School District Indirect Cost Rate Proposal School Year 2017-2018 (Fiscal Year 2018) Certificate of Indirect Costs Name of School District

This is to certify that I have reviewed the indirect cost rate proposal submitted herewith and that to the best of my knowledge and belief:

- 1. All costs included in this proposal to establish indirect cost rates are allowable in accordance with the requirements of the federal award(s) to which they apply and the provisions of Title 2 of the Code of Federal Regulations (2 CFR) Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards Appendix VII to Part 200—States and Local Government and Indian Tribe Indirect Cost Proposals. Unallowable costs have been adjusted for in allocating costs as indicated in the indirect cost proposal and in accordance with my school district's accounting or cost policies.
- 2. All costs included in this proposal are properly allocable to federal awards on the basis of a beneficial or causal relationship between the expenses incurred and the agreements to which they are allocated in accordance with applicable requirements. Further, the same costs that have been classified as indirect costs have not been classified as direct costs. Similar types of costs have been classified consistently and the federal government will be notified of any accounting changes that would affect the predetermined rate.
- 3. As per 2 CFR §200.333 Retention requirements for records All records and documentation supporting the indirect cost allocation plan will be retained for a period of three years after the last day of the fiscal year (school year) to which the proposal applies or until audited, whichever occurs sooner.
- 4. My LEA's accounting records are maintained in accordance with Module 1, Financial Accounting and Reporting, of TEA's Financial Accountability System Resource Guide, and I have included all costs identified as governmental funds and food service enterprise funds, if applicable.

I declare that the foregoing is true and correct to the best of my knowledge.

Name of School District:	Name of School District
County District Number:	
Name of Official:	
Title:	Select from drop-down
Signature:	
Date of Execution:	



						Do Not Duplicate Costs						
						Modified Total Direct						
								Cost (MTDC) Base	Indirect Cost Pool			
	*NOTE:	Do not	dunling	10.000		Total Costs	Excluded Costs	Direct Costs/ Unallowable Costs (must include governance costs)	Indirect Costs (must include indirect salaries and indirect fixed costs of superintendent & CEOs)			
	FUNC		PIC	OBJ	DESCRIPTION							
9 C			al and	Schoo	l Leadership							
Leade	0021	All	All		Instructional Leadership	\$ -	\$ -	\$ -	\$ -			
a 5	0023	All	All		School Leadership	\$ -	\$ -	\$ -	\$ -			
		neral Ad			School Ecadelania							
	0041	All	All		Payroll Costs: Teachers and Other Professional Personnel	\$ -		\$ -	\$ -			
Ħ	0041	All	All		Payroll Costs: Support Personnel	\$ -		\$ -	\$ -			
General Management Costs + Fixed Costs (District Support Services)	0041	All	All		Employee Allowances	\$ -		\$ -	\$ -			
漢	0041	All	All		Employee Benefits (Fixed Costs)	\$ -	\$ -	\$ -	\$ -			
#	0041	All	All		Legal Services	\$ -	\$ -	\$ -	Ψ -			
은	0041	All	All		Audit Services	\$ -	Φ -	φ -	\$ -			
<u>.</u>	0041	All	All		Tax Appraisal and Collection	\$ -		s -	φ -			
<u>e</u>	0041	All	All		Lobbying	\$ -		\$ -				
şţ	0041	All	All					\$ -	\$ -			
ő					Professional Services	\$ -			a -			
9	0041	All	All		Tuition and Transfer Payments	-		\$ -				
s) (s	0041	All	All		Education Service Center Services	\$ -		\$ -	\$ -			
iÊ ë	0041	All	All		Contracted Maintenance and Repair Services	\$ -		\$ -	\$ -			
sts + Fixe Services)	0041	All	All		Utilities	\$ -		\$ -	\$ -			
Se	0041	All	All		Rentals: Operating Leases	\$ -		\$ -	\$ -			
Ö	0041	All	All		Miscellaneous Contracted Services	\$ -		\$ -	\$ -			
Ę	0041	All	All		Supplies and Materials for Maintenance and/or Operations	\$ -		\$ -	\$ -			
횰	0041	All	All		Textbooks and Other Reading Materials	\$ -		\$ -	\$ -			
e e	0041	All	All		Testing Materials	\$ -		\$ -				
ag	0041	All	All		Food Service and Other Resale Items	\$ -		\$ -				
듄	0041	All	All	639X	Supplies and Materials: General	\$ -		\$ -	\$ -			
Σ	0041	All	All	641X	Travel, Subsistence, and Stipends	\$ -		\$ -	\$ -			
<u> </u>	0041	All	All	642X	Insurance and Bonding Costs	\$ -		\$ -	\$ -			
<u>e</u>	0041	All	All	643X	Election Costs	\$ -		\$ -				
ဗ္ဗိ	0041	All	All	649X	Miscellaneous Operating Costs	\$ -		\$ -	\$ -			
~	0041	All	All	65XX	Debt Service	\$ -	\$ -					
	0041	All	All		Capital Outlay	\$ -	\$ -					
	Inst	ruction			onal-Related Services							
	0011	All	All		Instruction	\$ -	\$ -	\$ -	\$ -			
<u> </u>	0012	All	All		Instructional Resources and Media Services	\$ -	\$ -	\$ -	\$ -			
≝	0013	All	All		Curriculum Development and Instructional Staff Development	\$ -	\$ -	\$ -	\$ -			
5		dent Su					,					
£ ₹	0031	All	All		Guidance, Counseling and Evaluation Services	\$ -	\$ -	\$ -	\$ -			
nstruction/Student/Ancillary Services Direct Costs	0032	All	All		Social Work Services	\$ -	\$ -	\$ -	\$ -			
n/Studen Services rect Cos	0033	All	All		Health Services	\$ -	\$ -	\$ -	\$ -			
er St	0033	All	All	All	Student (Pupil) Transportation	\$ -	\$ -	\$ -	\$ -			
S S S	0034	All	All		Food Services	\$ -	\$ -	\$ -	\$ -			
¥ -	XXXX	XXX	XXX		Food Services Food Service Enterprise Fund (if applicable)	\$ -	\$ -	\$ -	\$ -			
ž	0036	All	All			\$ -	\$ -	\$ -	\$ -			
TS .					Extracurricular Activities	φ -	φ -	<u>σ</u> -	.			
_		illary S			O		•	6	e .			
	0061	All	All		Community Services	\$ -	\$ -	\$ -	\$ -			
	0062	All	All	All	School District Administrative Support Services	5 -	\$ -	\$ -	3 •			



						Do Not Duplicate Costs				
								Modified Total Direct Cost (MTDC) Base	Indirect Cost Po	
	*NOTE:	. Do no	t duplica	ate cos	ts	Total Costs	Excluded Costs	Direct Costs/ Unallowable Costs (must include governance costs)	Indirect Costs (must include indirect salaries ai indirect fixed cost of superintendent CEOs)	
	FUNC	ORG	PIC	OBJ	DESCRIPTION					
	Deb	ot								
	0071	All	All	All	Debt Service: Principal on Long-Term Debt	\$	- \$ -			
	0072	All	All	All	Debt Service: Interest on Long-Term Debt	\$	- \$ -			
	0073	All	All	All	Debt Service: Bond Issuance Cost and Fees	\$	- \$ -			
	Cap									
Sts	0081	All	All		Facilities Acquisition and Construction	\$	- \$			
ပိ		rgover								
Ö	0091	All	All	All	Contracted Instructional Services between Public Schools	\$	- \$ -		1	
Excluded Costs	0092	All	All	All	Incremental Costs Associated with Chapter 41, Texas Education Code, Purchase or Sale of WADA	\$	- \$			
ŭ	0093	All	All	All	Payments to Fiscal Agent/Member Districts of Shared Services	\$	- \$			
	0094	All	All	All	Payments to Other School Districts under the Public Education Grant	\$	- \$		1	
	0095	All	All	All	Payments to Juvenile Justice Alternative Education Programs	\$	- \$ -		1	
	0096	All	All	All	Payments to Charter Schools	\$	- \$ -		1	
	0097	All	All	All	Payments to Tax Increment Fund	\$	- \$ -		1	
	0099	All	All	All	Other Intergovernmental Charges	\$	- \$	\$ -		
					-Student Based				_	
	0051	All	All		Facilities Maintenance and Operations	\$	- \$	\$ -	\$	
	0052	All	All	All	Security and Monitoring Services	\$	- \$ -	\$ -	\$	
	0053	All	All	All	Data Processing Services	\$	- \$ -	\$ -	\$	
e					Total costs of all functions	\$	- \$ -	\$ -	\$	
aŭ					Total costs of all functions (without food service enterprise)	3	-			
e	Dep	reciati	on							
Maintenance	from the	r the net	asset a	ctivity in	Governmental Depreciation Amounts of buildings and improvements (Do not include any depreciation amounts related to buildings and improvements paid for with federal money)	\$			\$	
	anr	nual fina (requ		ort	Governmental Depreciation Amounts of furniture and equipment and vehicles (Do not include any depreciation amounts related to furniture and equipment paid for with federal money)	\$	-		\$	
								\$ -	\$	
								Modified Total Direct		
								Cost (MTDC) Base	Indirect Cost P	

Unrestricted Indirect Cost Rate								
Α	В	C Reduction of Discount						
Indirect Cost Pool \$0	\$0 <u>A / B * C</u> Rate	Factor (5%) 95%						



Section I: Position Titles and Related Information Required Section

Positions include the Superintendent, Chief Executive Officers (CEOs) of Components, and Executive or Administrative Assistants to these postions

(School district must provide an organizational chart for TEA's review to verify all positions titles reported in Section I)

NOTE: Do not duplicate costs - All column items must be completed

(pick from drop down list)		Square footage	Indirect Salary Amount	Indirect Fixed Cost Amount
Function	Position Title	occupied by Position	(611X-612X)	(613X-614X)
	T COMOTI TIMO	оссирион ну госинон	(01111 01214)	(0.000.000)
	Grand Totals:	0	\$ -	\$ -
	Grand Totals:			
		Square footage	Indirect	Indirect
		occupied by Position	Salary Amount	Fixed Cost Amount
			(611X-612X)	(613X-614X)



	Section II: Square Footage Information Chart Required Section							
1	Enter total square footage for buildings and space related to indirect (facilites and adminstrative) functions.	0						
2	Of the total square footage reported in 1, enter the square footage of common areas (i.e. bathrooms, hallways, stairwells, and breakrooms). Common areas are areas most employees use but serve no business function.	0						
3	Of the total square footage reported in 1, enter the square footage of idle spaces (i.e. empty spaces not currently in use such as unoccupied section or floor of building).	0						
4	Total modified square footage (auto-calculated)	0						
5	Square footage occupied by position titles listed in Section I (pre-populated from Section I)	0						
6	Percentage of total square footage of position titles listed in Section I to the total modified square footage in Section II. (auto-calculated)							



Section III and IV: Costs Moved from Indirect Cost Pool to Modified Total Direct Cost Base No Data Entry Required

Section III: Position Detail by Function NO DATA ENTRY REQUIRED

This section summarizes the positions' salaries and fixed costs amounts by function code.

The "Total Costs from Function" column shows the amounts moved from the indirect cost pool to the MTDC base on the R-1 Tab.

Function	Salary Amount Totals Per Function	Fixed Cost Amount Totals Per Function	Total Costs from Function
0011	\$ -	\$ -	\$ -
0012	-	\$ -	\$ -
0013	-	\$ -	\$ -
0021	\$ -	\$ -	\$ -
0023	\$ -	\$ -	\$ -
0031	\$ -	\$ -	\$ -
0032	\$ -	\$ -	\$ -
0033	\$ -	\$ -	\$ -
0034	\$ -	\$ -	\$ -
0035	\$ -	\$ -	\$ -
XXXX (FSE)	-	\$ -	\$ -
0036	-	\$ -	\$ -
0041	\$ -	\$ -	\$ -
0051	\$ -	\$ -	\$ -
0052	\$ -	\$ -	\$ -
0053	\$ -	\$ -	\$ -
0061	\$ -	\$ -	\$ -
0062	\$ -	\$ -	\$ -
Totals:	\$ -	\$ -	\$ -



Section IV: Indirect (Facilities and Administrative) Costs NO DATA ENTRY REQUIRED

This section calculates the indirect (facilities and administrative) costs associated with the positions in Section I by applying the percentage calculated in Section II to the functions reporting indirect costs in the Indirect Cost column of the U-1 tab.

The resulting amount from each function are moved from the indirect cost pool to the MTDC base on the R-1 Tab.

					Percentage applied:	
					Indirect Costs	Costs Moved from Indirect Cost Pool to MTDC Pool
General Ad	ministi	ration				
FUNC	ORG	PIC	OBJ	DESCRIPTION		
0041	All	All	6212	Audit Services	\$ -	
0041	All	All		Professional Services	\$ -	
0041	All	All		Tuition and Transfer Payments	\$ -	
0041	All	All		Education Service Center Services	\$ -	
0041	All	All		Contracted Maintenance and Repair Services	\$ -	
0041	All	All		Utilities	\$ -	
0041	All	All		Rentals: Operating Leases	\$ -	
0041	All	All		Miscellaneous Contracted Services	\$ -	
0041	All	All		Supplies and Materials for Maintenance and/or Operations	\$ •	
0041	All	All		Textbooks and Other Reading Materials	\$ -	
0041	All	All		Testing Materials	\$ -	
0041	All	All		Food Service and Other Resale Items	\$ -	
0041	All	All		Supplies and Materials: General	\$ -	
0041	All	All		Travel, Subsistence, and Stipends	\$ -	
0041	All	All		Insurance and Bonding Costs	\$ -	
0041	All	All	649X	Miscellaneous Operating Costs	\$ -	
Support Se	ervice					
FUNC	ORG	PIC	OBJ	DESCRIPTION		
0051	All	All	All	Facilities Maintenance and Operations	\$ -	
0052	All	All	All	Security and Monitoring Services	\$ -	
0053	All	All	All	Data Processing Services	\$ -	
	asset a	ctivity ir		Governmental Depreciation Amounts of buildings and improvements (Do not include any depreciation amounts related to buildings and improvements paid for with federal money)	\$ -	\$ -
	from the capital asset activity in annual financial report (required)			Governmental Depreciation Amounts of furniture and equipment and vehicles (Do not include any depreciation amounts related to furniture and equipment paid for with federal money)	\$ -	\$ -



						Do Not Duplicate Costs					
								Modified Total Direct Cost (MTDC) Base	Indirect Cost Pool		
						Total Costs	Excluded Costs	Direct Costs/ Unallowable Costs	Indirect Costs		
Leade	FUNC	ORG	PIC	OBJ Schoo	red - this tab is autopopulated based on the information entered on the U-1 tab and the Restricted Rate Adjustment Tab DESCRIPTION Leadership Instructional Leadership	\$	- \$ -	\$ -	\$		
3 5	0023	All	All	All	School Leadership	\$	- \$ -	\$ -	\$		
	Gen	eral Ad	minist	ration							
	0041	All	All	611X	Payroll Costs: Teachers and Other Professional Personnel	\$	-	\$ -	\$		
General Management Costs + Fixed Costs (District Support Services)	0041	All	All		Payroll Costs: Support Personnel	\$		\$ -	\$		
d _r	0041	All	All		Employee Allowances	\$	- \$ -	\$ -	\$		
ช	0041	All	All		Employee Benefits (Fixed Costs)	\$	- \$ -	\$ -	\$		
<u>5</u>	0041	All	All		Legal Services	\$	-	\$ -			
str	0041	All	All		Audit Services						
ē	0041	All	All		Tax Appraisal and Collection	\$		Ÿ			
ts	0041	All	All		Lobbying	\$		Ψ			
os	0041	All	All		Professional Services		-	XX			
2	0041	All	All		Tuition and Transfer Payments		-		823.00		
S G	0041	All	All		Education Service Center Services			**************************************			
iÊ Ö	0041	All	All		Contracted Maintenance and Repair Services		-				
sts + Fixe Services)	0041	All	All		Utilities		-				
Se	0041	All	All		Rentals: Operating Leases						
ပိ	0041	All	All		Miscellaneous Contracted Services		-				
Ħ	0041	All	All		Supplies and Materials for Maintenance and/or Operations		-				
2	0041	All			Textbooks and Other Reading Materials		-	** -			
ē.	0041	All	All		Testing Materials		-				
ğ	0041	All	All		Food Service and Other Resale Items		-				
<u>a</u>	0041	All	All		Supplies and Materials: General			<u> </u>			
=		All	All	641X	Travel, Subsistence, and Stipends		-				
ē	0041	All	All		Insurance and Bonding Costs	e			e		
en	0041	All	All		Election Costs	φ			Ψ		
O	0041	All	All		Miscellaneous Operating Costs Debt Service	e	- \$ -	3			
	0041	All			Capital Outlav	φ e	- \$ -	-			
					onal-Related Services	Ψ	- Ψ				
	0011	All	All		Instruction	\$	- \$ -	\$ -	\$		
≥	0011	All	All		Instructional Resources and Media Services	\$	- \$ -	\$ -	\$		
Instruction/Student/Ancillary Services Direct Costs	0012	All	All		Curriculum Development and Instructional Staff Development	\$	- \$ -	\$ -	\$		
2		dent Su				*	-	Ť	· ·		
ts ts	0031	All	All		Guidance, Counseling and Evaluation Services	\$	- \$ -	\$ -	\$		
on/Student/ Services Direct Costs	0032	All	All		Social Work Services	\$	- \$ -	\$ -	\$		
4 5 E	0033	All	All		Health Services	\$	- \$ -	\$ -	\$		
Ser sec	0034	All	All	All	Student (Pupil) Transportation	\$	- \$ -	\$ -	\$		
e o i	0035	All	All		Food Services	\$	- \$ -		\$		
<u> </u>	XXXX		XXX		Food Service Enterprise Fund (if applicable)	\$	- \$ -	\$ -	\$		
Ţ	0036	All	All		Extracurricular Activities	\$	- \$ -	\$ -	\$		
nSi.		illary Se									
	0061	All	All		Community Services	\$	- \$ -	\$ -	S		
	0062	All	All		School District Administrative Support Services	\$	- \$ -	\$ -	\$		



						Do Not Duplicate Costs						
								Modified Total Direct Cost (MTDC) Base	Indirect Cost Poo			
						Total Costs	Excluded Costs	Direct Costs/ Unallowable Costs	Indirect Costs			
	*NOT	F: No o	lata ont	rv roaui	ired - this tab is autopopulated based on the information entered on the U-1 tab							
				y roqui	and the Restricted Rate Adjustment Tab							
	FUNC	ORG	PIC	OBJ	DESCRIPTION							
	Deb											
	0071	All	All	All	Debt Service: Principal on Long-Term Debt	\$	- \$ -					
	0072	All	All	All	Debt Service: Interest on Long-Term Debt	\$	- \$ -					
Excluded Costs	0073	All	All	All	Debt Service: Bond Issuance Cost and Fees	\$	- \$ -					
s	Сар											
Excluded Costs	0081	All	All		Facilities Acquisition and Construction	\$	- \$ -					
ŏ	0091	All	All	All	Contracted Instructional Services between Public Schools	\$	- \$ -	-				
ed	0091	All	All	All	Incremental Costs Associated with Chapter 41, Texas Education Code,	\$	- 5	-				
≌	0092	All	All	All	Purchase or Sale of WADA	\$	- \$ -					
×	0093	All	All	All	Payments to Fiscal Agent/Member Districts of Shared Services	\$	- \$ -					
ш	0093	All	All	All	Payments to Other School Districts under the Public Education Grant	\$	- \$ -	-				
	0095	All	All	All	Payments to Juvenile Justice Alternative Education Programs	\$	- \$ -					
	0096	All	All	All	Payments to Charter Schools	\$	- \$ -					
	0097	All	All	All	Payments to Tax Increment Fund	\$	- \$ -					
	0099	All	All	All	Other Intergovernmental Charges	\$	- \$ -	\$ -				
	Sup	port S	ervice	s - Nor	n-Student Based							
	0051	All	All		Facilities Maintenance and Operations		\$ -					
	0052	All	All	All	Security and Monitoring Services		\$ -					
	0053	All	All	All	Data Processing Services		\$ -					
ø					Total costs of all functions		\$ -					
Ĕ					Total costs of all functions (without food service enterprise)							
Maintenance	Dep	reciati	on									
<u>≅</u>					Governmental Depreciation Amounts of buildings and improvements (Do							
Ma	Ente	r the net	t deprec	iation	not include any depreciation amounts related to buildings and	\$		\$ -				
_	from the	e capital	asset a	ctivity in	improvements paid for with federal money)							
	ann	nual fina		ort	Governmental Depreciation Amounts of furniture and equipment and							
		(requ	iired)		vehicles (Do not include any depreciation amounts related to furniture and	\$		\$ -				
					equipment paid for with federal money)	Ť		•				
					. 111 - 1111 - 11111							
								Modified Total Direct	1 11 10 15			
								Cost (MTDC) Base	Indirect Cost Po			

Res	tricted Indirect Cost	Rate
Α	В	С
Indirect Cost Pool	MTDC Base	Reduction of Discount Factor (5%)
indirect Cost Fooi	WIDC Base	95%
	<u>A / B * C</u>	
	Rate	



School District Indirect Cost Rate Proposal School Year 2017-2018 (Fiscal Year 2018) Subrecipient Items Name of School District

You must complete either Section I or	Section	II.
---------------------------------------	---------	-----

Section I - Assurance of no subrecipient items.

☐ Check the box to the left to assure that your school district has no subrecipient items to report.

Section II: Report all applicable subrecipient items. Please read the instructions in the ICRP Guidance Handbook for School Districts.

The subrecipient items tab details federal grant funds distributed by the school district to another entity to carry out part of a federal program

A subrecipient item is the disbursement of federal grant funds - the payment must have a CFDA number listed

*Classify the first \$25,000 of a subgrants as direct costs; then, classify the remaining amount as excluded costs and itemize below

Payments to Fiscal Agents/Member Districts of a Shared Services Arrangement paid with state/local funds should not be listed on this tab - these payments should be itemized on the Excluded Costs Tab

Payee (who received the grant funds from the district)	Federal CFDA Number	Begin Date	End Date	Amount of Federal Grant Subgrants over \$25K (do not include the first \$25K)*	Payments from Federal Grants to Fiscal Agents and/or Member Districts of Shared Services Arrangements	Other Federal Grant Pass-Through Funds	Total
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
						ì	\$ -
							\$ -
						·	\$ -
						·	\$ -
						·	\$ -
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						·	\$ -
						·	\$ -
						·	\$ -
						·	\$ -
							\$ -
			•		Grand Total	al of Subrecipient Items	

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School District Indirect Cost Rate Proposal School Year 2017-2018 (Fiscal Year 2018) Excluded Costs Name of School District

USDE requires an itemization of all costs classified as excluded costs on a subsidiary worksheet

This tab itemizes costs classified as excluded costs on the U-1 tab

Description of Cost	Amount
Subrecipient Items (automatically populated from the subrecipient items tab)	\$
Capital (capitalized land, buildings, and equipment)	
Capital project fund	\$
Capital outlay not included in capital projects fund (6600)	\$
Debt (including interest)	
Debt service fund	\$
Debt service not included in debt service fund (6500)	\$
Other Excluded Items	
TRS On-Behalf payments (only those paid from governmental funds, 6144)	\$
Medicaid Part D payments (only those paid by the LEA from governmental funds, 6144)	\$
Food and milk costs in the school food service program (6341)	\$
Monetary judgements against district/school (legal judgements dictated by a court of law)	\$
Payments to Fiscal Agents/Member Districts of a Shared Services Arrangement paid with State/Local funds	
Itemize each payment, include Name of Payee and Name of SSA (Example: Anywhere ISD, Electricity SSA)	
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$ \$



Description of Cost	Amount
Other transfers - Each transfer (payment) must be itemized These are intergovernmental charges/payments - JAEP Payments, Purchase of WADA, Tax Increment Fund	
These are mengered mineral energes payments of a random of the random of	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
Grand Total of Excluded Cost	ts: \$



School District Indirect Cost Rate Proposal School Year 2017-2018 (Fiscal Year 2018) Organizational Chart Requirement Name of School District

Your school district must submit an organizational chart as part of the ICRP. The organizational chart must reflect the organizational structure that was in place during the same fiscal year as the annual financial and compliance report used to complete this form. The organizational chart must also support the positions whose office space, salaries, and fixed costs are entered in the restricted rate adjustments tab.

Sample Organizational Chart Board of Education Superintendent of Schools Chief of Staff Deputy Chief Chief Chief Innovation Chief Officer of Chief Financial **Chief Business** Chief Human and Research Academic Communications **Major Projects** Resource Officer Officer Officer Officer Officer Officer Chief Elementary Chief Middle Chief High Schools Schools Officer Schools Officer Officer Elementary School Middle School High School Improvement Improvement Improvement Officers Officers Officers

