MOU shall constitute, or be deemed to constitute, a waiver of any other provision, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the Party making the waiver.

23. Severability. If any provision of this MOU is invalid or contravenes California law, such provision shall be severed and deemed not to be a part of this MOU and shall not affect the validity or enforceability of its remaining provisions, unless such invalidity or unenforceability would defeat an essential purpose of this MOU.

24. Governing Law. This MOU shall be governed by and interpreted under California law.

25. Authority to Contract. Each Party warrants to the others that it has the authority to enter into this MOU, that it is a binding and enforceable obligation of said Party, and that the undersigned has been duly authorized to execute this MOU.

26. Counterparts. This MOU may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one instrument. A faxed, .pdf, or other electronic copy of the fully executed original version of this MOU shall have the same legal effect as an executed original for all purposes.

IN WITNESS WHEREOF, the Parties execute this MOU as of the Effective Date above.

Cabrillo Point Academy, a California nonprofit
public benefit corporation

Pacific Coast Academy, a California nonprofit public
benefit corporation

By: _____
Name: _____
Its: _____
Date: _____, 2021

By: _____
Name: _____
Its: _____
Date: _____, 2021

Address: _____

Email: _____

Address: _____

Email: _____

Mission Vista Academy, a California nonprofit
public benefit corporation

By: _____
Name: _____
Its: _____
Date: _____, 2021

Address: _____

Email: _____

ATTACHMENT A

SERVICES

Technology

- Works collaboratively to act as a Technology Department; Offers help desk/tech support, dev-ops, SPED technology support, set up and maintenance of all IT systems;
- Support includes managing intra-organizational communications (e.g., e-mail) and developing websites, web content, and web functionality for the Schools;
- Manages equipment inventory, procures, prepares and troubleshoots laptops, tablets, and other educational equipment, and coordinates with vendors for repair and support;
- Manages aspects of the School's network, including setup, connectivity, maintenance, troubleshooting, firewall, and updates; and
- Shared Personnel shall serve as liaison with third party vendors, monitor bandwidth usage, and filtering rules for websites; and Sets up mobile phones and computers for Schools.

Enrichment

- ~~Process all enrichment product and service order requests;~~
- Reviews student information to ensure that Master Agreements are on file for each student before purchases are made;
- Carefully reviews orders to ensure that all purchases are approved by pertinent School officials (e.g., Homeschool Teachers) and that items fall within school enrichment purchasing guidelines;
- Works with School leadership and Enrichment Administrators/Director for additional approvals, as needed;
- Develops purchasing processes and procedures between Schools and vendors; Submits purchase orders and payments to vendors;
- Provides all receipt documentation for transactions and the enrichment ordering system;
- Provides information and support to Homeschool Teachers, parents, and vendors via telephone and email;
- Provides enrichment training and support to Homeschool Teachers, including weekly office hours, resources found in the Homeschool Teacher Handbook, and in-person/virtual training, as needed;
- Collects returned enrichment products back from families and Homeschool Teachers and marks them as returned on student accounts;
- Delivers returned items to shared storage center locations; Monitors withdrawal survey and provides lists of inventory to Homeschool teachers to collect back from families upon students' withdrawal;
- Sends written notice to families of overdue items; Sends second notices of overdue items to families when items continue to be unreturned, per School restitution policies; and
- When items remain outstanding, employees provide information to the Records Department, so that notes can be placed in student cumulative files, as needed.

Vendor Support

- Process all vendor and SPED provider invoices; Compares invoices to what was approved by the Homeschool Teacher;
- Compares SPED invoices to what was approved and ensures students are offered the correct amount of services;
- Responds to vendor payment inquiries and helps vendors learn how to create invoices; Audits list of approved vendors;
- Maintains vendor compliance (documents and information);
- Manages vendor agreements (sending for signature and ensuring agreements are executed); and
- Helps vendors through the onboarding process.

Accounting/ Accounts Payable

- Reviews and approves all invoices for the School's business expenses and ensures proper documentation is in place;
- Works with school leadership for secondary approval when required; Assist with vendor payment inquiries and may also assist the Vendor Department with Enrichment and SPED invoicing as needed;
- Verifies School purchases and generates purchase orders for all departments;
- Creates and maintains school accounts, including the provisioning of the School's Online Subscription Package (OSP) licenses for student use;
- Manages payments for school field trips and event activities, including testing;
- Oversees and audits student planning amounts and makes adjustments as needed.
- Manages all student order cancellations and/or adjustments;
- Reviews withdrawn student accounts and adjusts/removes remaining planning amounts as well as notifies vendors of the cessation of services and/or redirects shipments for product purchases for withdrawn students; and
- Shared employees will assist with all day-to-day Accounting team responsibilities.

Reporting and Database Administration

- Monitors and maintains student and staff data for reporting to various local, state, and federal agencies including but not limited to CALPADS, CBEDS, FCMAT, Federal Civil Rights, CA Dept of Public Health throughout the year.
- Coordinates with all other departments to ensure the complete, accurate, timely collection, and reporting of mandatory information is maintained;
- Helps ensure compliance with all local, state, and federal rules and regulations concerning record collection and reporting;
- Works closely with the SPED department for coordinated CALPADS reporting;
- Supports and provides SIS extract reports needed by other departments and ad hoc projects;
- Provides training to staff, prepares and maintains reports for the purposes of complying with state mandated reporting requirements;
- Manages and monitors database user access and student and staff records for the purposes of assuring accuracy and identifying and resolving data errors as necessary;
- Assigns user access to SIS data areas based on position and job classification;

- Collaborates regularly with Human Resources and Reporting and Database staff to ensure all staff data is entered and maintained current in the SIS;
- Processes enrollment and withdrawal of students with IEPs by requesting electronic student records; and
- Aligns information within the student information system, CALPADS, and Special Education Information System (SEIS).

Enrollment

- ~~Responds and initiates telephone calls and email messages regarding prospective enrollment and provides information concerning the programs offered, policies, and procedures;~~
- ~~Performs technical and specialized functions in the processing of enrollment paperwork according to the enrollment guidelines for placement and accommodations;~~
- ~~Tracks and records receipt of necessary enrollment documents and enrollment; and~~
- ~~Assists School's enrollment processes in compliance with law and charters.~~

Student Accountability

- ~~Reviews work record compliance (independent study requirements), attendance recording, enrollment documentation;~~
- ~~Maintains data in School Pathways for students;~~
- ~~Conducts internal audits of aforementioned data; and~~
- ~~Provides documentation for independent study annual audit.~~

Human Resources

- Plans, organizes, and carries out human resource services and functions (e.g., job postings, interview support, employee review, payroll, etc.)
- Conducts recruitment, selection, and assignment;
- Monitors credential regulation compliance;
- Provides training and mentoring in the instructional program and school improvement processes to ensure quality teaching and learning;
- Assists employees with completion of documents and processes related to Human Resources;
- Maintains confidentiality of sensitive information and personnel records;
- The department monitors evaluation of personnel; and
- Coordinates actions and responses in cases of grievances, arbitration, discipline, and dismissal.

Single-Subject Highly Qualified Teachers

- Teachers are leased under this MOU pursuant to Education Code;
- The department monitors evaluation of personnel;
- Coordinates actions and responses in cases of grievances, arbitration, discipline, and dismissal;

- Single-subject highly qualified teachers (HQTs) are content area specialists who provide students high-quality academic support;
- Provide the following: daily office hours, and individual appointments for student support, teachers provide live instruction two times per week for each course (totaling 10-12 hours) and hold daily office hours, identification of student weaknesses to target instruction in areas of need, one-week turnaround on grading assignments;
- Review test prep assignments and open exams when students are ready, maintain Edgenuity and Schoology platforms with up to date course assignments, grades, etc.; and
- Develop engaging and rigorous learning activities, collaborate weekly with teaching teams to discuss assessment, lesson planning, struggling students, etc., develop Common Assessments to identify common areas of need to support student success in standards and standardized assessments, and creation of Pacing and Curriculum Guides.

Student Support Services (504/SST)

- Coordinates and monitors compliance SSTs and Section 504's and Title II of the ADA, as well as state civil rights requirements regarding discrimination and harassment based on disability;
- Oversees prevention efforts to avoid Section 504 and ADA violations from occurring;
- Investigates complaints alleging violations of Section 504/ADA, discrimination based on disability, and disability harassment; and
- Directs staff activities and complies with established financial, legal, and/or administrative requirements.

Interventions

- Evaluates existing intervention curriculum, recommends initiation or modification of instructional practices and programs, and develops long and short-range plans to enhance student performance; and
- Monitors a variety of programs and processes (e.g., Assessment, Intervention, Professional Learning, English Language Learners (ELL)) to direct staff activities and comply with established financial, legal and/or administrative requirements.
- **Provides instructional and social-emotional supports to students.**

Administration

- Compiles and analyzes reports including pass rate reports, course reports, grade reports, credit reports, etc.;
- Manages high school catalog;
- Supports review of graduation plans;
- Collaborates with curriculum providers and supports family and HST curriculum choice.
- Manages UCOP, NHS, and College Board accounts for benefit of Schools and students;
- Develops CTE program options;
- Supports compliance and work sample requirements;
- Serves as liaison with CALPADs and SIS teams;
- Answers general questions in regards to high school courses, curriculum, policies and procedures;
- Develops training sessions focused on high school topics;

- Directs and manages the development of goals, plans, and implementation of accountability systems;
- This support includes management and development of tools designed to measure compliance, educational goals, and objectives; and
Provides leadership in the reporting and publication of key performance indicators, provides school and student level data regarding academic progress, leads data analysis efforts, and provides professional development training on improving instruction, facilitating accreditation, and making data-informed decisions for students.

Counseling

- The counseling team provides pre-, present, and post high school educational planning for students and families, as well as serves as a resource for HSTs and other staff;
- Counselors monitor graduation plans, ensuring requirements are met;
- Supports standardized testing (SAT, ACT, etc.), financial aid applications, and college planning;
- Supports concurrent enrollment by developing guides for college community colleges and reviewing/signing forms to allow students to take courses in accordance with School's charter petitions and applicable law;
- Works with enrollment, SAAs, records, and CALPADs to ensure student information is accurate;
- Monitors eligibility for awards such as the Seal of Biliteracy; and
- Monitors and supports graduation options.

Records

- Process requests for transcripts, student grade records, course descriptions, and other information in accordance with applicable privacy laws (e.g., FERPA);
- Orders, validates and distributes transcripts according to requests; and
- Responds to inquiries by telephone or letter regarding academic standing, and/or transcript issues.

Each School's Shared Personnel provided below with designations for each service.

SHARED PERSONNEL LIST

ALLOCATION OF SHARED PERSONNEL

Each School's Allocation is based on projected student enrollment:

Party	Enrollment	Allocation
Cabrillo Point Academy	4700	34.5%
Mission Vista Academy	4200	31%
Pacific Coast Academy	4700	34.5%

Each School is responsible for paying a percentage of the total Shared Personnel Costs based on the Allocation above.

The Schools determined the most equitable method to allocate fees for Services is ensuring each School contributes employees whose costs correlate to the Allocation percentage. The Schools acknowledge and agree there might be minor fluctuations in costs throughout the year, but approve of the cost allocation below because of the significant costs needed to determine any variations. The Allocation, annual cost, and schedule below shall be revisited annually. If all Parties mutually agree, the Parties may use invoices to address material fluctuations so each School contributes fees for Shared Personnel Costs pursuant to the Allocation.

Upon a Party's request, a Party shall provide documentation demonstrating the school is paying pursuant to the schedule below. As of **July 1, 2021**, the Shared Personnel Costs for FY21-22 are as follows based on the Allocation:

	CPA	MVA	PCA
Vendor	\$158,654.00	\$89,603.00	\$232,995.00
Human Resources	\$261,745.00	\$179,206.00	\$89,903.00
Reporting and Database	\$89,403.00	\$195,831.00	\$92,616.00
Testing	\$62,321.00		
Accounting	\$232,995.00	\$87,391.00	\$89,903.00
Enrichment	\$165,828.00	\$232,695.00	\$98,044.00
Highly Qualified Teachers	\$1,587,869.00	\$1,346,119.00	\$1,611,530.00
Counseling	\$362,737.00	\$299,586.00	\$386,901.00
Technology	\$778,701.00	\$499,433.00	\$413,316.00
Records	\$53,305.00	\$53,305.00	\$52,503.00
Admin		\$451,194.00	\$771,567.00
Student Support	\$1,110,669.00	\$963,250.00	\$1,055,634.00
Total	\$4,864,227.00	\$4,397,613.00	\$4,894,912.00

CPA			MVA			PCA		
1	Vendor Admin	Vendor	1	Accounting Administrator	Accounting	1	Executive Assistant	Admin
1	HR Admin	Human Resources	1	Vendors Administrator	Vendor	1	Intervention Coordinator - Math	Student Support
1	CALPADS Admin	Reporting and Database	1	Director of Compliance	Reporting and Database	1	Intervention Coordinator - Reading	Student Support
1	Testing Specialist	Testing	1	Director of Achievement & Accreditation	Admin	1	Student Support Coordinator	Student Support
1	Accounting Admin	Accounting	1	Director of Enrichment Services	Enrichment	1	Student Support Specialist	Student Support
1	Director of Accounting	Accounting	1	HR Admin	Human Resources	3	504 Coordinator - Lead	Student Support
16	HQT	Highly Qualified Teachers	1	Sr Admin of HR	Human Resources	1	ELD Teacher	Student Support
3	Counselor	Counseling	1	Project Manager	Admin	1	Speech Pathologist - GE	Student Support
1	Guidance Tech	Counseling	2	Counselor	Counseling	16	HQT	Highly Qualified Teacher
1	Records Specialist	Records	1	Guidance Technician	Counseling	3	Counselor	Counseling
1	Tech Systems Director	Technology	10	HQT	Highly Qualified Teachers	1	Director of Edgenuity	Admin
1	Order Fulfillment Spec	Technology	1	SPED Records Specialist	Records	1	Director of ChoicePlus Academy	Admin
1	IT Manager	Technology	1	SPED SEIS Coordinator	Reporting and Database	1	Guidance Technician	Counseling
1	Director of IT	Technology	1	DevOps 2	Technology	1	Records Specialist	Records
1	IT Support Specialist 3	Technology	1	IT Administrator	Technology	1	IT Support Specialist 2	Technology
1	IT Provisioning Mgr	Technology	1	IT Supp Spec	Technology	1	Technology Administrator	Technology
1	DevOps 1	Technology	2	IT Support Spec 2	Technology	1	IT Administrator	Technology
1	IT Support Spec	Technology	1	Tech Systems Admin	Technology	1	IT Support Specialist	Technology
1	Director of Student Support	Admin	1	SPED Teacher/AT Specialist	Highly Qualified Teachers	1	DevOps 1	Technology
2	ELD Teacher	Student Support	1	Int Coord Math	Student Support	1	Vendor Administrator	Vendor
2	Int Coord Math	Student Support	1	Int Coord Reading	Student Support	1	Vendor Director	Vendor
1	Int Coord Reading	Student Support	1	Psych - GE	Student Support	1	Financial Analyst	Accounting
1	Student Support Coordinator	Student Support	2	ELD Teacher	Student Support	1	Director of Accountability	Admin
1	Student Support Specialist	Student Support	1	Speech Pathologist -GE	Student Support	1	HR Admin	Human Resources
1	Int Coord Reading	Student Support	2	SST/504 Coordinator	Student Support	1	Accounting Administrator	Accounting
1	504/Crisis Coord	Student Support	1	Student Support Specialist	Student Support	1	CALPADS Admin	Reporting and Database
1	CTE HQT	Highly Qualified Teachers	1	Director of HS	Admin	1	CTE HQT	Highly Qualified Teacher
1	HR Director	Human Resources	1	Director of Accountability	Admin	1	Enrichment Admin	Enrichment
1	Asst Vendor Admin	Vendors	1	Enrichment Admin	Enrichment			
1	Assistant Enrichment Administrator	Enrichment	1	CTE HQT	Highly Qualified Teacher			
1	Enrichment Admin	Enrichment						

Cover Sheet

Board on Track Membership Renewal

Section: IV. Operations
Item: A. Board on Track Membership Renewal
Purpose: Vote
Submitted by:
Related Material: BoardOnTrack Membership Options April 2021.pdf

BACKGROUND:

Our contract with BoardOnTrack (BOT) expires in August. Included are the BOT membership levels document which includes their normal prices.

BOT has developed special pricing for the former Inspire Schools. This includes a \$1000 discount on our Operation Membership and a \$2000 discount off the Acceleration Membership. We currently have an Operation Membership today, and added the CEO evaluation for \$1,000 per year, which is a \$1,000 discount from the normal price. BOT will continue to honor that discount as well.

With the discounts above, the Operations Membership + CEO evaluation would be **\$5,995** per year and the Acceleration Membership would be **\$10,995** per year.

The Acceleration Membership adds the rest of BoardOnTrack's strategic tools and services to our current membership.

RECOMMENDATION:

We recommend the board grant authority to the Executive Director to sign the BOT contract for membership based on the membership level agreed upon by the board.

	Operation	Acceleration	Expansion
Governance Team Access			
Governance team members	Unlimited	Unlimited	Unlimited
Board committees	Unlimited	Unlimited	Unlimited
Online Governance Platform			
Manage meetings: calendar, agenda, minutes, and packets	☒	☒	☒
Zoom integration & post or store videos or transcripts	☒	☒	☒
Public Portal for simple open meeting law compliance	☒	☒	☒
Governance team & committee directory	☒	☒	☒
Unlimited, centralized online document storage	☒	☒	☒
Electronic signature tool for board documents	☒	☒	☒
Meetings attendance tracker	☒	☒	☒
Data-Driven Governance Tools			
Board member engagement metrics	☒	☒	☒
Data-driven board recruiting roadmap	☐	☒	☒
Board goals dashboard & task tracking	☐	☒	☒
Evidence-based CEO evaluation process	☐	☒	☒
Assessments measuring board capabilities	☐	☒	☒
Individual trustee assessment	☐	☒	☒
Coaching and Consulting			
Online resources & training hub	☒	☒	☒
Governance operations coaching	☒	☒	☒
Live governance professional development workshops	☐	☒	☒
Personalized strategic coaching sessions every 90 days	☐	☒	☒
Custom coaching or consulting scaled to fit your needs Have our experts to attend your board meetings, help facilitate your retreat, and more. Let’s build a customized partnership to fit your development plans.	☐	☐	☒
Board OnTrack Academy online courses	Coming Soon		
Training and Ongoing Support			
Simple self-paced onboarding tutorials	☒	☒	☒
Hands-on help getting your team started	☒	☒	☒
Direct support via live chat and email	☒	☒	☒
Expanded hands-on support from our experts	☐	☒	☒
One of our experts attends your board’s first meeting run using BoardOnTrack	☐	☐	☒
Annual Membership Rates	\$5,995	\$12,995	Starting at \$17,995

Cover Sheet

2021-22 Commercial Insurance Proposal

Section: IV. Operations
Item: B. 2021-22 Commercial Insurance Proposal
Purpose: Vote
Submitted by:
Related Material: Commercial Insurance PROPOSAL_PCA.pdf

BACKGROUND:

We have given notice to CharterSAFE to end our contract in order to allow us to get alternate, competitive bids. The alternatives would be other companies that provide similar services. The administration would like to recommend to reengage with a new contract with CharterSAFE. They have been a huge support to PCA and our HR department. They deliver free trainings to our staff and have many most supports included with the cost.



Gallagher

Insurance | Risk Management | Consulting

Commercial Insurance Proposal

PACIFIC COAST ACADEMY

Presented By:

Arthur J Gallagher & Co
Insurance Brokers of CA, Inc.

505 N. Brand Blvd., Suite 600
Glendale, CA 91203
p. 818.539.2300
f. 818.539.2301
License No. 0726293

June 16, 2021



Gallagher

Insurance | Risk Management | Consulting

Pacific Coast Academy Exposure and Rate Comparison

	20-21	21-22	Percentage Difference
Student Count	4,250	4,250	0.00%
Payroll	\$ 14,000,000.00	\$ 18,865,413.00	34.75%
Property Values	\$ 97,500.00	\$ 1,000,000.00	925.64%
Package Premium	\$ 328,214.00	\$ 352,302.00	7.34%
Package Rate/Student	\$ 77.23	\$ 82.89	7.34%
Work Comp Premium	\$ 128,061.00	\$ 178,825.00	39.64%
WC Rate	0.91%	0.95%	3.63%
Total Cost:	\$ 456,275.00	\$ 531,127.00	16.41%



Gallagher

Insurance | Risk Management | Consulting

Pacific Coast Academy Premium Summary / Comparison

Line of Business	CharterSAFE 20-21	CharterSAFE 21-22	Alternatives
Commercial Property	Included	Included	\$ 2,000.00
Commercial Auto	Included	Included	\$ 390.00
Commercial Crime	Included	Included	\$ 3,190.27
General Liability	Included	Included	\$ 42,570.00
Educators Legal Liability (E&O, D&O, EPLI)	Included	Included	\$ 34,056.00
Fiduciary Liability	Included	Included	\$ 746.12
Excess Liability(\$10m)	Included	Included	\$ 64,750.00
Excess Liability (\$15m x \$10m)	Included	Included	\$ 45,000.00
Cyber Liability	Included	Included	\$ 14,857.68
Student Accident	Included	Included	\$ 11,332.99
Workplace Violence	Included	Included	
Pollution Liability	Included	Included	
Total:	\$ 328,214.00	\$ 352,302.00	\$ 218,893.06
Workers Compensation	\$ 128,061.00	\$ 178,825.00	\$ 220,578.96
COVID Rebate:	N/A	\$ (6,897.00)	N/A
Total Annual Premium:	\$ 456,275.00	\$ 524,230.00	\$ 439,472.02

Cover Sheet

Multi-School Agreement

Section: IV. Operations
Item: C. Multi-School Agreement
Purpose: Vote
Submitted by:
Related Material: Multi-School_Agreement_Resolution.docx

BACKGROUND:

Staff recommends the Board agree to the PCA Executive Director signing a multi-school agreement with Bonsall Unified. CIF requires school board approval of the agreement. The proposed changes have been vetted by our Executive Director and Director of High School, who agree with the recommendation.



Pacific Coast Academy

13915 Danielson St. #103, Poway, CA 92064

Ph (619) 404-3190

RESOLUTION OF THE BOARD OF DIRECTORS OF PACIFIC COAST ACADEMY

Board Resolution 2021 – 5

1. Adoption of Pacific Coast Academy Entering a Multi-School Agreement with Bonsall Unified School District

WHEREAS, Pacific Coast Academy (the “School”) is committed to providing students with individualized learning experiences through quality, personalized, standards-based education, which could include online coursework, offline textbook work, and unique hands-on and experiential learning experiences facilitated in partnership with students, parents, staff, and community.

WHEREAS, the School is committed to providing robust extra-curricular opportunities for students;

WHEREAS, California Interscholastic Federation rules state:

MULTI-SCHOOL CIF MEMBERSHIP

CIF member schools may apply for a change in membership status under the provision of this Bylaw. Any CIF member school that wishes to allow participation on its team(s) by all the students, who are currently enrolled in any non-CIF member schools or programs which do not offer any interscholastic athletic programs, such programs or schools would include, but not be limited to, alternative schools (as defined in Education Code Section 58500 *et seq.* in compliance with the condition set forth in Bylaw 303), junior high schools (9th graders only), necessary small schools and charter schools, may request approval to do so under the following conditions:

(1) Any such application submitted by a CIF member school must be with a non-CIF member school that has a current California County-District-School Code (CDS Code) as a prerequisite to applying for multi-school status.

(2) The administrative responsibility for all students involved in athletics shall rest with the principal of the CIF member school for which the student(s) is competing. Such responsibility shall include:

a. Verification that residential eligibility of the student(s) is limited to the public school in whose attendance area his/her parent(s)/guardian(s)/caregiver reside; or where the student most recently established his/her residential eligibility or a private school; AND



Pacific Coast Academy

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- b. Verification that students participating in the athletic program meet all the CIF member school scholastic eligibility requirements; AND
 - c. The regular grading period of the CIF member school shall be used to determine the scholastic eligibility of all students; AND
 - d. Determination that students participating in the athletic program meet all other eligibility requirements of the CIF, its Section, its league and the CIF member school; AND
 - e. Determination that private schools and charter schools entering a multi-school agreement with a public school or public school district meet the additional requirements set forth in E.-F. below.
- (3) For the purposes of determining dues, legal and liability assessments, realignment issues and CIF and Section divisional placement, the enrollment figures for non-CIF member school/program students residing in the CIF member school's attendance area must be included in the CIF member school's enrollment using the CBEDS enrollment figures.
- (4) The application process must start with the principal of the CIF member school. Written certification that all the conditions listed above will be met, as well as approval, must be obtained from the following:
- a. CIF member school principal; AND
 - b. CIF member school governing board(s); AND
 - c. Non-CIF member school or program administrator in charge; AND
 - d. Non-CIF member school governing board (if applicable)
- (5) Additional approvals must be obtained, in the following order, from:
- a. The CIF member school's league; AND
 - b. The CIF member school's Section; AND
 - c. The CIF Executive Committee



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NOW THEREFORE BE IT RESOLVED, the School will sign a Multi-School Agreement with Bonsall Unified School District.

NOW THEREFORE BE IT RESOLVED, the Board will delegate the Executive Director to

1. Enter into the Multi-School Agreement
2. Authorize the payment of dues by the School for students in grades 9-12 who live within the Bonsall Unified School District boundaries.
 1. For the 2021-2022 school year, this equals approximately \$13.20 (\$0.88 for 15 students)

NOW THEREFORE BE IT FURTHER RESOLVED, the Board delegates to the Pacific Coast Academy Board President the authority sign the Multi-School Agreement on behalf of the Board and any other documents required for participation in the CIF program.



Pacific Coast Academy

13915 Danielson St. #103, Poway, CA 92064

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SECRETARY'S CERTIFICATE

I, _____, Secretary of the Board of Directors of Pacific Coast Academy a California nonprofit public benefit corporation, County of _____, California, hereby certify as follows:

The attached is a full, true, and correct copy of the resolutions duly adopted at a meeting of the Board of Directors of Pacific Coast Academy which was duly and regularly held on (date), at which meeting all of the members of the Board of Directors had due notice and at which a quorum thereof was present; and at such meeting such resolutions were adopted by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

I have carefully compared the same with the original minutes of such meeting on file and of record in my office; the attached resolution is a full, true, and correct copy of the original resolution adopted at such meeting and entered in such minutes; and such resolution has not been amended, modified, or rescinded since the date of its adoption, and the same is now in full force and effect.

WITNESS my hand on _____, 2021.

Secretary of the Board of Directors of

Pacific Coast Academy

Cover Sheet

Employee Expense Reimbursement Policy

Section: IV. Operations
Item: D. Employee Expense Reimbursement Policy
Purpose: Vote
Submitted by:
Related Material: PCA Expense Reinbursement Policy v3.docx

BACKGROUND:

Revisions have been made to the current Employee Expense Policy that includes a change to how employees are reimbursed for mileage.

With the proposed changes, Homeschool Teachers and Regional Coordinators will be eligible for a stipend of \$500/semester since they see students in person for their regular job duties. All other positions would submit mileage and maps to be reimbursed at the IRS rate mile per mile for each trip, as currently stated in the policy.

The proposed changes have been vetted by our counsel, Jennifer McQuarrie.



Expense Reimbursement Policy

The School's policy is to reimburse its employees for all reasonable and necessary expenditures or losses incurred in direct consequence of the discharge of their duties.

Travel

A. Mileage

While ~~it is current~~ COVID-19 related restrictions and the virtual instruction platforms in place, most employees are not expected or required to travel in order to discharge any duties on behalf of the School. Accordingly, such employees are not eligible for travel reimbursements at this time (including, but not limited to, in-person attendance at conferences, mileage, etc.).

Regional Coordinators and Homeschool Teachers are expected to use their personal vehicles during the course and scope of their employment. As such, the School provides a \$500 stipend each semester to cover costs related to the use of personal vehicles. These stipends are intended to reimburse those employees for all vehicle-related expenses, including gasoline, wear and tear, and personal auto insurance for all travel required in direct consequence of the discharge of their job duties. The School does not pay for local travel to and from the office (regular commute) and will not be responsible for traffic or parking violations.

If Regional Coordinators and/or Homeschool Teachers believe the stipend amount is insufficient, the employee must provide the School with a copy of valid documentation that the employee has incurred an expense higher than the normal stipend. Employees are responsible for maintaining an accounting of their mileage. Employees who believe they will exceed the standard stipend should submit for pre-approval from the Senior Director. The School may periodically request follow-up documentation to verify that the employee is incurring the expense.

The School will pay the per semester stipend in a prorated manner once per month over the length of the semester. If an employee's employment terminates before the end of any month, the stipend will be prorated to reflect the employee's dates of employment.

If the School requires any ~~other~~ employee to drive their personal vehicles in the course and scope of their employment, the employee will be reimbursed for the reasonable and necessary expense of using their personal vehicle on behalf of the School. Such employees will receive a reimbursement payment from the School for mileage expenses incurred after submitting an expense reimbursement form as set forth below. For those employees that are assigned to a worksite, the employee will receive

a reimbursement payment for mileage expenses incurred beyond the employee's normal commute to their assigned worksite.

Employees will be paid for mileage reimbursement at the per mile rate amount designated by the Federal Internal Revenue Service at the time the miles are driven on behalf of the School. Employees are required to accurately submit a report of miles driven on behalf of the School within 30 days of incurring the mileage.

If any employee believes that the mileage reimbursement that he or she receives from the School is insufficient to reimburse the employee for all reasonable expenses necessarily incurred by the employee in using his or her personal vehicle on behalf of the School, the employee must immediately report this expense issue to the School's Human Resources Department. Employees will be required to submit documentation to support any request for additional mileage reimbursement.

B. Hotels, Meals and Gratuity

The Executive Director or designee must pre-approve all out of town travel which requires overnight stays.

1. Hotels - Employees will be reimbursed for overnight stays at hotels/motels when the event is more than 150 miles from either the employee's residence or the School site, or at the pre-approval of the Executive Director or designee.
 - a. Hotel rates should be negotiated at the lowest rate available at the time. Hotel rate should not exceed the federal Per Diem rate for travel.
2. Meals - Employees will be reimbursed for any breakfast, lunch, or dinner that is not included as part of the related event. Meal reimbursements cannot exceed the established federal per diem rate and will require receipts for documentation purposes.
 - a. Employees cannot be reimbursed for alcoholic beverages.
 - b. Employees will not be reimbursed for any hotel expenses of a personal nature (i.e., in-room movies or mini bar expenses).
3. Gratuity - Employees are allowed to tip up to 18% of the subtotal cost, rounded up to the nearest dollar, when gratuity is customary for an approved expense (such as meals or taxi fares). Any incremental excess is the responsibility of the employee.

In order to be eligible for reimbursement employees must follow the procedures noted below:

1. Fill out, print, and sign the official School reimbursement or expense form within 30 days of the expense.
2. Attach backup documentation (i.e. receipts, maps for mileage, agenda of meeting or conference) to the form and make a copy of both the form and documentation for your personal records
3. Submit the signed form with all documentation (i.e. receipts, maps to support mileage, agenda of meeting or conference) to the employee's supervisor,

Executive Director, or Deputy Executive Director and copy the Business Office on the email: accounting@pacificcoastacademy.org

4. Employees will be reimbursed within fifteen (15) business days of the approval of the reimbursement or expense request.

Personal Cell Phones

Employees who are required to use their personal cell phones to perform work on behalf of the School will be provided a stipend to reimburse them for use of their personal cell phones. The School has established a \$10 monthly stipend amount based on its good faith belief that the stipend will more than fully reimburse employees for any reasonable and necessary expense incurred by employees in using their personal cell phones on behalf of the School.

Employees must submit proof of the applicable cell phone expense and supporting documentation on a quarterly basis (July-September, October – December, January – March, May-June). By the 15th day following each designated quarter, the employee should provide a signed reimbursement or expense form with the following items:

1. A signed statement affirming that the sum of each monthly stipend received during the preceding quarter accurately reimburses the employee for reasonable and necessary expense related to his/her personal cell phone use in the discharge of his/her duties and is not in excess of the expenses incurred.
2. Copies of the cover pages of monthly statements for applicable expenses incurred in the preceding quarter identifying the employee's name and address as well as the type and dollar amount of service.

If any employee believes that the stipend that he or she receives from the School is insufficient to reimburse the employee for all reasonable expenses necessarily incurred by the employee in using his or her personal cell phone on behalf of the School, the employee must immediately report this expense issue to the School's Human Resources Department. Employees will be required to submit documentation to support any request for additional cell phone reimbursement.

Internet Expenses

Employees who are required to use their personal internet access (WiFi) to perform work on behalf of the School will be provided a stipend to reimburse them for use of their personal internet access. The School has established a \$25 monthly stipend amount based on its good faith belief that the stipend will more than fully reimburse employees for any reasonable and necessary expense incurred by employees in using their personal internet access on behalf of the School.

Employees must submit proof of the applicable internet expense and supporting documentation on a quarterly basis (July-September, October – December, January – March, May-June). By the 15th day following each designated quarter, the employee should provide a signed reimbursement or expense form with the following items:

1. A signed statement affirming that the sum of each monthly stipend received during the preceding quarter accurately reimburses the employee

for reasonable and necessary expense related to his/her internet use in the discharge of his/her duties and is not in excess of the expenses incurred.

2. Copies of the cover pages of monthly statements for applicable expenses incurred in the preceding quarter identifying the employee's name and address as well as the type and dollar amount of service.

If any employee believes that the stipend that he or she receives from the School is insufficient to reimburse the employee for all reasonable expenses necessarily incurred by the employee in using his or her personal internet access on behalf of the School, the employee must immediately report this expense issue to the School's Human Resources Department. Employees will be required to submit documentation to support any request for additional personal internet access reimbursement.

Utilities

Employees who are required to use some of their personal utilities (e.g. electricity) while performing remote work on behalf of the School may receive a stipend for reimbursement of the employee's use of their personal utilities. The School has established a \$15 utilities stipend per month based on its good faith belief that the stipend will more than fully reimburse employees for any reasonable and necessary expense incurred in using some of their personal utilities while performing work on behalf of the School.

Employees must submit proof of the applicable utilities expenses and supporting documentation on a quarterly basis (July-September, October – December, January – March, May-June). By the 15th day following each designated quarter, the employee should provide a signed reimbursement or expense form with the following items:

1. A signed statement affirming that the sum of each monthly stipend received during the preceding quarter accurately reimburses the employee for reasonable and necessary expense related to his/her personal utilities use in the discharge of his/her duties and is not in excess of the expenses incurred.
2. Copies of the cover pages of monthly statements for applicable expenses incurred in the preceding quarter identifying the employee's name and address as well as the type and dollar amount of service.

If an employee believes that the stipend provided by School is insufficient to reimburse the employee for all reasonable expenses necessarily incurred in using their personal utilities on behalf of School, the employee must immediately report this expense issue to the School's Human Resources Department. Employees will be required to submit documentation to support any request for additional utilities reimbursement.

****Please note that the School may establish varying stipend amounts for personal cell phones, internet expenses and utilities based on multiple factors such as workload, part-time or full-time status of the employee and other relevant factors.**

Other Expenses

With the exception of those certain employees who are required to use their personal vehicles, cell phones, internet access and utilities during the course and scope of their employment for the School, it is the School's policy to provide its employees with all necessary equipment and supplies to perform their duties on behalf of the School. The School does not require employees to purchase any additional equipment in order to perform work for the School. If any employee believes that additional equipment is reasonable and necessary to perform his or her duties on behalf of the School, the employee must immediately notify the School's Human Resources Department.

Office Supplies

The School will issue employees gift cards to an office supply vendor on a per semester basis for the purchase of ink (if applicable), paper, miscellaneous desk supplies (e.g. staplers, paper clips, writing utensils and file folders) and/or stamps/mailing charges for School related correspondence. Any other items outside these categories must be pre-approved by the employee's supervisor before an employee purchases any other item using the School issued gift card. Employees must submit receipts for all purchases used with the gift card directly to Human Resources at the end of each semester. To the extent an employee believes additional funds in excess of the gift card are reasonable and necessary to perform his or her job during the applicable semester and/or an employee incurs reasonable and necessary expenses, the employee must immediately notify the Human Resources Department.

If employees choose to purchase additional equipment or supplies without written authorization from the School, such expenses would not be reasonable or necessarily incurred in connection with work for the School. Those expenses would be optional expenses that employees voluntarily elect to incur and not reasonably necessary expenditures incurred by employees in direct consequence of the discharge of their duties for the School.

If, however, an employee believes that he or she has been required to incur any unexpected necessary and reasonable expense in order to perform his or her duties on behalf of the School, the employee should immediately report that expense to the School's Human Resources Department. Employees will be required to submit documentation to support any request for reimbursement of such expenses.

Reporting

If any employee believes that he or she has not been fully reimbursed for all reasonable and necessary expenses he or she has been required to incur while working for the School, the employee should immediately inform the School's Human Resources Department. All reports of possible inadequate reimbursement will be promptly reviewed, including a review of all of the employee's expense related records and receipts. If, as a result of the review, it is determined that the employee has been inadequately reimbursed for actual and necessary business expenses, the School will promptly reimburse the employee, in full, for all actual, reasonable, and necessary business-related expenses incurred. It is every employee's responsibility to keep accurate records and receipts of all business-related expenses for the purpose of requesting reimbursement.

There will be no retaliation against any employee who reports an expense reimbursement issue in good faith or who honestly assists in reviewing such an issue, even if the review produces insufficient evidence that there has been a violation.

Cover Sheet

2021-2022 Board Meeting Calendar

Section: VI. Other Business
Item: A. 2021-2022 Board Meeting Calendar
Purpose: Vote
Submitted by:
Related Material: Board Calendar Dates 2021-2022.docx

BACKGROUND:

As requested from the board the staff and committee put together a proposed calendar. This would allow three months of no scheduled meetings throughout the year. The administration met with various vendors to ensure the most important deadlines and agenda items are reflected.

Board Calendar Dates 2021-2022

Meetings scheduled at 5pm

Board packets will be sent 1 week prior to meeting, with gradual release of documents via Board on Track

July- No board meeting

July 29: New Board Member Orientation

August 28: Fall Strategic Planning and August Board Meeting (before Fall Strategic Planning)

- Conapp Reporting Second Report (2022)
- ED Progress Report
- Form CSEC Committee & Elect Chair
- UAR (Actuals 7/1 to 6/30) Due 9/15 (Moved from Sept to Aug)

September- No board meeting

October 21:

- November 1st - Dashboard Indicators due to the state
- CSEC & ED Formal Check In

November- No board meeting

December 9: *Meeting needs to be before 12/13*

- Approval of Previous Years Audit (12/15)
- December 15th - LCAP (for 2020-2021 School Year Only)
- December 15th - First Interims due to the county Approval Needed by 13th
- ED Progress Report

January 27

- February 1st - SARC (School Accountability Report Card) due to the state
- ED Progress Report
- March 1st - Comprehensive School Safety Plan

February- No board meeting

March 12: Spring Strategic Planning and March Board Meeting (before Spring Strategic Planning)

- March 15th - Second Interims due to the county
- March 31st - Auditor Selection Form due to the county
- School Calendars
- April 1st - Form 700s due to the County Board of Supervisors
- ED Evaluation
- Conapp Reporting – 1st report 2/28

April 28

- ED Compensation/Contract Approval
- Approve Employee Benefits Package & Budget

May 19

- Public Hearing of LCAP and Federal Addendum (Does not need to be in a meeting but Board Members attend)
- 990 Due May 15
- ED Progress Report
- Compensation Policy (not required annually)

June 30

- Adopted Budget (Due July 1)
- Final Approval of the LCAP and Federal Addendum
- Board Meeting Calendar
- ED Presents Final Report on Goals
- Fiscal Policy (not required annually)
- MOU South School
- EPA Budget and Resolution (Due June 30)

Cover Sheet

Appointing New Board Member

Section:	VI. Other Business
Item:	C. Appointing New Board Member
Purpose:	Vote
Submitted by:	
Related Material:	Recomendation of New Board Member_June 2021.docx Ben Fung - Resume.pdf

BEN FUNG, DPT, MBA

Education:

- **Master of Business Administration, Concentration in Marketing; with Honors**
University of Michigan: Dearborn, College of Business – 2015
- **Doctor of Physical Therapy; with Honors**
Azusa Pacific University – 2009
- **Bachelor of Science in Bioengineering, Minor in Psychology**
University of California, San Diego – 2006

Awards:

- 2020 — Top Blogger in the Dad Blog Category, The Baby Spot
- 2017 — Top 40 Most Influential People in Physical Therapy
- 2016 Thought Leader – Clinicient Strategic Partners & Advisors
- 2016 – Top Dad Blogger x2; financial performance and family balance
- Top 20 Most Influential PTs on Twitter – About.com 2015
- “Most Influential” Social Media User Award, APTA CSM 2013 – Therapydia
- “Best Use of Social Media” Finalist, PT Blog Awards 2013 – Therapydia
- C.O.R.E. Award 2012 – People: Department Category, 6W Nursing/Acute PT
- Sharp Healthcare, Guardian Angel Award: January 2012 & June 2012
- “Best in San Diego” Finalist 2011 & 2012 – Best Alternative Exercise Studio
- C.O.R.E. Award 2011 – Quality: Team Category, Stroke Team
- VIP Walker, American Heart Association - San Diego Heart Walk 2010/2011
- Sharp's Got Talent Champion, 2010

Employment History:

- **Recharge (3/2017 – Present)**
Chief Financial Officer
- **UpDoc Media™ / UpDoc, Inc. (6/2015 – Present)**
Chief Operating Officer
- **Gentiva Health Services (3/2014 – 8/2014)**
Physical Therapist, Home Care/Home Health
- **Five Star Rehab & Wellness, The Remington Club (4/2013 – 1/2014)**
Rehab Director: Inpatient Rehab, Outpatient, & Home Health
- **Sharp Memorial Hospital (2/2010 – 4/2013)**
PT II, Primary Spine Physical Therapist; Acute Care, Wellness
- **Azusa Pacific University (9/2009 – 11/2009)**
Teaching Resident, Doctor of Physical Therapy program
- **Sharp Rees-Stealy Medical Group (9/2005 – 9/2007)**
Senior Physical Therapy Aide

References: Multiple Sources; Upon Request.

Achievements, Engagements, Platforms, Etc.:

- Cushman Wellness Center: Integrative Medicine Council, Guest Lecturer. *Kettlebell Exercise*, Summer 2010
- Founder & Chief Instructor of Kettlebell & Physiokinetic Fitness in collaboration with the Cushman Wellness Center, Sharp Memorial Hospital Outpatient Pavilion, 8/2010 - Present
- 2010 American College of Sports Medicine, Conference Presenter
- 2010 National Sharp Speaking of Women's Health Breakout Speaker, Kettlebell Exercise – Melting Fat with Muscle in 15 minutes
- 2010 National Sharp Speaking of Women's Health Exhibitor, Musculoskeletal Functional Screen
- 2010 National Sharp Speaking of Women's Health, Luncheon Special Music
- Sharp Memorial Hospital, Spine Center of Excellence: Development and implementation of Spine Pre-Operative Conditioning (SPOC), a pre-operative education and training program for patients in preparation for upcoming surgeries
- Spine Unit Staff Training: "Post Operative Spine Mobility Considerations", more than 50 nursing staff and students were trained on mobilizing patients to decrease length of stay, optimizing patient recovery, and decreasing staff/patient injury
- 2010 Sharp Experience All-Staff Assembly, Special Presenter – The All-Staff Assembly is a system wide rally attended by 15000 employees over 3 sessions
- 2010 Sharp Experience All-Staff Assembly: Mini-Documentary, Featured Employee – "Making the Human Connection" & "The 'Why' Behind Healthcare"
- 2010 Sharp's Got Talent Champion: A system wide talent show for over 15000 employees in an effort to raise money for the San Diego Heart Walk to contribute donations to the American Heart Association
- 2010 Crowned "Mr. Sharp Memorial Hospital Heart Walk": For raising the most funds among the Sharp Memorial Hospital employees
- 2010/2011 Sharp Healthcare Human Resource Campaign Feature Employee
- 2010/2011 Sharp Healthcare Television Commercial, Cast Member
- 2010/2011 Sharp Healthcare Media Print Focus for Physical Therapy Media Outlets (CPTA Magazine, Today in PT)
- Late 2010 through present – Acute Physical Therapy Unit Specific Mobility (USM) Team, Founding Member. The USM Team has specific responsibilities in addressing and training nursing staff in their unit specific needs to decrease patient falls and optimize patient recovery
- 2010 through present – Sharp Memorial New Employee Welcome (NEW): A special site specific employee orientation, welcoming, and cultural introduction to the hospital's culture of quality care, healing environment, and attitude of service
- Winter 2011 – Victories of Spirit Celebration, Thematic Committee
- April 2011 – Sharp Foundation, Gala Event for Outpatient Remodeling at Sharp Rehabilitation, Special Music & Rehabilitation Representative
- July 2011 – Sharp Best Health Committee, Resource & Consultant
- July 2011 – Clinical Instructor for Doctoral Student Physical Therapist, Loma Linda University, 3 Week Practicum.
- July 2011 – Physical Therapist/Physical Therapist Assistant, Taskforce for Acute Physical Therapy Practice
- July 2011 – Founded Kettlebell Therapy™ website for promotion of fitness, health and wellness through use of kettlebells. KettlebellTherapy.com

- August 2011 – Sharp Best Health, Program Leader, San Diego Heart Walk Kick-Off Training Sessions
- September 2011 – VIP Heart Walker, San Diego Heart Walk, Sharp Healthcare
- September 2011 – Sharp Healthcare Poster Advertisement, Chapter of California Physical Therapy Association, Annual Conference –Long Beach, CA
- October 2011 – Safe Patient Mobilization, Interdisciplinary Communication Group Leader, responsible for organizing, integrating, and developing a recommendation and process for interdisciplinary communication and documentation of patient mobility status
- October 2011 – Physical Therapy Web Space publication: “Kettlebell Therapy: [Restoring Movement with Natural Physics](#)”
- October 2011 – Sharp Metropolitan Medical Campus, Sharp Best Health program presentation of physical health promotion programs to campus management
- October – November, 2011 – Sharp Best Health, Physical Health Promotion Team; Get Fit with Band and Preventive Office Stretches
- November 2011 – *The Manual Therapist* re-publication: “Kettlebell Therapy: Restoring Movement with Natural Physics”
- November 2011 – National Speaking of Women’s Health Conference Breakout Speaker – Kettlebell Exercise, “Melting Fat in 15 minutes”
- November 2011 – National Speaking of Women’s Health Conference; Health Screening Exhibitor – “Physio Health & Fitness Screen”
- December 2011 – Safe Patient Mobilization (SPM) Pilot Program: Interdisciplinary team taskforce, development & training for pilot program focusing on fall prevention, injury prevention, and optimal patient mobility – Subgroup team leader and trainer.
- December 2011 – Sharp Memorial Christmas & Holiday Party Special Music, Christmas Music, Pianist
- January 2012 – Sharp Memorial Hospital, Computer Documentation (Cerner) Super User, Trainer, Departmental Resource
- February 2012 – Cushman Wellness Center, Integrative Medicine Council, Guest Lecturer. *Spinal Tension Release Therapy: A Physiotherapy Wellness Approach to Spine Health.*
- March 2012 – Physical Therapy Web Space publication: “[Swinging Away Back Pain](#)”
- March 2012 – Cyber PT Newsletter publication: “Kettlebell Therapy™: [Restoring Movement with Natural Physics](#)”
- April 2012 – Cyber PT Newsletter publication: “[Swinging Away Back Pain](#)”
- April 2012 – Kettlebells USA™ publication: “Kettlebell Therapy™: [Restoring Movement with Natural Physics](#)”
- April 2012 – Kettlebells USA™ publication: “[Swinging Away Back Pain](#)”
- April 2012 - Today In PT, Sharp Healthcare, Media, Featured Employee. “Creativity”: According to Ben Fung, Physical Therapist, “*We focus on the person instead of the process, which I really appreciate. Sharp gives me opportunities to be creative in the way I provide care. I'm empowered to do my best to engineer and orchestrate a human experience for my patients; in turn, giving them the ability to resume their life.*”
- April 2012 – Kettlebell Inc. publication: “Kettlebell Therapy™: [Restoring Movement with Natural Physics](#)”
- April 2012 – Kettlebell Inc. publication: “Swinging Away Back Pain”

- <http://kettlebellinc.com/magazine/2012/04/swinging-away-back-pain/>
- April 24, 2012 – [KUSI News](#), Morning Show [interview](#): Kettlebell exercise.
- May, 2012 – Sharp.com, Home page featured employee.
- May, 2012 – Serving as mentor to newly graduated, Doctor of Physical Therapy, Physical Therapist License Applicant.
- June 23, 2012 – San Diego, Mission Valley YMCA Health Fair – Spine Screening Exhibitor, Sharp Healthcare representative.
- August-September 2012 – Sharp Best Health, Heart Walk Training Session, Program Leader
- August – October 2012 – Clinical Instructor for Doctoral Student Physical Therapist, Azusa Pacific University, 8 Week Internship.
- Sharp C.O.R.E. Award (Center of Recognized Excellence) August 2012 - People Pillar, Department Category, 6W & Physical Therapy – For creating a standard interdisciplinary communication protocol to decrease patient falls, optimize patient mobility, minimize staff injury, and maximize staff satisfaction.
- September 2012 – Finalist for Best Health-Fitness Studio in San Diego
- September 2012 – San Diego Heart Walk, Pre-Walk Warm Up Leader
- October 6th, 2012 – Sharp Women’s Health Conference: Breakout Speaker – “Be the ‘Bell’ of the Ball: Kettlebell and Core Conditioning”
- October 6th, 2012 – Sharp Women’s Health Conference: Exhibitor – Physical Health and Fitness Assessment
- November 1st, 2012 – Sharp Hospice, Volunteer Dinner Event. Special Music performance; Keyboard.
- December, 2012 – Sharp Metropolitan Medical Campus, Christmas & Holiday Party, Special Musical – Piano and Vocals
- March 14th, 2013 – Therapydia Physical Therapy Television (PT TV); Episode 12, Acute Care, Promoting Best Practice, Panel Member
- Special NSCA 2013 Tactical Training supplement: cited as the first modern research on kettlebell exercise.
- April 16th, 2013 – Interview source for “[Kettlebells For Men](#)” at HealthLine.com
- June 2013 – Original invitee to [Physiopedia’s Physiospot Voices](#), Opinion Column
- Contributor to WebPT
 - [Four Critical Rebranding Concepts](#)
 - [#BrandPT: Behind the Challenge](#)
- [Special Interview](#) with Twitter persona @Cinema_Air
- Exercise Works! Two part guest blog: “Health Equals, Fitness and Fitness Equals Health” [[Part 1](#) & [Part 2](#)]
- A Case For The Primary Care Physiotherapist – a special [Physiospot contribution](#)
- PT Talker – Pod Cast Interview: “[Why Physical Therapy Branding Matter](#)”
- American Physical Therapy Association, Private Practice Section Webinar: Advanced Branding Concepts (2015)
- “How To Fix Healthcare w/ Dr. Ben Fung” – [Therapy Insiders Podcast Interview](#)
- 2016 — Keynote Speaker, Virginia Physical Therapy Association Student Conclave
- 2016 — Speaker, WebPT’s Ascend Conference on Marketing
- 2017 — Keynote Speaker, NIH Symposium on Interventional Cardiology, Research & Industry Collaboration

- 2017 — National Association for Rehab Providers and Agencies. Session Speaker. Evidence Based Marketing
- 2017 — American Physical Therapy Association, Combined Sections Meeting. Session Speaker: #SocialPT — Transforming Society Through Social Media
- 2018 — National Association for Rehab Providers and Agencies. Session Speaker. Riding The Waves Of Healthcare Disruption
- 2018 — Private Practice Section Marketing Webinar
- 2018 — Michigan Physical Therapy Student Conclave Speaker
- 2019 — Embodia “Ask Me Anything” Webinar on Social Media Marketing and Millennials”
- 2019 — APTA Private Practice Section IMPACT Magazine, “[Employee Engagement for the Millennial Age](#)”
- 2019 — APTA Private Practice Section Magazine. “[Forward Retreat](#)”
- 2019 — UCSD MEDS HMP3 Conference, Speaker
- 2019 — APTA NEXT: Oxford Debate, Team Captain
- 2020 — UCSD MEDS HMP3 Conference, Speaker
- 2020 — PT Together Ep 12: Emergency Planning & Infection Control for Physiotherapy Clinics
- 2020 — Embodia Academy: Patient Engagement & the Hybrid Model of Care in Physiotherapy
- 2021 — Embodia Academy: Strategic Planning for the 2020s Moving Forward

Ben is also a contributor to:

- *WebMD*
- *Arthritis Today*
- *Healthline.com*
- *APTA Private Practice IMPACT Magazine*
- *APTA Media Corp / National Spokesperson*
- *Physiospot Voices Column*
- *WebPT Blog*
- *Strive Hub Blog*
- *Exercise Works!*
- *The Manual Therapist*
- *FreshBooks, Cloud Accounting*
- *Therapy Partners, Inc.*
- *PhysicalTherapist.com*

Pacific Coast Academy Nomination and Appointment of Board Members

Vacancy Posting

- Sent email to PCA families and staff
- Posted on PCA website
- Applicants required to complete questionnaire and submit resume



Committee

- Assembled an interview committee of volunteers which consisted of two PCA board members, PCA Executive Director and PCA Director of Governance.
- Conducted interviews



Interviews

- **Benjamin Fung:** PCA parent - Serves as a c-level executive to three companies - Sits on all boards and has been a board member for startup companies and technical/strategic advisorships - Served on award winning corporate steering committees for large health systems - Experience in Finance - Strong marketing/PR background - Currently serves as a national spokesperson in healthcare - Eager to help make positive forward movement for our academy.
- **Eva Salomon:** PCA parent - Degree in Finance - Background in management, customer service and sales - Critical thinker along with negotiation skills - Member of non-profit San Diego youth foundation - Sales Manager- Eager to help others and the school as a board member.
- **John Foster:** Background in accounting and finance - Oversees financials for several companies and intercompany - Experience working with public auditors - Eager to volunteer and give back to the community as a board member.



Recommendation from Committee

Cover Sheet

Schoolwide Goals

Section: VI. Other Business
Item: E. Schoolwide Goals
Purpose: FYI
Submitted by:
Related Material: Schoolwide Goals.pdf

BACKGROUND:

Organizational goals created by the Executive Director for the 2021-22 school year.
These goals are a part of the Executive Director evaluation process.

Organizational Goal	Specific	Measurable	Acheivable	Relevant	Time-Based
	Who/What does your goal target?	How are you going to measure it?	Is the goal acheivable?	Is this relevant for my long-term objectives? Is this the right time?	When will you reach this goal by?
	I will attend one charter conference in order to be up to date with charter governance, fiscal, and legal updates.	I will attend the CSDC annual conference and attend relevant sessions relating to independent study.	I am a member of CSDC and can enroll in the conference.	By attending the financial, loegal and governance sessions, I will gain the knowledge needed to make appropriate decisions for the school.	The annual CSDC update is held in the December.
	I will survey parents to see why they are with PCA and what they need from our school. Consider implementation of possible changes based on the survey results.	I will create, send, and gather the data of a parent survey.	We have access to google forms, and will train teachers to complete the survey with their families at their first meeting.	By gathering this data, our school will be able to involve it's most important stakeholders in decisions about programs, activities, and allocation of school funds.	Survey will be completed by Aug 3.
	I will gather information about curriculum vs acheivement success rates. Create an internal list of which curriculum is connected to most success in students.	I will create, send, and gather the data of a parent survey.	We have access to google forms, and will train teachers to complete the survey with their families at their first meeting.	By gathering this information, our staff will have access to a tried and true set of curriculum that will be able to help struggling students, new to homeschooling parents, and our staff to increase acheivement.	Survey will be completed by Aug 3.
	I will create a year long governance plan including check-ins with board members at least quarterly.	I will produce a final plan for board members which will be updated when new items are required each month.	Using resources from Charter Impact, CSDC, and Dehesa, I will have all pertinent information.	Streamlining our board processess is of vital importance in order to retain board members, as well as to keep our board actively engaged in PCA.	September for the plan, check-ins will take place quartely with board members.
	I will evaluate old ICS-created board policies and re-work to meet PCA vision as applicable.	Each month we will review the policies that need to be approved, as well as the policies passed last year to see if they need to be re-worked.	Working with legal and our admin team, we will get input in orer to ensure each policy is appropriate and valid.	Aliging all PCA policies to our mission is going to help our practices match our vision for PCA.	This is a year long goal and will be complete next June.