

ATTACHMENT 1: COVER SHEET

MIDDLE SCHOOL LINKAGE REQUEST FOR INVESTMENT: PATHFINDER

School Information:

School name: Pathfinder K8 School

School address: 1901 SW Genesee St., Seattle, WA 98106

Application Components and Checklist (submit in this order)

- Cover Sheet
- Data Analysis Summary
- English Language Learner Self-Assessment
- Work Plan Summary
- Management and Oversight Plan
- Annotated Budget

Contact Information:

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Signature: _____

Date: April 13, 2012

Name: David Dockendorf
(please print clearly)

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ATTACHMENT 2: DATA ANALYSIS SUMMARY

QUESTIONS:

ELL Data

The students identified as ELL at Pathfinder are English speaking students who are not receiving any language instruction.

Data Analysis

1. Based on your data analysis, what outcomes and indicators are most in need of improvement within your Area(s) of Concentration?
 - Improve Math/Science
 - i. Pathfinder's middle school students are demonstrating the lowest academic achievement in math.
 - Improve Attendance
 - i. Low attendance rates are consistent for students who are most at-risk in math performance in grades six through eight.
2. What outcomes and indicators will you focus on and for which population of students?
 - Levy funds will be used for the following outcomes and indicators:
 1. Outcome 1 -- Students moving from Level 1 to Level 2 or higher on the MSP in math.
 - a. Indicator 1.1 – Students making annual typical growth on math MAP.
 - b. Indicator 1.2 – Students absent fewer than 5 days per semester, excused or unexcused.
 2. Outcome 2 – Students moving from Level 2 to Level 3 or higher on the MSP in math.
 - a. Indicator 2.1 – Students making annual typical growth on math MAP.
 - b. Indicator 2.2 – Students absent fewer than 5 days per semester, excused or unexcused.
 3. Outcome 3 – Students maintaining a Level 3 or higher on the MSP in math.
 - a. Indicator 3.1 – Students making annual typical growth on math MAP.
 - b. Indicator 3.2 – Students absent fewer than 5 days per semester, excused or unexcused.

3. What is your rationale for choosing these outcomes and indicators and focus students?

While there are a small number of middle school students who need to make significant progress in the areas of reading and writing, the percentage of need is far greater in math and significantly reflects achievement gaps for students of color and those students living in poverty. In addition, the middle school students who have the greatest numbers of excused and unexcused absences fall into the group who are lowest performing in math on the MSP and MAP. We have elected to apply Levy funds to reduce the achievement gap in math, and the allocated funds through this program will all be needed to serve the estimated 78 students identified who meet this criteria with math performance data and poor attendance data. The following points emerged from our review of Pathfinder's data:

- Overall MAP results indicate that a higher percentage of students in all ethnicity areas are not making typical growth in math based on 2010-2011 MAP scores.
- African American/African and Latino students typically show lower levels of growth in math on the MAP tests, and are typically rated at higher risk for failing the math MSP. Those same students also demonstrate a higher risk with attendance.
- Based on the latest MSP data, only 8% of middle school students fall in the high risk category in reading, and 19% fall in the high risk category in writing. However, 37% of middle school students are in the high risk category for math.
- 62% of African American/African middle school students are at risk for not meeting standards for the math MSP, and 48% of Latino students are at risk, vs. 26% of White students.
- Using MAP as an indicator, we know that 38% of African American/African students are not showing typical growth, 48% of Latinos are not, and 42% of White students are not making typical growth in math.
- According to our MAP scores, 30% of African American/African students are not making typical growth in reading, and 12% are at the highest level of risk on MSP. In the Latino population, 21% are not making typical growth in reading, and 11% are at the highest level of risk on MSP. In our White population, 24% are not making typical growth in reading on the MAP, and 8% are at the highest level of risk in reading on MSP.
- In the area of writing, which is assessed only through MSP and only in the 7th grade, in the African American/African population 19% are not meeting MSP standards in writing, 7% are not in the Latino population, 27% are not meeting standards in the White population.
- 19% of African American/African students are rated at medium to high risk in attendance. More specifically, 35% of those absences are unexcused. 37% of the Latino students are in the medium to high risk category based

on attendance data, and 30% of those absences are unexcused.

- In the area of discipline, 23% of African American/African students are at the highest level off risk, and 46% are at risk when combining the medium and high levels. In the Latino population, 11% are in the highest category of risk, and combined with the medium level, it becomes 25%, vs. 5% in the population of White students and only 10% when the medium and high risk categories are combined for White students.
- The 12 students who are at the highest risk level with discipline from 6th – 8th grades, are also part of the group of 6th-8th grade students at the lowest MSP performance level.
- Of the 5 students who are in the highest risk category for attendance and the 15 at combined high and medium risk, all also are in the lowest MSP performance level.
- MAP math data for the current 5th grade students indicates that 41 of 58 students (71%) are not making typical growth.
- Of that 71%, 27 students scored a level 3 or above (were proficient) on the math MSP in 4th grade (66%).
- Pathfinder's special education data is higher than district averages. 50% are showing typical growth, and are scoring at standard on the MSP.

Other School Data:

With the implementation of a tiered RTI model using a curriculum called “Do the Math Now” by Marilyn Burns, we have organized our students into three levels: Tier 1 – at or above standard, not needing additional math instruction; Tier 2 – students scoring 375-399 on the math MSP; and Tier 3 – Level 1 students who scored below 375 on the math MSP. However, RTI teachers are new to this model, and are just learning how to collect the most informative data and how to review it for instructional decision making at timely intervals. Given that this collection of unit level RTI assessment data has been inconsistent since the program was implemented this 2011-2012 school year, we have not been able to determine if the students are making adequate progress toward the leap in MSP proficiency scores that we're targeting. This Levy funding will be applied to improve the RTI data collection and performance review process, and to more effectively determine if this and other math interventions are translating into student achievement in core math classes and greater MSP proficiency.

Another notable finding from our data review is that a higher percentage of students are being rated by teachers as passing core subject areas, but are not showing typical growth on MAP or meeting proficiency on MSP assessments for their grade level. We are proposing to address this discrepancy through the data analysis and intervention planning activities described in this grant, including related professional development.

ATTACHMENT 3: ENGLISH LANGUAGE LEARNER SELF-ASSESSMENT

The students identified as ELL at Pathfinder are English speaking students who are not receiving any language instruction.

ATTACHMENT 4: WORK PLAN SUMMARY

Note to Reviewers: This work plan is based on data for Pathfinder's current 5th, 6th and 7th grade students. However, historically, up to 30% of our 5th graders choose to attend comprehensive and private middle schools, and we typically receive a large number of 6th graders from neighboring schools in West Seattle. Once we have our enrollment figures for incoming 6th graders, we will do another review of data and make necessary adjustments in the focus student group.

Work Plan Summary		Area of Concentration #1 Math/Science	Area of Concentration #4 Attendance
	Who are your focus students?	<ol style="list-style-type: none"> 1. All incoming 6th, 7th and 8th graders who scored at Level 1 on the 2012 MSP in math. 2. All incoming 6th, 7th and 8th graders who scored at Level 2 (375-399) on the 2012 MSP in math. 3. All incoming 6th, 7th and 8th graders who scored at the low end of Level 3 (400-405) on the 2012 MSP in math. 	<ol style="list-style-type: none"> 1. All incoming 6th, 7th and 8th graders who have 10 or more days of excused or unexcused absence in the 2011-2012 school year.
Focus Students	Why did you choose these focus students?	<p>1&2. Examination of current MAP and MSP scores, and a review of scores from the prior two years, revealed that in the core subjects, Pathfinder's middle school students have been performing least well in math. The gap between math and reading/writing performance is significant. In addition, the lowest performers in math are comprised disproportionately of children of color and those on free or reduced lunch status.</p> <p>3. From the same data sources, we determined that those students at the low end of the Level 3 proficient group were also disproportionately representing students of color and low income students, and with attendance and discipline data, many show risk factors that make the need for additional support compelling.</p>	<ol style="list-style-type: none"> 1. The attendance monitoring and interventions applied in the 2011-12 school year to middle school students missing more than 5 days per semester were not effective in adequately decreasing absences with this group of students. In addition, the incoming 6th-8th graders identified as our focus students for attendance are also among the lowest performing in math based on MAP and MSP data and class grades, and among those students identified as high risk in the discipline category.
	How many will you serve?	<ol style="list-style-type: none"> 1. ~19 incoming 6th graders, ~10 incoming 7th graders, ~ 13 incoming 8th graders (based on 2011 MSP data) 2. ~ 4 incoming 6th graders, ~11 incoming 7th graders, ~10 incoming 8th graders (based on 2011 MSP data) 3. ~5 incoming 6th graders, ~4 incoming 7th graders, ~2 incoming 8th graders (based on 2011 MSP data) 	<ol style="list-style-type: none"> 1. ~15 incoming 6th, 7th and 8th graders (Note: These students are a subset of the numbers listed under the Math/Science concentration.)

Work Plan Summary		Area of Concentration #1 Math/Science	Area of Concentration #4 Attendance
Outcomes & Indicators*	Baseline	<ol style="list-style-type: none"> 1. ~19 incoming 6th graders, ~10 incoming 7th graders, ~ 13 incoming 8th graders at Level 1 in math (based on 2011 MSP data) 2. ~ 4 incoming 6th graders, ~11 incoming 7th graders, ~10 incoming 8th graders at Level 2 in math (based on 2011 MSP data) 3. ~5 incoming 6th graders, ~4 incoming 7th graders, ~2 incoming 8th graders at the low end of Level 3 in math (scores between 400-405) (based on 2011 MSP data) 	<ol style="list-style-type: none"> 1. ~15 incoming 6th, 7th and 8th graders have more than 10 days of excused and unexcused absences to date in this school year.
	Proposed Target	<ol style="list-style-type: none"> 1. 75% of incoming 6th graders, 80% of incoming 7th graders, 70% of incoming 8th graders will score Level 2 or higher on grade level MSP math. 2. 75% of incoming 6th graders, 75% of incoming 7th graders, 75% of incoming 8th graders will score Level 3 or higher on grade level MSP math. 3. 90% of incoming 6th graders, 90% of incoming 7th graders, 90% of incoming 8th graders will maintain their scores between 400 and 405, or score above 405 on grade level MSP math. 	<ol style="list-style-type: none"> 1. 90% of incoming 6th, 7th and 8th graders will have decreased absences to below 5 days per semester.

Work Plan Summary		Area of Concentration #1 Math/Science	Area of Concentration #4 Attendance
Strategies	What services will be provided?	<ol style="list-style-type: none"> 1. The lowest 10% will receive services through a fulltime CISS AmeriCorps site coordinator, including academic tracking and support, organizational support, attendance intervention, discipline intervention, partnership coordination, and family outreach. All Level 1 students will participate in an extra math period (RTI) with up to 8 students per class, using Marilyn Burns' program "Do the Math Now." All Level 1 students will be invited to an after school math intervention differentiated based on MAP scores. Data analysis and intervention planning meetings will occur 2 times a month with math teachers, the CISS site coordinator, school counselor, school administrators and a University of Washington math consultant. 2. Level 2 students who scored 389-399 will participate in an additional math class using the "I Can Learn" computerized math support program. Level 2 students who scored 375-388 will participate in an extra math period (RTI) with up to 8 students per class, using Marilyn Burns' "Do the Math Now." All Level 2 students will be invited to an after school math intervention differentiated based on MAP scores. Data analysis and intervention planning meetings will occur 2 times a month with math teachers, the CISS site coordinator, school counselor, school administrators and a University of Washington math consultant. 3. Level 3 students who scored 400-405 will participate in an additional math class using the "I Can Learn" computerized math support program. All Level 3 students who scored 400-405 will also be invited to an after school math intervention differentiated based on MAP scores. Data analysis and intervention planning meetings will occur 2 times a month with math teachers, the CISS site coordinator, school counselor, school 	<ol style="list-style-type: none"> 1. CISS case management combined with counseling support, attendance interventions and support that include family outreach, individualized student plans, and student consultations.

		administrators and a University of Washington math consultant.	
Briefly summarize the frequency and duration of the support.	<ol style="list-style-type: none"> 1. CISS case management meetings with individual students at least 3 times per week, and related case management support for two semesters. The extra math period will occur 4 times per week for one period (48 minutes per class) for 2 semesters. After school classes will meet 3 times per week for 60 minutes, for three 8-week sessions. Teacher meetings will occur 2 times per month for 2 hours across 2 semesters. 2. The extra math period will occur 4 times per week for one period (48 minutes per class) for 2 semesters. After school classes will meet 3 times per week for 60 minutes, for three 8-week sessions. Teacher meetings will occur 2 times per month for 2 hours across 2 semesters. 3. The extra math period will occur 4 times per week for one period (48 minutes per class) for 2 semesters. After school classes will meet 3 times per week for 60 minutes, for three 8-week sessions. Teacher meetings will occur 2 times per month for 2 hours across 2 semesters. 	<ol style="list-style-type: none"> 1. CISS case management meetings with individual students at least 3 times per week (the lowest 10% of this focus population), and related attendance support (including individualized student attendance agreements) for two semesters. Daily attendance tracking and intervention delivery across two semesters. Group counseling one time per week for 30 minutes and periodically as needed for individual social/emotional support. 	
Which Key Component does this strategy fit under?	<p>CISS case management and services coordination strategy: Family involvement</p> <p>Extra math period strategy: Extended in-school learning time</p> <p>After school math instruction: Out-of-school time/expanded learning opportunities</p>	<p>CISS case management and services coordination strategy: Family involvement and Social/emotional/behavioral and health support</p> <p>Attendance interventions and support: Family involvement and Social/emotional/behavioral and health support</p> <p>Counseling support: Family involvement and Social/emotional/behavioral and health support</p>	
Explain your rationale for selecting this strategy.	<p>CISS: The lowest performing middle school students are also demonstrating risk factors related to attendance, discipline, social/emotional challenges, and organization. The CISS case management and services coordination strategy has a proven track record with sound research showing improvement gains in these areas and drop-out prevention. CISS is committed to having a positive effect on</p>	<p>CISS: The CIS case management and services coordination strategy has a proven track record with improvement gains in attendance and drop-out prevention. We believe this strategy is an essential addition to the attendance interventions already in place to see improvements with the target population.</p>	

		<p>achievement outcomes on the MAP, MSP, and in-class performance.</p> <p>Extra math period: The extra math instruction is geared directly to the interventions needed at students' math performance level. This provides the scaffolding the students need to successfully perform in their grade level math classes without removing them from those classes. The "I Can Learn" computer program and the "Do the Math Now" program both have a proven record of achieving results with this type of intervention.</p> <p>After school sessions: Small group sessions out of school time allow teachers to provide more intensive differentiated instruction that can target students' greatest needs based on MAP data. The after school format with certified teachers also allows for connection between students' daily performance in math classes and immediate learning needs.</p> <p>Bimonthly data analysis and intervention planning meetings: We see this as an area of strongly needed change in the middle school math program to achieve the increase in students' math performance that we're expecting. These meetings, which will include key people responsible for all of the strategies identified here, will ensure coordination and cohesiveness in addressing the greatest risk factors and challenges that are obstacles to desired increases in student learning.</p>	<p>Attendance tracking and intervention: The strategies Pathfinder has had in place for attendance need to continue, with a focus on this target population of students in a coordinated effort with the CISS site coordinator, the counselor, teachers, and family.</p> <p>Counseling: The high risk students identified need direct social/emotional support to maximize academic focus and performance. A weekly group check-in will allow the counselor to identify specific individual social/emotional needs to be addressed, and to coordinate social/emotional support with other supports and family connections for the identified population.</p>
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Work Plan Summary		Area of Concentration #1 Math/Science	Area of Concentration #4 Attendance
Key People	Who are the key people who will deliver the proposed strategies and what related experience do they have?	<ol style="list-style-type: none"> 1. CISS – Fulltime AmeriCorps staff member to coordinate case management services for 10% of the highest need students across 6th, 7th and 8th grades and coordinate related services for the target population supported by Levy funds. Certificated middle school teachers will teach extra math classes. Certificated middle school teachers will teach after school math sessions. Administrators, UW consultant, CISS coordinator, counselor, middle school teachers of math and math interventions will participate in bimonthly data meetings. 2. Certificated middle school teachers will teach extra math classes. Certificated middle school teachers will teach after school math sessions. Administrators, UW consultant, CISS coordinator, counselor, middle school teachers of math and math interventions will participate in bimonthly data meetings. 3. Certificated middle school teachers will teach extra math classes. Certificated middle school teachers will teach after school math sessions. Administrators, UW consultant, CISS coordinator, counselor, middle school teachers of math and math interventions will participate in bimonthly data meetings. 	<ul style="list-style-type: none"> • CISS – Fulltime AmeriCorps staff member to coordinate case management services for 10% of the highest need students across 6th, 7th and 8th grades and coordinate related services for the target population supported by Levy funds. This person will be trained and supported by CISS to serve effectively as a case manager. • Attendance secretary – Trained in managing and pulling data from the eSis system. • Assistant principal – Has experience analyzing attendance data, calling parents, creating attendance agreements, and making recommendations regarding truancy court. • School counselor – Has experience addressing social/emotional/behavioral issues related to attendance and academic performance.
Partnerships and Collaborative Efforts	<p>If a community partner is providing services, identify the organization and their role.</p> <p>What is their specific expertise in helping you achieve your results?</p>	<ol style="list-style-type: none"> 1. CISS will assist in hiring a fulltime AmeriCorps staff member and providing ongoing support, training and intervention resources. 2. A University of Washington math consultant will guide bimonthly data analysis and intervention planning meetings and provide related math professional development. <ol style="list-style-type: none"> 1. CIS has created an intensive case management approach that has achieved proven results in drop-out prevention, improving graduation rates, and increasing test scores. The case management expertise specifically addresses challenges to academic performance such as attendance, 	<ol style="list-style-type: none"> 1. CISS will assist in hiring a fulltime AmeriCorps staff member and providing ongoing support, training and intervention resources. <ol style="list-style-type: none"> 3. CIS has created an intensive case management approach that has achieved proven results in drop-out prevention, improving graduation rates, and increasing test scores. The case management expertise specifically addresses challenges to academic

		<p>discipline, organization, family involvement and social/emotional issues.</p> <p>2. UW math consultant – Former middle school math teacher, former school district math coach, and now a trained math consultant working for the UW math department who brings data analysis and intervention planning expertise for middle school level instruction.</p>	<p>performance such as attendance, discipline, organization, family involvement and social/emotional issues.</p>
	<p>Why did you select this partner and what is your history with them?</p>	<p>1. CISS – This will be Pathfinder’s first experience with CISS. We selected this partner because of their nationally recognized expertise in achieving results with diverse, high-needs students.</p> <p>2. UW math consultant – This consultant has contracted with Pathfinder for the past two years. She was selected based on demonstrated expertise in previous roles and success in achieving desired outcomes in math intervention in the Kent School district.</p>	<p>1. CISS – This will be Pathfinder’s first experience with CISS. We selected this partner because of their nationally recognized expertise in achieving results with diverse, high-needs students.</p>
<p>Leveraged Funds</p>	<p>If you are leveraging other funds to support these strategies, please identify them here.</p>	<p>1. LAP</p> <p>2. PTSA and the Ballinger Family Foundation</p>	<p>1. The attendance secretary, counselor and assistant principal positions are funded through the SPS budget.</p>
	<p>How will this supplemental funding be used to support your strategy?</p>	<p>1. LAP funds will cover RTI teaching staff and materials</p> <p>2. PTSA funds will pay for half of the UW math consultant. Funds from the Ballinger Family Foundation will pay for the other half.</p>	<p>These SPS funded roles are critical to the team working to raise the performance and scores of this target population in math.</p>

*** These must be aligned with those in the Outcomes and Indicators section of the RFI. You will be held accountable for the proposed targets in your contract with the City’s Office for Education.**

ATTACHMENT 5: MANAGEMENT AND OVERSIGHT PLAN

Tracking to Results

Current Data Tracking Processes

Pathfinder currently engages in data review and tracking at two overarching levels: a) strategic with periodic review, and b) ongoing with weekly review. Strategically, teachers and administrators meet together in the summer to conduct a detailed analysis of data (MSP, MAP, longevity data, end of course exam results, course grades, anecdotal data) to inform professional development for the year, student groupings, and tiered intervention formations. In the past two years in particular, professional development has focused on how to analyze data to inform instruction, and how to decrease achievement gaps. In November of each year, administrators, the counselor, school psychologist, and school nurse meets with each teacher to create a profile for every student, with a particular focus on students at risk. Additionally, in the spring the administrators meet with each grade level team to review data and student progress. Teachers then meet in subject teams to triangulate data and determine next steps with instructional interventions.

For ongoing and weekly review of student progress, teachers are asked to conduct analysis of students' demonstrations of learning each day. Weekly, Pathfinder teachers then come together for one paid hour in subject teams, to examine and respond to data. One example of in-school data teachers review and use for instructional groupings and interventions is through the "Do the Math Now" program. A screening test is given at the end of September to all 6th-8th grade students who are at or below standard in math. Teachers rely on this type of assessment data with their daily instructional activities to triangulate data reviews.

In preparing for this grant submission, school administrators and many teachers have identified the ongoing collecting and analyzing of instructional data, and translating that into effective instruction and interventions for students, as a priority and an area needing improvement. The systems currently in place, as described above, clearly are not achieving desired results in middle school math. We have structured the grant activities, leveraging these funds with other funding sources, to bring several strategies together for a concerted and cohesive effort to have dynamic, data-driven instruction in place that makes a significant difference in middle school math performance.

Tracking Levy Results

We have added what we believe to be an invaluable structure to the data review systems described above. We will hold bimonthly data review and intervention planning meetings focused on math performance and eliminating obstacles to student success. These two-hour structured meetings will be put on the calendar at the beginning of the year as a priority, and they will be facilitated by the UW math consultant. Because of the emphasis on seeing results, an administrator will attend each meeting, as will the school counselor (for at least a portion of the each meeting), the CISS site coordinator, and all middle school math teachers. Additional certified teachers engaged in the after school

program and support staff will be included as needed. The purpose of these meetings will be to examine instructional data and measures of student progress across all math interventions, in the context of student performance on standardized indicators. Most importantly, the team will focus on identifying instructional interventions and changing those as needed to see the desired student growth. Attendance, discipline, and social/emotional challenges can also be discussed in these forums to reduce these inhibitors of student progress.

School and Partner Data Tracking and Adjustments

Through the strategic reviews, bimonthly meetings, and weekly teacher meetings, we will have an explicit focus on learning together how to more effectively collect data and analyze data from multiple sources to inform instruction and differentiation. This is an area of significant need in our middle school math program. We want to identify better ways as a school to assess progress more regularly, looking at data from teacher made tests and daily demonstrations of learning, combined with unit level and screening assessments. Most importantly, we want to learn more about how to interpret findings and evaluate the effectiveness of instructional solutions so that changes in interventions can be made in a timely way. We intend to focus on four key questions: a) What do we want our students to learn (to ensure we're on the same page about curriculum priorities); b) How will we know they've learned it (what are the best short and long term assessments and measures to use and are they assessing the right stuff); c) Are they learning it (including data review that allows us to see patterns across ethnicity, gender and other break-downs, and to get specific with individual student progress); and d) If they're not learning it, what will we change to ensure they do (changing and strengthening our interventions, differentiating instruction, reducing other factors inhibiting learning). Our UW math consultant will play a key role in our learning process through our bimonthly meetings and other informal communications. Our CISS coordinator will be informed through the bimonthly meetings about student progress, so this person can communicate about progress in math with current and accurate information to students and their families. Additionally, the CISS coordinator and our school counselor and attendance team can work together with students and families to analyze attendance and discipline data to reduce attendance and related issues that might be preventing academic progress. With this level of intensive team-oriented focus on the areas of growth we are tracking, we expect to see changes in interventions across the year, and we expect to see our desired results on standardized measures.

Leadership, Planning, and Implementation

Decision Making Processes and Buy-In From Staff

Pathfinder teachers and administrators have become keenly aware through annual standardized test data that middle school math is an area in need of attention. This focus has been addressed through meeting and professional development time in the past few years, and was given greater emphasis through our partnership with the UW math consultant in the past two years. The middle school implemented extended in-school learning time programs in the 2011-12 school year using RTI and the "I Can Learn" computerized math program (which is in its third year of implementation at

Pathfinder). Both of these approaches have been proven to be effective with middle school populations in the research literature. In addition, an after school program was established with an emphasis on reading and writing. The ideas for the coordination of solutions described in this grant came from this awareness, early experience with these intervention programs, and exposure to community partner resources through the RFI fair offered for administrators to learn about providers approved by the City. Exposure to CISS at the fair led to a series of planning discussions with the CISS executive director, resulting in this coordinated proposed effort to build a strong and effective long-lasting partnership. CIS is a research-based model for site coordination that has been included in the *What Works Clearinghouse*, and evaluated nationally as one of the strongest models for reducing dropout rates.

The specific strategies ultimately described in this proposal were honed through collaborative team meetings within the school and with CISS and the UW math consultant, and through weekly middle school planning time on Wednesday afternoons. These planning meetings are used for making middle school-wide instructional, program, and strategic planning decisions. Additionally, multiple individual conversations and meetings with middle school teachers, the school counselor, and the attendance monitor helped to shape this solution and how it is documented here by the principal and assistant principal.

School-Based Health Center

Pathfinder is a Linkage school, and does not have a school-based health center. When a health issue becomes an attendance or performance challenge, the school nurse meets with appropriate teacher/family teams to plan for interventions.

Community Partner Input in Planning and Implementation

As described above, Pathfinder administrators met with Shira Rosen, Executive Director of CISS, regarding how CISS might most effectively work with the middle school to address the needs of our lowest performing students. Discussion of how CISS has achieved its results with staff placement in schools was also balanced with the reality of costs and budgets. The recommendation Pathfinder chose to adopt is to work with a fulltime AmeriCorps person as our site coordinator. We will require a bachelor's degree for this role, and intend to work closely with CISS to interview and to select the most highly qualified person possible. Together, CISS and Pathfinder administrators outlined the type of services the site coordinator will provide, the percentage of at-risk students that can be served by this person, and the specific needs related to middle school math performance. Shira Rosen and her CISS staff will continue to meet and work with Pathfinder through the year to ensure the AmeriCorps coordinator is supported and receives ongoing training as needed, and to make any changes in our partnership or services as needed.

The UW math consultant has been a part of grant conversations in a similar way. Since this partnership is already established, the decisions regarding use of her expertise and our needs in middle school math were a natural outgrowth of discussion and experience through the past two years. Both the math consultant and the CISS school-based

coordinator will participate in the bimonthly data review and intervention planning meetings, and all will come together periodically through the year to step back and assess progress on grant outcomes and indicators (including CISS leadership).

Key People

- David Dockendorf -- Principal – lead grant director, will attend bimonthly math data review meetings and ensure compliance.
- Lisa Clayton – Assistant Principal – will attend bimonthly math data review meetings, review attendance data, write student attendance agreements, and manage the after school program.
- Shira Rosen – Executive Director of CISS – lead for CISS community partnership, will help to hire an effective AmeriCorps site coordinator; will train, monitor and support the coordinator; will attend grant review meetings and help to identify supports and changes needed.
- Ruth Balf – UW math consultant – lead for this partnership, will provide math PD and facilitate bimonthly math data review meetings.
- Mark Pentecost – 7th and 8th Grade Math Teacher – will represent middle school math teachers in grant progress meetings.
- Genya Scharks – Classroom Teacher and RTI Coordinator – will represent the RTI initiative in grant progress meetings.
- Marco Behar – Classroom Teacher and Manager of the “I Can Learn” computer-based intervention -- will represent the “I Can Learn” program in grant progress meetings.
- Lisa Clayton – Assistant Principal – will represent the after school program in grant progress meetings.
- Colette Swenson – Counselor – will provide social/emotional follow-up regarding identified students, and will work with the CIS coordinator and families to plug into community resources.
- Patti Schnittgrund-Gotz -- Attendance Secretary – eSis trained – will monitor attendance on a daily basis and provide weekly attendance reports to assistant principal and CISS coordinator.

Identifying Strategy Components That Aren't Working

The grant leadership team and the team meeting bimonthly will be tracking the progress of all students identified as the focus population for this grant. Analysis of student progress on the indicators and sub-indicators (weekly attendance and learning data) will allow these teams to determine where adequate progress is not being made. This information will be informed by ongoing analysis and discussion in weekly middle school team planning meetings, and in discipline team planning meetings. These teams will discuss adjustments needed in strategies for individual students, for student groups who are not performing adequately, or for the entire focus population. The ongoing communication, the cohesive focused effort, the broad representation in this grant initiative, and the regular data-driven meetings and decision making will also provide a new level of accountability for teachers and all involved in providing services to these students. And importantly, this accountability will be contextualized in a positive and supportive learning community. The proven expertise of our UW math consultant will be

key in guiding the teams in determining components of our strategies that need attention.

Mitigating Challenges

The strategies proposed for this grant have a solid foundation in systems and interventions already in place at Pathfinder School. However, the CISS component and the increased intensity of teamwork, of tiered interventions, of service coordination, of administrator involvement, of targeted focus on a specific population, and of accountability for all involved, will mean dealing with culture change. We anticipate that some teachers, while agreeing to this direction, will challenge the changes more than others. Success with these interventions is dependent on the quality of teacher participation in the process and their ongoing buy-in of these outcomes, indicators and our chosen roadmap to meet them.

Effective leadership is key to mitigating these potential challenges and increasing chances of achieving results. To strengthen the broad leadership needed to move through this culture change, we are building a tiered leadership approach. The principal and assistant principal will be intimately involved in all aspects of this grant, and will be current in progress of students and strategies through the bimonthly data review and intervention planning meetings. They will see challenges arise and can intervene in early stages. Additionally, we have a leadership designee for each component of the grant who will be part of identifying and solving challenges as they arise.

We believe this tiered structure and the positive learning community environment within which it will function, will provide a strong mechanism for addressing both expected and unexpected challenges through the life of this grant initiative.

School District Support

- Pathfinder will utilize the services of the SPS math department, working with the director of math and science. We will keep the director informed of our initiative and our progress, and will coordinate these efforts with district initiatives, resources and opportunities.
- Adam Dysart, a SPS math coach, has consulted with Pathfinder for over ten years, and will continue to observe and consult. We will also keep him informed, and ask for his input as we proceed.

Leveraging Funds

- The Pathfinder PTSA provides funding to support student achievement through tutoring, PD, and program implementation. These funds are and will continue to pay for math tutors in the core math classes (one tutor supporting 6th and 7th grade classes – all math classes).
- The RTI program was funded through a combination of LAP, PTSA, building money, and foundation funding (Ballinger Foundation) in its first year of implementation, and we expect to need those sources again in the coming year.

- The after school program was covered with foundation funds, OST funds through last year's Levy grants, and PTSA money (no building funds). We expect to need some of those sources again in the coming year.

Previous Success

Past Achievements

- UW math consultant (2-year partnership) – Pathfinder has seen an increase in math performance on MSP scores (6th grade – 6 percentile points, 8th grade – 9 percentile points).
- After school program (implemented for 7 years) – Currently this program is not using regular data collection and analysis to assess effectiveness. However, student performance in classes has notably improved during the time they are participating in this program. To date, the program has emphasized reading and writing more than math.
- RTI (implemented for 1 year) – In their first experience with RTI implementation in math, Pathfinder teachers are struggling to find ways to document and monitor student progress. However, through the differentiation, teachers have consistently seen students experience success in RTI sessions and regular math class performance since the program started. Students report positively about their RTI experience.
- Attendance tracking and interventions – In the past year, the new assistant principal modified attendance tracking and interventions in the following ways, which has resulted in improvements through this school year (there isn't adequate data from previous years to make a comparison at this time):
 - Weekly truancy meetings with the attendance secretary
 - Student attendance agreements for students with unexcused or excessive absences or tardies
 - Increased home visits and communication with families

Levering Resources to Achieve Results

Pathfinder has relied on multiple funding sources to implement the initiatives described above:

- Middle School Support grant
- Parks and Rec OST grant
- Pathfinder PTSA dollars
- Baseline budget dollars
- Ballinger Family Foundation dollars
- LAP dollars
- SPS provided math coach

ATTACHMENT 6: ANNOTATED BUDGET

(See attached Excel sheet)

Commitment Item	Description	Low Range Budget	High Range Budget	Annotation	Area of Concentration	Key Component	Outcomes & Indicators
CISS							
7120	CISS Site Coordinator	\$14,500	\$14,500	Hire a full-time CISS AmeriCorps person to provide case management and service coordination. This will remain the same for high and low budgets.	Math/Science, and Attendance	Family Involvement, and Social/emotional/behavioral and health support	MSP Progress on Levels / MAP progress and attendance improvement
	Payroll taxes	\$2,755	\$2,755	Payroll taxes for staff listed above			
	General benefits	\$2,500	\$2,500	Benefits for staff listed above			
	CISS materials and costs	\$5,125	\$5,125	Office supplies, printing, insurance, bank and annual fees, reimbursements for meetings, staff development.			
Extra math class							
5600	RTI materials	\$1,500	\$450	"Do the Math Now" student work spaces (books). The high end budget will cover less because of after school program costs.	Math/Science	Extended in-school learning time	MSP Progress on Levels / MAP progress
7011	"I Can Learn" Computer Program	\$2,170	\$2,170	"I Can Learn" annual student subscriptions (50 subscriptions at \$43.48 per subscription).			
After school program							
2062	Certified teachers		\$10,000	Fund 4 certificated teachers to implement after school academic program. Additional teachers will be covered with Ballinger Foundation funds if they come through, or PTSA student achievement funds.	Math/Science	Out-of-school time	MSP Progress on Levels / MAP Progress
Performance Pay							
	Mid-Year Indicator Performance Pay (7.5%) Earned in March	\$2,142	\$3,750	If we earn mid-year indicator performance pay, we will fund additional certified teacher time for focused after school instruction for students showing greatest need for the remainder of the year.	Math/Science	Out-of-school time	MSP Progress on Levels / MAP Progress
	End-of-year Indicator Performance Pay (7.5%) Earned in June	\$2,142	\$3,750	If we earn end-of-year indicator performance pay, we will extend the work of our Americorps coordinator into the summer to have ongoing contact with students and families who were receiving case management services.	Math/Science	Social/emotional/behavioral and health support	MSP Progress on Levels / MAP Progress
	End-of-Year Outcome Performance Pay (10%) Earned in September	\$2,855	\$5,000	If we earn end-of-year outcome performance pay, we will fund more intensive work with our UW math consultant to focus on instructional interventions and differentiation based on data analysis.	Math/Science	Extended in-school learning time and Out-of-school time	MSP Progress on Levels / MAP Progress
Total:	Pathfinder	\$35,689	\$50,000				

Commitment	Account name
0310	District Salaries (DT)
0510	District Printing (DT)
0590	District Supplies/Equipt (DT)
0591	ProfDev District Printing DT
0592	ProfDev Dist Suppl/Equip DT
0702	Transportation District Services (DT)
0704	Maintenance (DT)
0710	District Services (DT)
0720	Not assigned- do not use
0791	ProfDev-Distric Services DT
1310	Credit Transfer-District Salaries
1510	Credit Transfer-District Printing
1590	Credit Transfer-Supplies/Equip
1591	ProfDev-District Printing CR
1592	ProfDev-District Suppl/Equip CR
1702	Transportation District Services (CT)
1704	Maintenance (CT)
1710	Credit Transfer-District Services
1720	Not assigned - Do not use
1791	ProfDev-District Services CR
1910	Credit Transfer-Gen Obligation Capacity
1920	CT-U.C.
2011	Time Respons. Incentive
2023	Athletic Stipend
2031	Negotiated Extra Days-Position
2032	Negotiated Extra Days-General
2041	Vacant Position - Certificated
2042	Sick Leave Subs-Certificated
2043	Workshop Subs - Certificated
2062	Extra time- Certificated
2063	Extra-time Home Instruction
2072	Supplemental Compensation
2082	Sick Leave Cash Out
2083	Annual Leave Cash Out
2091	Contingency Reserve
2092	Salary Adj Reserve
2093	ProfDev Workshop Subs - Cert
2094	ProfDev Extra Time - Cert
2095	ProfDev-Supplemental Comp
2098	Fee Pd Kindergarten-Current Yr Reserve
2099	Fee Pd Kindergarten-Next Yr Reserve
20210507	Instructional Spec Stipend
20210524	Curriculum Consult Stipend
20210525	Head Teacher Stipend

20210526	House Administrator Stipend
20210527	Inst Supt/Res Teacher Stipend
20210528	Type II DL Coordinator Stipend
20210529	School to Work Specialist Stipend
20210530	Spec Ed Consulting Teacher Stipend
20210531	Star Consultant Stipend
20210535	Assessment Testing Support Specialist
20210536	Student Support Service Consultant
20210537	Dean of Students Stipend
20210540	Family Services Coordinator
20210541	Children Services Coordinator
20210542	Teacher Service/Teacher Resource
20210546	Professional Develop Sch Coach-Stipend
20210549	Instructional Svcs School Coach
20210550	Reading First Coach Stipend
20210551	School Based Professional Dev Coach
20210552	Early Childhood Literacy Specialist
20210553	Advanced Learning Consulting Teacher
20210554	Equity & Race Relations Specialist
20210599	Stipend Pool
20210600	Activity Coordinator Stipend
20220420	Intramural Elem
20220421	Intramural SEC
20220500	Department Head I Stipend
20220501	Department Head II Stipend
20220502	Department Head III Stipend
20220503	Department Head IV Stipend
20220504	Elementary Curriculum Stipend
20220505	Elementary Instruction Stipend
20220506	Elem Choral Music Stipend
20220508	Instructional Liaison Stipend
20220509	PIPE Coordinator I Stipend
20220510	PIPE Coordinator II Stipend
20220511	Subj Matt Spec I Stipend
20220512	Subj Matt Spec II Stipend
20220513	Subj Matt Spec III Stipend
20220514	Subj Matt Spec IV Stipend
20220515	Team Leader I Stipend
20220516	Team Leader II Stipend
20220517	Team Leader III Stipend
20220518	Team Leader IV Stipend
20220520	Head Counselor Stipend
20220521	Services Consultant I
20220522	Services Consultant II
20220523	Services Consultant III

20220543	Building Leadership Team
20220546	Professional Development Coach Stipend
20220547	Educational Tech Leader I (Elementary Level)
20220548	Educational Tech Leader II (Secondary Level)
20220555	Chemical Hygiene Officer I
20220556	Chemical Hygiene Officer II
20220557	Chemical Hygiene Officer III
20220599	Stipend Pool
20220601	Annual Stipend
20220602	Debate Stipend
20220603	Elem Recreational Stipend
20220604	Elem Sch/Home/Comm Stipend
20220605	Newspaper Stipend
20220606	Safety Patrol Stipend
20220607	Senior Class Advisor Stipend
20220608	Stockroom Stipend
20220609	Band Stipend
20220610	Choral Stipend
20220611	Drama Stipend
20220612	Orchestra Stipend
20220613	Bldg Coordinator Athletic Stip
20592060	Traffic Education Instructor
20592700	Evening School Instructor
20592800	Hourly-Certificated
20592801	Hourly - Summer School Teacher
21101033	Superintendent
21201006	Deputy Superintendent
21300004	Administrative Special Assign
21301004	Athletic Programs Specialist
21301007	Chief Academic Officer
21301010	Chief Information Officer
21301012	Director, Curriculum, Instruction & Assessment
21301020	Exec Director, Teach/Learning
21301024	Director, Community Learning
21301025	Director-School Support Svcs
21301026	Director- Instruction & Prof Devel
21301027	Lead Director of Instruction
21301028	Director, Visual and Performing Arts
21301045	Director, Highly Capable Services
21301047	Director of Instructional Services
21301048	Director-Standards & Assessment
21301049	Director, Curriculum and Instruction
21301050	Coord., Middle Sch Special Proj
21301055	Coordinator, Prog & Staff Develop & Compliance
21301172	Program Administrator, School Transformation

21301177	Secondary Education Director
21301178	Education Director, Elementary
21301300	Coordinator-Assessments
21301301	Coordinator-Spec Ed Pgm Svcs
21301302	Director-Education Support Svcs
21301303	Prog Mgr-Lang and Culture
21301305	Director, School Intervention
21301450	Director-Technical Assistance
21301451	Director-School Enhancement
21301706	Prog Mgr-Interagency
21301708	Coordinator, Leadership Development
21301715	Coordinator II, Leadership Development
21301720	Mgr, Student Mental Health Initiatives
21301722	Prog Mgr-Inquiry Based Science
21301723	Prog Mgr-Technical Assistance
21301724	Manager-Counseling Services
21301725	Manager-Student Health Svcs
21301726	Director-Early Childhood
21301727	Coordinator-Athletics
21301775	Program Consultant
21301779	Program Mgr, Evening & Summer HS Program
21301780	Highly Capable Program Manager
21301801	Program Manager, Dept of Tech Assistance
21301803	Program Manager, Reading Program
21301811	Program Manager I
21301813	Program Manager,K-12 Science
21301814	Program Manager, Mathematics
21301820	Coord-Special Ed Services
21301821	Program Manager, Special Proj
21301822	Physical Ed Program Manager
21301828	Manager-Spec Ed Svcs
21301829	Supervisor-Spec Ed Svcs
21301831	Interim Special Assignment, Central Office
21301840	Coord - Teacher Dev
21301900	Supervisor, Advanced Lrng Prog Services
21301903	Supervisor-Media Services
21301905	Supervisor, Title I/LAP Prog Services
21301915	Prog Manager-Traffic Ed
22101754	Principal I-Elementary
22101833	Interim Special Assignment, Central Office
22201058	Asst Principal-Elementary
22301747	Middle Sch. Principal, Spec. Assignment
22301748	High School Principal, Spec. Assignment
22301755	Principal-Middle School
22301756	Principal-High School

22401057	Assistant Principal, Alternative School
22401059	Asst Principal-Middle School
22401060	Asst Principal-High School
22401061	Asst Principal-Planning
22500001	Administrator-Spec Assignment
22501050	Coord., Middle Sch Special Proj
22501170	Director-Elementary Education
22501171	Director-Secondary Education
22501770	Program Assistant
22501780	Highly Capable Program Manager
22501795	Principal I-Alternative School
22501796	Principal II-Alt School
22501800	Program Manager-Head Start
22501805	Prog Coord-Secondary BOC
22501806	Program Consultant
22501807	Assistant Program Manager
22501808	Senior Program Consultant
22501809	Program Manager II
22501812	Sr. Program Consult-Homeschool
22501985	Manager-Tech & Prof Education
23101180	Teacher-Kindergarten
23101185	Teacher-Comp Ed, Kindergarten
23101190	Teacher-Elementary
23101195	Comp Ed Teacher-Elementary
23101705	Teacher Instrumental Music
23201205	Teacher-Middle School
23201206	Teacher-Comp Ed, Middle School
23201209	Teacher-Residence
23201210	Teacher-High School
23201211	Teacher-Comp Ed, High School
23201215	Teacher-Alter. Middle School
23201230	Teacher-Vocational Ed
23301173	Tchr BE-ESL Classroom, Elem
23301174	Tchr GE-BOC, Elementary
23301175	Tchr BS-ESL Classroom Secondary
23301176	Tchr GS-BOC, Secondary
23301200	Teacher-Science/Resource
23301240	Teacher-Special Education
23301246	Tchr XT-Autism
23301247	Teacher-Classroom Specialist
23301248	Tchr XB-Behavior Disab, Self-Contained
23301249	Tchr XG-Generalist, Resource Room
23301250	Tchr XH-Hearing Impaired
23301251	Tchr XL-Deaf/Blind
23301252	Tchr XM-Mentally Handicapped

23301253	Tchr XO-Orthopedically Handicapped
23301254	Tchr XP-Adaptive Physical Ed
23301255	Tchr XS-Severe/Profound
23301256	Tchr XV-Visually Impaired
23301257	Tchr XX-Hospital Instruction
23301258	Tchr XE-Early Childhood
23301275	Early Childhood Literacy Specialist
23301682	Exchange Teacher
23301707	Lab Driver Trainer
23301719	Designated Bldg Sub
23301721	Long Term Substitute
23301835	Teacher-Sub on Contract
24000151	International Education Coach
24001037	Advanced Learning Consulting Teacher
24001038	Assesment Testing Support Spec
24001201	Teacher-Science/Resource
24001259	Consultant
24001260	Program Specialist
24001261	Children Services Coordinator
24001262	Family Services Coordinator
24001276	Early Chilhood Literacy Specialist
24001430	Curriculum Consultant
24001435	Curriculum Consultant-Science
24001438	Dean of Students
24001689	Head Teacher
24001700	House Administrator
24001701	Instruct. Res. Supp. Tchr - Science
24001702	Instruct Support Resource Tchr
24001703	Mathematical Instruc Resrc Support Teacher
24001704	Instructional Specialist
24001760	Professional Development School Coach
24001761	High School Specialist
24001762	Equity & Race Relations Specialist
24001765	School-Based Prof Devel Sch Coach
24001785	Reading First Coach
24001802	School to Work Specialist
24001817	Instructional Svcs School Coach
24001818	Instr Svcs Sch Coach-Sub, SAEOP, Parapro
24001819	Instructional Svcs Binigual Sch Coach
24001823	Small Learning Comm Proj Coordinator
24001824	Instructional Svcs School Music Coach
24001825	Sp Ed, Compliance Consulting Teacher
24001826	Student Support Svc-Conslt Tch
24001827	Spec Ed Consulting Teacher
24001834	Star Consultant

24101710	Librarian-Elementary
24101712	Librarian-Middle School
24101713	Librarian-High School
24201418	Counselor-Elementary
24201420	Counselor-High School
24201421	Counselor-Special Education
24201422	Counselor-Middle School
24201425	Mental Health Program Case Manager
24201804	School to Work Counselor
24201981	Vocational Counselor
24301735	Occupational Therapist
24401423	Social Worker
24401815	Social Worker
24501164	Audiologist Special Ed
24501832	Specialist Comm Disorder
24601790	Psychologist
24701730	Nurse
24801745	Physical Therapist
25101036	Activity Coordinator
26101677	Employee Assoc Representative
3032	Extra Days (or Hours)
3041	Vacant Position - Classified
3042	Sick Leave Subs
3043	Workshop Subs - Classified
3062	Overtime - Classified
3072	Supplemental Compensation
3073	Supplemental Comp-Clothing Allowance
3092	Salary Adj Reserve - Classified
3093	ProfDev Workshop Subs - Classified
3094	ProfDev Overtime - Class
3099	Enrollment Contingency
30529312	Carpenter - hourly
30529331	Glazier - hourly
30529352	Building Laborer - hourly
30529362	Plumber - Hourly
30529373	Painter - hourly
30529382	Electrician - hourly
30529402	Steamfitter-Hourly
30529422	Sheet Metal Worker - Hourly
30529431	Roofer-Hourly
30529460	Hourly Auto Machinist
30529461	Hourly Machinist
30529510	Brick Mason - Hourly
30529530	Electronic Technician - hourly
30539409	Truck Driver-Hourly

30547195	Alarm Monitor-Hourly
30547349	Field Security Monitor-Hourly
30549084	Custodian-Apprentice
30549085	Custodian-Hourly w/Benefits
30549086	Custodian-Hourly w/o Benefits
30549087	Custodian-Substitute
30549300	Gardener - Hourly
30549301	Gardener - Hourly w/o Benefits
30549302	Gardener - Apprentice
30549465	Extra Warehouse Worker - Hourly
30549520	Lunchroom Assistant
30549521	Satellite Mgr Bulk/Floating
30549522	Lunchroom Assistant
30549523	Prepack Satellite Manager
30549524	Central Kitchen Operations Manager
30549525	Central Kitchen Coordinator
30549526	Catering/Dining Coordinator Over 500
30549527	Catering/Dining Coordinator Under 500
30549528	Central Kitchen Lead
30549571	Lunchroom Assistant Manager
30549572	Lunchroom Manager
30549573	Lunchroom Sr Control Manager
30549574	Lunchroom Assistant Manager
30549575	Bulk Satellite Manager Over 300
30549576	Secondary Manager Under 500
30549577	Elementary III Manager
30549578	Elementary II Manager
30549579	Float Manger
30597350	Hourly
30597351	Hourly Coaches - Classified
30597352	Hourly Tutors - Classified
30597353	Hourly - Summer School I A
30597354	Hourly-School Board Member
30597356	Playground/lunch Supv - Hourly
30597357	Parent Vol Coordinator - Hourly
30597358	Office Helper - Hourly
30597359	Theme Reader - Hourly
30597360	Hourly - Peak Load Only
30597361	Hourly - Management (Non-FTE)
30597362	Sound Partners Tutor
30597363	Bus Asst I for Headstart - Hourly
30597370	Hourly-Athletic Police Officer
30597371	Hourly-Athletic Line Painter
30597372	Hourly-Athletic Helper - Adults
30597373	Hourly-Athletic Coordinator

30597500	Hourly - STW Enrollee - SPS H.S. Student
30597501	Hourly - STW Enrollee - College Student
30597502	Hourly - STW Enrollee - Acadmy Intern
30597794	Hourly-Athletic SPS Student
30597795	College Student
30597796	Students
30597797	Team Read Tutors
30597798	IT Student
30597799	College Tech S.P.S.
31110000	Office Clerical - Prior years
31130000	Professional - Prior years
31150000	Technical - Prior years
31160000	Director/Supervisor - Prior years
39009000	Employee Assoc Representative
39009001	Employee Assoc Representative
39100009	Parapro Unassigned - 201/7
39100010	Parapro Unassigned-201
39100011	Parapro Unassigned-220
39106002	Student and Family Advocate
39106141	Physical Education Attendant
39106153	Counseling Support Advocate
39106155	Broadcast Program Spt Asst
39106174	Bus Assistant I Head Start
39106175	Bus Supv I Spec Education
39106189	Career Center Specialist
39106201	Pre-School Instructor
39106213	Career Ladder Asst - 201/7
39106216	Child Development Associate
39106291	Community Aide
39106292	Community Resource Liaison-260
39106293	Community Resource Liaison-220
39106298	Computer Lab Monitor
39106299	Computer Lab Assistant
39106310	Correct Ed Associate
39106322	Distar Assistant
39106330	Drug/Alcohol Awareness Spec
39106331	Drug/Alcohol Interv Res Spec
39106334	Intervention Sch Bus Driver
39106375	Family Educator I
39106376	Family Educator II
39106377	Family Services Provider
39106378	Family Services Provider - 260
39106379	Family Support Worker 260
39106380	Family Support Worker
39106381	Family Supp Wkr Prog Training Specialist

39106389 Language Immersion Instructional Assistant
39106390 FSW Program Training Specialist - 223 Day
39106410 Gear-Up Project Services Spec.
39106450 Home Visitor/Recruitor
39106495 Health Assistant I
39106497 Health Assistant II
39106505 Head Start Assistant
39106507 Headstart Instructor - 201/7
39106508 Homeschool Recruiter/Liaison
39106510 Home School Coordinator
39106526 Lead Truancy Prevention Assistant
39106527 Family Partnerships Specialist
39106528 Lead Truancy Prevention Assistant
39106529 Instructional Asst - 260/7
39106530 Instructional Asst - 201/7
39106531 Bilingual Instr Asst/IB-201/7
39106532 Bilingual Instr Asst/IBS-201/7
39106534 Intervention Specialist-260
39106535 Interpreter for the Deaf-201/7
39106536 Intervention Specialist-204
39106537 Intervention Associate
39106551 Intervention Specialist - 223
39106555 MSSP Intervention Specialist
39106570 Life Skills Specialist
39106577 Head Start Kitchen Supt Asst
39106631 Mentor & Mediation Specialist
39106645 School Nursing Assistant/LPN
39106653 Occupat/Physical Therapy Assoc
39106654 Occupation/Phys Therapist201/7
39106671 Outreach/Intake Spec - 204
39106675 Parent Ed Lab Assoc
39106676 Parent Ed Lab Coordinator
39106682 Parent Employment Liaison/Head Start
39106751 Re-Entry/Intervention Spec
39106752 Retention/Retrieval Specialist
39106764 School Project Assistant
39106788 Safety & Emergency Communications Specialist
39106801 Truancy Prevention Assistant
39106810 Speech/Language Therapy Asst.
39106811 Speech/Language Therapy Asst I
39106850 Dupl CI - Do Not Use
39106860 Special Ed Asst/ISE - 201/7
39106861 Special Ed Asst/ISG - 201/7
39106862 Special Ed Asst/ISS - 201/7
39106863 Special Ed Asst/ISB - 201/7

39106864	Special Ed Asst/ISW - 201/7
39106880	School Relations Assistant
39106881	Student and Family Advocate
39106910	Compensatory Ed Assistant
39106911	TT Minor Facilitator
39106915	Volunteer/Parent/Tutor Coordinator
39106916	Transitional Prog Specialist
39106917	Multicultural Tutor
39106940	Violence Prevention Specialist
39106946	Visual Arts Assistant
39106955	Youth Services Assistant
39209310	Supervisor III-Carpenters
39209370	Supervisor III-Painter
39209380	Supervisor III-Electrician
39209440	Machinist
39209441	Machinist
39209450	Supervisor II/Mechanic
39209451	Auto Machinist
39209460	Hourly Auto Machinist
39209461	Hourly Machinist
39209471	Drapery Helper
39209481	Musical Instrument Repair
39209529	Chief Electronics Technician
39209600	Supvr III Carpenter
39209601	Carpenter
39209602	Asbestos Worker
39209603	Glazier
39209604	Carpet Layer
39209605	Building Laborer
39209606	Supvr III Plumber
39209607	Plumber
39209608	Supervisor III-Painter
39209609	Painter
39209610	Supvr III Electrician
39209611	Electrician
39209612	Rigger
39209613	Steamfitter
39209614	Supervisor III-Sheet Metal
39209615	Sheet Metal Worker
39209616	Roofer
39209618	Brick Mason
39209619	Chief Electronic Technician
39209620	Electronic Tech
39400006	SAEOP-Unassigned-201
39400007	SAEOP-Unassigned-220

39400008	SAEOP Unassigned-260
39400012	Mgmt Staff Unassigned-260
39400129	Fiscal Stkrm Clerk-Elem School
39406009	Accounting Specialist III
39406014	Accts Payable Acctg Specialist
39406016	Accounting Specialist I
39406017	Accounting Specialist II
39406030	Adaptive Computer Specialist
39406035	Senior Admin Assist to the Board
39406040	Administrative Assistant
39406041	Administrative Assistant-223
39406056	Admin Secretary-Elementary 201
39406057	Admin Secretary-Elementary
39406058	Admin Secretary-Alternative Elementary
39406059	Admin Secretary-M.S. 220
39406060	Admin Secretary-Alt Secnd-220
39406061	Admin Secretary-Middle School
39406062	Admin Secretary/Alternatv-260
39406063	Admin Secretary-High School
39406064	Admin Secretary-H S 220
39406066	Admin Elem Sec-Spec Assign
39406081	Accounting Specialist II (220)
39406082	Capital Projects Accounting Specialist
39406085	Nutrition Serv Inventory Spec
39406113	Asst Secretary-High School-260
39406115	Asst Secretary-High School 220
39406116	Asst Secretary-MS-260
39406117	Asst Secretary MS-220
39406118	Asst Secretary-Alternative School
39406148	Attendance Specialist
39406149	Attendance Specialist MS-220
39406150	Attendance Spec II-MS-201
39406151	Attendance Specialist-High Sch
39406162	Budget Specialist
39406214	Cash Office Coordinator
39406215	Cataloging Specialist
39406276	Claims Assistant
39406280	Clerical Supervisor
39406306	Computerized Records Spec
39406313	Curriculum Project Coordinator
39406318	Data Registrar Assistant I-220
39406319	HS Data Registration Specialist
39406320	Data Registration Asst-260
39406321	Data Registration Asst I-201
39406323	Data Entry Coordinator

39406326 High School Data Registration Spec-260
39406328 Nutrition Services Technician
39406332 Elementary School Assistant
39406337 Employee Benefits Specialist
39406340 Educational TV Assoc Producer
39406342 Elementary School Asst 260
39406350 Enrollee Services Specialist
39406359 Exective Assistant to the Board
39406363 Office Specialist I-220
39406491 Counseling Secretary
39406492 Counseling Secretary
39406493 Counseling Secretary - 220
39406500 Head Start Nutrition Coord
39406509 Telecommunications Specialist
39406511 Help Desk Assistant II
39406552 Inventory Asset Identifier
39406554 Lead Substitute Dispatcher
39406557 Lead Substitute Svc Coordinator
39406564 Library Assistant-201
39406565 Library Assistant-260
39406566 Library Assistant II
39406569 SPF-SIG Coordinator
39406573 Home School Recruiter/Liaison
39406652 High School Fiscal Specialist 220
39406655 Office Assistant 220
39406656 Office Assistant
39406657 Fiscal Stkrm Clerk M S - 260
39406658 Fiscal Stkrm Clerk-Middle Schl
39406659 Fiscal Stkrm Clerk-High School
39406660 Office Specialist I-260
39406661 Office Specialist II-220
39406662 Office Specialist III-260
39406664 Office Specialist I-201
39406665 Office Specialist II-260
39406666 Office Specialist II-201
39406667 Office Specialist III-220
39406668 Office Specialist III - 201
39406678 Truancy Petition Asst
39406680 Parent School Specialist
39406681 Parent School Specialist-260
39406693 Payroll Technician
39406710 Lead Personnel Specialist
39406711 Personnel Specialist
39406720 Professional Learning Center Prog Spec
39406735 Purchasing Services Specialist

39406750 Radio Station Assistant
39406757 Receptionist/Switchboard Opr
39406758 Risk Managment Specialist
39406763 Sr Administrative Asst-223
39406767 Senior Accounting Technician
39406768 Senior Administrative Asst-260
39406770 Senior Benefits Specialist
39406772 Senior Admin Asst-204
39406789 Safety & Emergency Communications Specialist
39406790 Science Materials Center Asst
39406791 Science Materials Center Assistant-260
39406795 Secretary I-260
39406796 Secretary I-201
39406797 Secretary I-220
39406802 Summer Semester Support Coordinator
39406804 Secretary II-260
39406805 Secretary II-220
39406806 Secretary II-201
39406818 SPICE Pgm Advocate Site Coord
39406826 Team READ Project Lead
39406841 Staff Assistant
39406849 Student Assign Facilitator-223
39406850 Student Assgmt Facilitator-260
39406851 Homeschooling Program Spec
39406852 Homeschooling Prog Specialist-201
39406853 Sp/Blg Ed Stud Svc Faciltr 223
39406854 Sp/Blg Ed Stud Svc Faciltr 260
39406865 Safety and Security Services Coordinator
39406866 Safety and Security Services Coordinator
39406870 Systems Support Trainer I
39406873 Systems Training & Support II
39406886 Substitute Dispatcher
39406887 Substitute Dispatcher - 220
39406921 Telecommunications Analyst I
39406922 Training Specialist
39406923 Transportation Specialist-223
39406925 Transportation Specialist-260
39406929 Workers Comp Specialist
39406930 Work Based Learning Spec-201
39406931 Work Based Learning Spec-220
39406933 Work Management Analyst
39406935 Transport Wrk Control Opr-204
39406936 Transport Wrk Control Opr-223
39406937 Transport Wrk Control Opr-260
39406944 Vocational Assessmt Specialist

39408060	Distribution Coordinator
39409469	Warehouse Expeditor
39506619	Mail Clerk I
39506620	Mail Clerk II
39506621	Lead Mail Clerk
39509407	Supervisor II Truck Drivers
39509408	Truck Driver
39600103	Fam & Comm Engage Liaison S Pac Comm
39600105	Athletic Trainer
39600127	Fam & Comm Engage Liaison African Amer
39606003	Cost Support Analyst
39606004	Bilingual Family Center Coordinator
39606005	Sr Cost Technician
39606006	AP Systems Supervisor
39606045	Administrative Dietician
39606065	Civil Rights Analyst
39606069	Staff Accountant II
39606070	Analyst III
39606071	Applications System Analyst
39606072	Archivist/Records Mgmt Officer
39606073	Assistant Archivist
39606074	Sr Applications System Analyst
39606075	Applications Sys Administrator
39606076	Application Systems Analyst I
39606077	Applications System Analyst II
39606078	Cost Analyst
39606079	Head Start Health Analyst
39606080	ASB Fund Analyst
39606086	Assistant Buyer
39606119	Construction Project Engineer
39606142	Athletic Program Liaison
39606143	Athletic Program Liaison
39606157	Student Services Facilitator
39606159	Budget Analyst I
39606160	Budget Analyst II
39606166	Senior Buyer
39606167	Accounting Analyst II
39606168	Accounting Analyst III
39606169	Accounting Supervisor II
39606170	Accounting Analyst I
39606205	Capital Project Accountant
39606206	Capital Projects Management Analyst
39606208	Coordinator, Family & Community Engagement
39606217	Capital Projects Community Liaison
39606220	Payroll Systems Specialist

39606275 Claims Adjudicator
39606278 Class & Comp Analyst II
39606281 STEPS Chronic Disease Prevention Coord
39606285 Communications Specialist
39606286 Marketing Specialist
39606287 Communications Specialist
39606289 Coord, Community Learning Ctrs
39606304 Head Start Fiscal Coordinator
39606305 Construction Proj Spec-Entry L
39606307 Construction Proj Specialist
39606308 Demographic Analyst
39606309 Coord-Copier/Printing Services
39606311 Resource Spec Multi-Arts
39606314 Head Start Fiscal Supp Analyst
39606325 Database Administrator I
39606335 Employee Assistance Counselor
39606336 Employee Assistance Specialist
39606341 Educational TV Director/Editor
39606343 Constructin Records Coordinator
39606345 Instructional Broadcast Center Manager
39606347 GIS Anaylyst I
39606348 GIS Anaylyst II
39606351 Student Information Systems Analyst
39606352 Evaluation Systems Analyst
39606353 Executive Administrative Asst. II
39606354 Executive Admin. Asst. I
39606355 Executive Admin. Asst. II
39606360 Admin Asst to the Board
39606365 Safe School Mental Health Coordinator
39606366 Safe School Professional Dev Coordinator
39606368 Out of School Time Prog Liaison
39606369 Family Partnerships Coordinator
39606370 Facility Planner
39606371 Head Start Supv Enrollment, Fam & Comm Svcs
39606372 Enroll. Stud Data Supp Analyst
39606373 Enrollment & Planning Analyst
39606374 Lead Facility Planner
39606382 Area Supervisor, Head Start
39606383 Child Care Liaison
39606385 Area Supervisor, Head Start
39606386 Financial Analyst
39606388 Grants Support Analyst
39606400 Coordinator-Gear Up Project
39606494 HR Support Analyst
39606501 Help Desk/Trainer IV

39606502	Help Desk/Trainer III
39606503	Help Desk/Trainer II
39606504	Help Desk/Trainer I
39606506	Student Systems School Coach
39606512	Human Resources Analyst I
39606513	HR PSoft Functional Analyst
39606514	Human Resources Analyst
39606515	Human Resources Specialist
39606516	Facilities Specialist
39606517	Instrument Repair Specialist
39606519	Human Resources Administrative Analyst
39606522	Injury Management & Prevention Admin
39606523	Lead, HR Analyst, Specialized Assignment
39606524	HR Analyst, Specialized Assignment
39606525	Community Lrng, Trng and Outreach Specialist
39606538	System Control Accountant
39606539	Labor Relations Specialist
39606540	Enrollment Svc Ctr Coordinator
39606541	Lead Student Asst Specialist
39606543	Legal Assistant
39606544	Loss Control Specialist
39606545	Enrollment Support Analyst
39606546	Legal Assistant
39606558	Safety Education Project Coordinator
39606559	Environ Hlth /Safety/Drinking Water Prog Coord
39606560	Family & Community Partnerships Analyst
39606571	Logistics Support Analyst
39606572	Logistics Proj Administrator
39606630	Management Analyst
39606633	Capital Project Accountant
39606634	Middle Sch Suppt Prog Liaison
39606635	Musical Instr RepairApprentice
39606636	Support Program Liaison-M S
39606646	Network Administrator
39606648	Network Analyst III
39606672	Outreach/Intake - 260
39606673	Payroll Audit Specialist
39606674	Relocation Planning Assistant
39606677	Truancy Petition Supervisor
39606679	Truancy Petition Specialist
39606694	Volunteer Services Coordinator
39606695	Kindergarten Transition Coordinator
39606702	Lead Resrch, Eval and Assessmt Analyst
39606703	Lead Evaluation System Analyst
39606712	Payroll Systems Analyst

39606715	PIC Coordinator
39606727	Programmer/Analyst II
39606730	Coord of Fiscal Compliance
39606731	Program Evaluator
39606732	Programmer/Analyst SIS
39606734	Program Consultant/Health
39606736	Programmer Analyst IV
39606738	Lead, Classification & Compensation
39606739	Senior Facility Planner
39606740	Program Placement Coordinator
39606741	Lead, HRIS
39606742	Media Relations Specialist
39606755	Relocation Planner
39606756	Head Start Early Literacy Specialist
39606759	Risk Management and Loss control Specialist
39606761	Resource Conservation Spec
39606762	Samoan Int Svc Coordinator
39606766	Acct Sys Control Supervisor
39606771	Senior Budget Analyst
39606773	Senior Claims Adjudicator
39606774	Sr Grants Svs Analyst
39606775	Sr. Finance Database Sys Anlys
39606776	Senior Financial Sys Analyst
39606777	Senior Human Resource Analyst
39606779	Financial Systems Administrator
39606781	Financial Reporting Accountant
39606782	Senior Tech Support Specialist
39606783	Sr. Transportation Analyst
39606787	Senior Budget Analyst I
39606792	Senior Help Desk Trainer
39606793	Steps Nutrition Education Coordinator
39606800	Building Leadership Coordinator
39606808	SISO Analyst I
39606816	Student Data Support Analyst
39606820	Financial Analyst, Grant
39606825	PAC IS Student Svcs Coord
39606827	Team Read Project Coordinator
39606828	Investigator
39606830	Small Works/HUDS Coordinator
39606839	Grants Accountant I
39606840	Grant Accountant II
39606842	Staff Accountant I
39606843	Staff Development Specialist
39606845	Student Assignment Analyst
39606847	Student Information Coord

39606865	Safety and Security Services Coordinator
39606871	Inventory Control Specialist
39606883	Senior Data Reporting Analyst
39606884	Science Refurbishment Ctr Supv
39606885	Science Refurbishment Ctr Supv
39606888	Team Read Project Developer
39606889	Team Read Recruitment & Training Coord
39606892	Network Analyst II
39606905	Research Analyst, SISO
39606919	Telecommunications Analyst II
39606924	Transportation Analyst
39606926	VAX System Administrator
39606928	Work Order Analyst
39606932	Community Spec
39606945	Writer/Publications Specialist
39606947	School to Work Program Analyst
39608060	Distribution Coordinator
39706067	Security Response Specialist
39706068	Security Dispatch/Alrm Monitor
39706384	School Security Specialist
39706498	Grounds Supervisor
39706637	Musical Instrument Repair Tech
39706765	Security Investigator
39706769	Senior Alarm Technician
39709005	Building Caretaker
39709075	Sports Complex Groundskeeper
39709076	Sports Complex Groundskeeper
39709077	Equipment Operator
39709078	Gardener
39709079	Landscape Foreman
39709080	Grounds General Foreman
39709081	Inspector & Liaison Specialist
39709089	Sports Complex Assistant
39709101	Custodial Engineer L
39709102	Custodial Engineer K
39709103	Custodial Engineer J
39709104	Custodial Engineer I
39709105	Custodial Engineer H
39709107	Custodial Operations Specialist
39709110	Head Assistant J
39709114	Mechanical Coordinator L
39709115	Mechanical Coordinator J
39709116	Maintenance Specialist
39709117	Materials/Training Specialist
39709118	Mechanical Coord Trainee

39709120	Assistant Engineer I
39709125	Resource Conservation Specialist
39709131	License Assistant I Mobile AA
39709132	License Assistant I
39709133	License Assistant H
39709141	Assistant Custodian G-Shift 1
39709142	Assistant Custodian G-Shift 2
39709166	Supt Serv Leadperson I
39709167	Supt Serv Technician H
39709395	Off Machine Repair Technician
39709410	Dispatcher
39709466	Warehouse Worker
39709467	Warehouse Worker - Freezer
39709520	Assistant Under 3.5 hrs/day
39709521	Bulk Satellite Manager Under 300
39709522	Assistant Over 3.5 hrs/day
39709574	Lunchroom Assistant Manager
39709575	Bulk Satellite Manager Over 300
39709576	Secondary Manager Under 500
39709577	Elementary III Manager
39709578	Elementary II Manager
39709579	Float Manger
39800106	Senior Transportation Analyst
39800176	Sr. Transportation Analyst
39806165	Buyer
39806176	Business Analyst I
39806177	Business Analyst II
39806178	Business Analyst III
39806179	Business Systems Administrator
39806180	Business Systems Analyst II
39806181	Business Systems Analyst I
39806182	Business Systems Analyst III
39806183	System Support Analyst I
39806184	System Support Analyst II
39806185	System Support Analyst III
39806300	Computer Operator II
39806301	Computer Operator III
39806303	Computer Operator I
39806312	Fiscal Analyst
39806317	Programmer Analyst I
39806324	Data Network Technician
39806329	DP Equipment Operator
39806356	Information Serv Business Analyst I
39806357	Information Serv Business Analyst II
39806358	Information Serv Business Analyst III

39806387	Fiscal & Student Data Tech
39806496	Graphics Specialist
39806499	Computer Support Analyst I
39806520	Instructional Materials Spec
39806521	Network Admin. Project Lead
39806533	Internet Programmer
39806547	Computer Support Analyst I
39806548	Network Analyst I
39806549	Lead Data Control Specialist
39806550	Lead Duplicating Specialist
39806647	Network Analyst I
39806650	Tech Svcs HR/Payroll Application Support Analyst
39806701	Lead Application Systems Analyst
39806724	Programmer III
39806725	Programmer I
39806726	Programmer II
39806736	Programmer Analyst IV
39806760	Waste Mgmt & Recycling Spec
39806778	Senior Payroll Specialist
39806780	Senior Program Evaluator
39806785	Assessment System Analyst
39806786	Value Added System Analyst
39806798	Senior Transportation Analyst
39806815	Specialist Shop Softwares
39806890	Technical Support Analyst III
39806891	Technical Support Analyst I
39806900	Unix System Administrator
39806902	Sr Telecommunications Analyst
39806903	Telecommunications Analyst IV
39806904	Telecommunications Analyst III
39806907	Technical Support Analyst
39806908	Sr Technical Support Analyst
39806912	Tool Crib Storekeeper
39806920	Technical Support Specialist
39806950	Webmaster I
39809470	Drafter
39900003	Administrative Spec Assignment
39906090	Professional Development Operations Supr
39906169	Accounting Supervisor II
39906362	Supervising Analyst, Capital Projects
39906542	Operations Coordinator
39906553	Food Services Quality Control Supervisor
39906649	Nutrition Services Pers Supv
39906701	Lead Application Systems Analyst
39906702	Lead Application Systems Analyst

39906703 Lead Evaluation System Analyst
39906784 Supervisor, Grant Financial Services
39906794 Senior Supervising Accountant
39906803 Bilingual Work-Based Learning Supervisor
39906830 Small Works/HUBS/TAP Manager
39906877 Educ TV Station Supervisor
39906909 Technical Supp Administrator
39906927 Violence Prevention Supervisor
39908001 Assistant Budget Manager
39908002 Assistant Grant Financial Manager
39908003 International Education Prog Administrator
39908004 Assistant Director, Nutrition Services
39908006 Assistant Director, Human Resources
39908007 Dir, Equity/Race Rel/Sch and Comm Support
39908008 Purchasing Manager
39908010 Chief Academic Officer
39908012 Assistant Chief Academic Officer
39908013 Project Lead, School Closure and Consolidation
39908050 Area Custodial Supervisor
39908051 Manager-Assessment Value Added Project
39908052 Manager, Environmental Quality
39908053 Value Added Manager
39908054 Senior Custodial Area Supervisor
39908055 Asst to the Superintendent
39908056 Manager, Fac Planning & School Closure
39908057 Assistant to the Chief Academic Officer
39908059 Parent Involvement Administrator
39908061 Asst Supervisor-Warehouse
39908062 Manager-Transportation
39908068 Director, Equity & Race Relations
39908070 Chief Financial Officer
39908071 Director of Technology Services
39908072 Information Systems Manager
39908073 Director of Student Services
39908074 Director of Instructional Services
39908075 Coordinator of Spec Proj, Financial Svcs
39908100 Coordinator-Customer Service
39908110 Staff Attorney
39908111 Senior Assistant General Counsel
39908112 Assistant General Counsel
39908113 Assistant General Counsel II (Specialized)
39908120 Work Based Learning Prog Supv
39908122 Chief Finance/Operations Officer
39908123 Manager, Ed Tech Research, Eval & Assess
39908125 Manager, School Support

39908126 Assistant Mgr, HR Spec Assignment
39908130 Construction Project Supvr
39908134 Database Administrator II
39908135 Database Administrator III
39908136 Contracts Manager
39908140 Employee Relations Coordinator
39908141 Enrollment Plan/Tech Suppt Mgr
39908142 Supervisor, Health Education
39908148 Labor Relations Negotiator
39908150 Legislative Relations Manager
39908151 Manager, HR, Specialized Assignment
39908153 Community Learning Partnership Supvr
39908155 Family Partnership Supervisor
39908181 Fiscal Operations Coordinator
39908200 Conslt Dir-Strategic Planning
39908202 Information Systems Coordinator
39908203 Manager, Student Services
39908204 Director of School Services
39908205 Director, Highly Capable Services
39908206 Dir of Fiscal Integrity Implementation
39908207 Manager, Fiscal Compliance L&T
39908208 Technical Implementation & Support Manager
39908210 Coord-Education Tech System
39908211 Program Coordinator, Student Intervent
39908212 Conslt Dir-Facilities & Const
39908213 Customer Service Supervisor
39908214 Director-Employee Relations & Compliance
39908215 Director-Information Services
39908217 Director-Labor Relations
39908218 Conslt Dir-Student Support
39908219 Director-Nutrition Services
39908220 DP Production Supervisor
39908221 Teaching and Learning Proj Coord
39908222 Database Administrator
39908225 Operation Coord., Headstart
39908228 Information Serv Project Mgr V
39908229 Information Serv Mgr V
39908230 Environmental Coordinator
39908231 Prog Mgr, School Services Initiatives
39908236 Director-Leg/Cong/Fnd Rel
39908237 Conslt Dir-Human Resources
39908238 Gates Foundation Sch Transf Gt Coord
39908239 General Counsel
39908240 Equipment Repair Supervisor
39908241 Food Service Supervisor

39908242 Manager-Comp & Benefits
39908243 Home/School Community Rel Mgr
39908244 IT Program Manager
39908245 HR PSoft Systems Manager
39908246 Manager-Sr Info Svcs Project
39908247 Manager-Info Services Project
39908248 Information Svcs Proj Mgr II
39908249 Information Svcs Proj Mgr I
39908250 Information Svcs Mgr IV
39908251 Information Svcs Mgr III
39908252 Information Svcs Mgr II
39908253 Information Svcs Mgr I
39908254 Information Svcs Supv III
39908255 Information Svcs Supv II
39908256 Information Svcs Supv I
39908257 Manager, HR Planning and Project Management
39908258 Communications Manager
39908259 Enrollment & Planning Manager
39908261 Manager-Accounting Services
39908262 Manager-AA/WNBE
39908263 Construction Mngr, Fac Dev/Con
39908264 Business Systems Manager
39908265 Manager-Budget
39908266 Manager-Capital Const Program
39908267 Manager-Computer Operations
39908268 Technology Levy Program Manager
39908269 Manager-Customer Support
39908270 Manager-Employment Services
39908272 Manager-Payroll Services
39908273 Manager-Property Management
39908274 Dir-Fac, Dev, Construction, Planning & Enrollmt
39908275 Manager, School-to-Work
39908276 Manager-Risk & Loss Prevention
39908277 Manager-Security
39908278 Enrollment Services Manager
39908279 Manager-Maint/Cust/Grounds
39908280 Program Mngr - Student Support
39908281 Director-Logistics
39908282 Pgm Mgr-Visual/Performing Arts
39908284 Budget Manager I
39908285 Director of Public Affairs
39908286 Prog Mgr, Prevention & Intervention Svcs
39908287 Payroll Supervisor
39908288 Purchasing Manager
39908289 Radio Station Supervisor

39908290 Purchasing Services Supervisor
39908291 Health and Wellness Programs Manager
39908292 Internal Auditor
39908300 Supvr, Family Supt Worker Pgm Svc
39908500 Manager-Special Ed Services
39908510 Coordinator of Loss Cntrl Prg
39908515 Coordinator of Safety Program
39908517 Manager, Professional Development
39908520 Supervisor, Classification & Compensation
39908521 Enrollment and Planning Supervisor
39908522 BEX II Construction Manager
39908525 Manager, Facilities Planning
39908530 Sr. Mgr., Capital Levy Project
39908531 Manager, Facilities Services
39908532 Manager, Facilities/CAP Proj Business Svcs
39908573 Special Assist to the Chief Operating Officer
39908575 SPICE Program Supervisor
39908576 Coordinator-Special Education Operations
39908577 Student Services Operations Coordinator
39908578 Manager,Custodial Services and Grounds
39908579 Senior Budget Analyst II
39908580 At-Risk Program Supervisor
39908581 Custodial Services Manager
39908582 Materials Mgr-Contrac/Purch/Warehse/Mail Svcs
39908583 Employee Asst Supervisor
39908584 Manager-Funding Procurement
39908585 Supervisor-Fixed Asset Acctg
39908586 Supervisor-Intervention Pgms
39908587 Supervisor-Leasing Operations
39908588 Student Asgmt Hearing Coord
39908589 Assistant Manager, Transportation
39908590 Supervising Budget Analyst
39908591 Supv Personnel/Fin/Stu Data Reporting
39908592 Coord, Prof. Dev. & Spec. Proj
39908593 Supvr, Family Support Wkr Svc
39908595 Manager-Student Info Services
39908596 Supervisor-Utilities & Commun
39908597 Manager,Work/Mgmt Systems
39908598 Systems & Programming Manager
39908599 Transportation Supervisor
4011 General Benefits Staff
4012 General Benefits Non-staff
4101 FICA Staff
4102 FICA Non-Staff
4201 Retirement Classified Staff

4202	Retirement Classified Non-staff
4211	Retirement Certificated Staff
4212	Retirement Certificated Non-staff
4301	Other Payroll/Insurance Costs-Staff
4302	Other Payroll/Insurance Costs-Non Staff
4401	Medical Benefits Staff
4402	Medical Benefits Non-staff
4501	Union Dues
4502	Union Dues
4601	Other Personnel & Insurance Costs-Staff
4602	Other Personnel and Insurance Costs-Non Staff
4701	Unemployment Staff
4702	Unemployment Non-staff
5020	ASB Transfers
5050	ASB Expenditures
5099	ProfDev-Supplies ALL
5100	Supplies
5101	Grants ROPE Expenditures
5110	Commercial Cataloging
5190	ProfDev Supplies
5200	Postage
5600	Family Suppt Provisions
5601	Textual Materials
5602	Library Materials
5603	Periodicals, Newspapers
5605	PC Software
5606	Minor Equipment Under \$5000
5691	ProfDev Textual Materials
5693	ProfDev Periodicals
5900	Other Supplies
5910	Lunchroom Supplies (pre-fy03, consumable supplies)
5920	Non-consumable Lunchroom Supplies
5930	Food
5950	Bus Fuel
5990	Supply Reserve
5991	Inventory Acct 1411 Adjustment
5992	Inventory Acct 1412 Adjustment
5993	Inventory Acct 1421 Adjustment
5994	Inventory Acct 1422 Adjustment
5995	Inventory Acct 1425 Adjustment
5997	Inventory Acct 1411-Other Adjustments
5998	ProfDev Food
7011	Registration and Membership Dues
7012	Field Trip Admissions
7013	Conference Costs

7020	Chartered Buses
7021	Transit Tokens/Passes
7022	Taxi and Small Bus Services
7030	Telephone/Messenger Svc
7031	Telephone Installation
7040	IKON Copier
7041	Commercial Printing
7050	Miscellaneous Expense
7091	ProfDev Commercial Printing
7099	ProfDev-Other Expenses, ALL
7120	Contractual Services
7140	Misc. Professional Services
7141	Couriers
7142	Newspaper Advertising
7143	Moving Costs
7150	Child Care
7170	Interfund Trsf - In
7171	Interfund Trsf - Out
7190	ProfDev Contractual Services
7200	Legal Consultant/Fees
7210	Electricity-Lights
7220	Electricity-Heat
7230	Gas-Heat
7240	Oil
7250	Garbage Disposal
7260	Water and Sewage
7270	Gas-Other than Heat
7300	Maintenance Contract
7320	Education Specification
7410	Equip and Material Rental
7440	Land and Building Rental
7450	Debt Service Interest
7460	Deb Service Principal
7480	Computer Software Rental
7490	Computer Hardware Rental
7491	ProfDev Rental
7510	Insurance Premiums
7560	Liability Judgements-Loss
7570	Property Loss
7580	Industrial Insurance Settlement
7605	Scholarships and Awards
7610	Governmental Services
7615	Superintendent's Contracts
7620	Surface Water Tax
7630	Court Costs

7640	Election Costs
7690	Data Processing Services
7710	License/Permit Fees
7711	Fines
7760	Charter Buses-Metro
7770	Moving Equipment
7900	Preliminary Investigation
7901	Property Negotiation
7902	Land Acquisition
7903	Arch/Engineering-Basic Svcs
7904	Arch/Engineering-Addit'l Svcs
7905	Arch/Engineering-Change Orders
7906	Arch/Engineering-Reimbursables
7907	Construction Management
7908	Constructability Review
7909	Construction Off-site Work
7910	Testing Materials
7911	Survey/Investig-Topo/Boundary
7912	Survey/Investig-Geo/Technical
7913	Survey/Investig-Haz Materials
7914	Soils Testing
7915	Roof Testing
7916	Building Commissioning
7917	Wash State Sales Tax
7918	Grant Indirect Charges
7919	Indirect Charge Special Project
7920	Preconstruction Services
7950	Bond Sale Expense
7951	Debt Service Late Charges
7952	Bonds Redeemed
7953	Interest on Bonds
7954	Bond Admin Charges
7990	Buyback charges _ Enhanced
7992	Enhanced Buyback Chargeback- Student Services
7993	Enhanced Buyback Chargeback- Instruct. Services
7994	Enhanced Buyback Chargeback- Prof Development
7995	I.S. Service Chargeback
8110	Local Travel
8111	Mileage Reimbursement
8120	Extended Travel
8191	ProfDev Local Travel
8192	ProfDev Extended Travel
9050	Interfund Transfer In
9100	Major Equipment - \$5000 or More
9101	Building Materials

9110	Enterprise Computer Software
9120	Computer Hardware over \$5000
9130	Furniture
9140	Audio Visual Equipment - \$5000 or More
9150	Interfund Transfer Out
9700	Improvement to Buildings
9710	Purchase of Build/Real Estate
9750	New Construction
9751	Remodel Construction
9752	Historic Renovation
9753	Hazardous Materials
9754	Daycare Construction
9755	Construction Contingencies
9756	Demolition
9760	Improvements to Building-Contract
9762	Electricity Conservation
9763	Heating, Ventilation, Air Conditioning