

Mountain View Whisman School District

Total Compensation Study

November 1, 2017
(Revised December 6, 2017)

Prepared by:

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Director, Management Consulting Services

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Executive Summary

Mountain View Whisman School District (District) requested that School Services of California, Inc., conduct a Total Compensation Study. The purpose of the study is to provide an expert, impartial analysis of the total compensation (salaries and benefits) for each benchmark certificated nonmanagement, classified nonmanagement, and management job classification as compared to other districts. The comparative districts include statewide basic aid districts, as well as districts from its certificated bargaining unit's list that are geographically proximate and of similar average daily attendance. Participation in the study was voluntary on the part of the selected comparative districts.

As part of the review, we surveyed the participating districts in order to provide comparative data regarding total compensation for similar job classifications. The comparison is based upon the job descriptions provided by the District as well as those provided by the comparative districts. The review analyzes the maximum salary offered and total compensation for each of the job classifications identified by the District and, where appropriate, provides observations related to comparability.

The District ranks above the median total compensation for the majority of the job classifications. Of the 27 job classifications analyzed, 21 are above the median total compensation, two are at the median, and only four are below. (Appendix A provides a list of all of the job classifications including the differences [both numerical and percentage] between the median total compensation and the District's maximum total compensation.)

Excluding the 3 certificated nonmanagement job classifications, the 18 job classifications above the median total compensation range from 1.1% above to 33.3% above, with 5 of them within 5% of the median total compensation. When comparing certificated nonmanagement's maximum total compensation for the three benchmark career levels—BA+30, Step 1; BA+60, Step 10; and Maximum Scheduled Salary—our analysis indicates that the combination of salary plus additional benefits and compensation place the District above the median total compensation.

Based upon these comparisons, the District's total compensation is generally competitive. If it is determined that compensation enhancements are needed, it may not be feasible or fiscally prudent to consider or make compensation adjustments all at once. We recommend that the District develop a schedule of priorities for adjusting compensation over a period of time as ongoing revenues can support increases. This report should serve as a baseline analysis of comparability that will allow the District to determine its future compensation structure.

Purpose, Scope, and Methodology

Purpose

Mountain View Whisman School District (District) requested that School Services of California, Inc., (SSC) conduct a Total Compensation Study. The purpose of the study is to provide an expert, impartial analysis of the total compensation (salaries and benefits) for each benchmark certificated nonmanagement, classified nonmanagement, and management job classification as compared to other districts. The comparative districts include statewide basic aid districts, as well as districts from its certificated bargaining unit’s list that are geographically proximate and of similar average daily attendance (ADA). Participation in the study was voluntary on the part of the selected comparative districts.

The following nine comparative districts participated by providing some or all of the data requested:

District	County	UPP*	ADA
Hillsborough City School District (SD)	San Mateo	1.37	1,460.28
Las Lomas Elementary School District (ESD)	San Mateo	10.22	1,292.23
Los Altos SD	Santa Clara	14.43	4,534.10
Los Gatos Union SD	Santa Clara	5.68	3,242.81
Menlo Park City SD	San Mateo	11.51	2,725.29
Moreland SD	Santa Clara	43.37	4,675.71
Mountain View Whisman SD	Santa Clara	44.84	4,979.26
Saratoga Union SD	Santa Clara	6.48	1,971.96
Sunnyvale SD	Santa Clara	50.60	6,424.73
Union SD	Santa Clara	19.79	5,645.00

*Unduplicated Pupil Percentage

Scope and Methodology

As part of the review, we surveyed the participating districts in order to provide comparative data regarding total compensation for similar job classifications. The comparison is based upon the job descriptions provided by the District as well as those provided by the comparative districts. The review analyzes the maximum salary offered and total compensation for each of the job classifications identified by the District and, where appropriate, provides observations related to comparability.

With regards to the certificated nonmanagement job classifications, if the comparative districts did not have the same benchmark career levels or columns on its salary schedule as the District, the salary reflected is the amount paid for the next lower column on the schedule. For example, for

selecting a comparable salary to the benchmark career level BA+30, if the comparative district's salary schedule reflected career level columns BA+28 and BA+42, this summary would reflect the salary paid at BA+28—the lower salary column.

Job Classifications Under Review

The District selected the following job classifications to be addressed by this study:

Certificated Management

- Assistant Superintendent, Educational Services
- Director of Curriculum and Instructional Assessment
- Director of Special Education
- Principal—Elementary
- Psychologist
- Superintendent
- Vice Principal— Middle School

Certificated Nonmanagement

- Teacher— BA+30, Step 1
- Teacher— BA+60, Step 10
- Teacher— Maximum Scheduled Salary

Classified Management

- Associate Superintendent/Chief Business Officer
- Director of Fiscal Services
- Director of Technology

Classified Nonmanagement

- Account Technician IV

- Bus Driver
- Child Nutrition I
- Clerical Assistant III
- Custodian
- Department Secretary
- General Maintenance Worker
- Health Assistant
- Human Resources Technician
- Instructional Assistant, Special Education
- Library Technician
- School and Community Engagement Facilitator
- School Secretary— Elementary
- Technology Support Technician

Comparative District Data

All of the comparable districts were contacted during the study and multiple attempts were made to gather data for each job classification under review. Data requested included organizational charts, job descriptions, and other related documentation. Additionally, we requested that the comparative districts provide the employer's maximum contribution for health and welfare benefits (HWBs) (e.g., medical, dental, vision, employee assistance programs, etc.), salary schedules, stipends, and any other additional relevant data. Every attempt was made to gather all relevant data; however, data is dependent on the responding district's participation.

Additionally, in order to perform our total compensation analysis, we determined the job classifications that exist in the comparative districts for which the essential duties and qualifications align closely with job classifications in the District. This was based upon the job descriptions and other pertinent information provided by the District as well as the comparative districts. Not every district has a comparable job classification—one in which the job classification primarily existed to perform the same essential functions of the District's job classification under review, or not all districts provided data for each job classification. As a result, the comparative

tables include only those job classifications for which sufficient information was received from the other districts to determine their comparability to the District's job classifications along with their total compensation amounts.

We then calculated the maximum salary, benefits, and other compensation that is offered for each job classification in order to arrange, for each of the District's job classifications, a ranking of the maximum total compensation offered by each comparative district relative to the District's compensation.

Calculating Salaries and Total Compensation

The figures in this report are ranked by the maximum total compensation of each job classification. It is important to analyze a district's total compensation for a job classification to appropriately compare any additional elements that would factor into an employee's compensation—simply looking at a base salary from the salary schedule or employment contract would exclude this additional compensation.

The maximum salary and total compensation for the classified nonmanagement job classifications have been calculated on a monthly basis. The salary and total compensation for the certificated nonmanagement and management classifications have been calculated on an annual basis.

In order to calculate the maximum salary and maximum total compensation for the classified nonmanagement job classifications, the following methodology was used:

- The maximum monthly salary is the maximum step on the salary schedule (calculated on a monthly basis and excluding longevity steps)
 - If salary data was provided on an hourly basis, a monthly maximum salary was calculated by multiplying the hourly rate by 173.33 hours (40 hours per week for 52 weeks divided by 12 months)
- The monthly maximum total compensation = the sum of the monthly maximum step on the salary schedule + the district's maximum HWB contribution per month + applicable stipends
- A monthly maximum total compensation variance was calculated as the percentage difference between the District's monthly maximum total compensation and each comparative district's monthly maximum total compensation

In order to calculate the maximum salary and maximum total compensation for the certificated nonmanagement and management classifications, the following methodology was used:

- The maximum annual salary is the maximum step on the salary schedule (with the exception of certificated nonmanagement, this figure excludes longevity steps)

- If salary data was provided on a daily basis, the monthly maximum salary was calculated by multiplying the daily rate by the applicable number of days worked
- The maximum annual total compensation = the sum of the maximum annual step on the salary schedule + the district's maximum HWB contribution per year + applicable stipends
- A annual maximum total compensation variance was calculated as the percentage difference between the District's annual maximum total compensation and each comparative district's annual maximum total compensation

Please note the following:

- Hillsborough City SD, Los Altos SD, Menlo Park City SD, Moreland SD, Mountain View Whisman SD, and Union SD provided 2016-17 salary schedules, while Las Lomas ESD, Los Gatos Union SD, Saratoga Union SD, and Sunnyvale SD have settled for and provided salary schedules for 2017-18.
- Many employees benefit from the length of time (longevity) they spend working for a district. For certificated nonmanagement, longevity is typically included on the salary schedule. Therefore, the figures and analyses for the certificated nonmanagement job classifications include longevity and an additional column has been included to show the step at which the maximum salary, including longevity, is reached.

For the remaining job classifications, due to the difficulty in calculating longevity, we include a schedule of longevity incentive programs in Appendix B in addition to the analysis in each job classification. The difficulty stems from the varying ways in which longevity is provided across districts. Some longevity incentives are a percentage of salary, others are represented by additional steps on the salary schedule, and others are flat amounts added to salary. In addition, each program of longevity has its own schedule of the number of years of service required to attain each new level of compensation, and the final year that provides an incentive increase varies widely.

- As with longevity incentive programs, each district has its own requirements for attainment of additional compensation as a result of professional growth. For the District's reference, Appendix C contains excerpts from the collective bargaining agreements, when applicable, as it pertains to professional growth.

Total Compensation Comparisons—Certificated Management

Assistant Superintendent of Educational Services

Six of the comparative districts provided data for an Assistant Superintendent of Educational Services or equivalent job classification. The District ranks 5 of 7 in maximum total compensation at \$200,178. Los Gatos Union SD offers the highest maximum total compensation at \$232,637, which is \$32,459, or 16.2%, more than the District. The median total compensation of \$211,735, represented by Los Altos SD, is \$11,557, or 5.8%, more than the District’s maximum total compensation.

Figure 1: Assistant Superintendent, Educational Services

District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC*	Max TC Variance	Rank	Other
Los Gatos Union SD	Assistant Superintendent, Education	N/A	N/A	\$0	\$214,459	\$16,978	\$1,200	\$232,637	16.2%	1	Longevity
Sunnyvale SD	Assistant Superintendent of Curriculum, Instruction, and Assessment	219	\$1,026	\$0	\$224,606	\$0	\$6,306	\$230,912	15.4%	2	Professional Memberships District-Provided Laptop
Saratoga Union SD	Assistant Superintendent, Educational Services	229	\$791	\$154,685	\$181,068	\$35,704	\$2,600	\$219,372	9.6%	3	Longevity
Los Altos SD	Assistant Superintendent, Curriculum and Instruction	N/A	N/A	\$0	\$184,342	\$25,593	\$1,800	\$211,735	5.8%	4	Longevity
Mountain View Whisman SD	Assistant Superintendent, Educational Services	224	\$759	\$0	\$170,094	\$28,584	\$1,500	\$200,178	0.0%	5	ACSA Membership

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Figure 1: Assistant Superintendent, Educational Services											
District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC*	Max TC Variance	Rank	Other
Moreland SD	Assistant Superintendent, Educational Services	220	\$863	\$144,342	\$189,856	\$4,179	\$5,526	\$199,561	-0.3%	6	Longevity
Union SD	Associate Superintendent of Learning and Innovation	221	\$751	\$137,046	\$165,871	\$24,000	\$3,600	\$193,471	-3.4%	7	Longevity Professional Memberships

*Maximum Total Compensation (Max TC)

Director of Curriculum and Instructional Assessment

Eight of the comparative districts provided data for a Director of Curriculum and Instructional Assessment or equivalent job classification. It should be noted that the Director of Educational Services for Moreland SD has taken on the responsibilities formerly overseen by a Director of Special Education. In addition, the District’s salary schedule includes two director-level job classifications to which directors are assigned based on the number of years with the District. As none of the comparative districts make this distinction, and to ensure that a valid comparison was analyzed, the first step for the Director I job classification has been utilized in the beginning salary column and the last step for the Director II job classification has been utilized in the maximum salary column. The District ranks 3 of 9 in maximum total compensation at \$197,198. Sunnyvale SD offers the highest maximum total compensation at \$204,474, which is \$7,276, or 3.7%, more than the District. The median total compensation of \$191,885, represented by Moreland SD, is \$5,313, or 2.7%, less than the District’s maximum total compensation.

Figure 2: Director of Curriculum and Instructional Assessment											
District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Sunnyvale SD	Director of Curriculum and Instructional Assessment	219	\$792	\$142,234	\$173,377	\$26,215	\$4,882	\$204,474	3.7%	1	Professional Growth
Saratoga Union SD	Director of Educational Services	N/A	N/A	\$137,557	\$161,018	\$35,704	\$2,600	\$199,322	1.1%	2	Longevity
Mountain View Whisman SD	Director of Curriculum and Instructional Assessment	224	\$746	\$134,949	\$167,114	\$28,584	\$1,500	\$197,198	0.0%	3	ACSA Membership
Menlo Park City SD	Director of Curriculum and Instruction	223	\$810	\$138,411	\$180,580	\$13,250	\$3,250	\$197,080	-0.1%	4	None
Moreland SD	Director of Educational Services	219	\$832	\$138,536	\$182,180	\$4,179	\$5,526	\$191,885	-2.7%	5	Longevity
Las Lomas ESD	Director of Curriculum and Instruction	225	\$765	\$127,389	\$172,230	\$10,008	\$2,700	\$184,938	-6.2%	6	ACSA Membership
Union SD	Director of Learning and Innovation	221	\$702	\$128,233	\$155,148	\$24,000	\$3,600	\$182,748	-7.3%	7	Longevity Professional Memberships

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Figure 2: Director of Curriculum and Instructional Assessment

District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Los Gatos Union SD	Director of Curriculum, Instruction, and Assessment	221	\$686	\$134,639	\$151,538	\$16,978	\$4,000	\$172,516	-12.5%	8	Longevity
Hillsborough City SD	Director of Educational Services	212	\$732	\$128,305	\$155,192	\$2,000	\$7,714	\$164,906	-16.4%	9	Longevity Professional Memberships

Director of Special Education

Eight of the comparative districts provided data for a Director of Special Education or equivalent job classification. As noted under the Director of Curriculum and Instructional Assessment job classification, Moreland SD no longer has a Director of Special Education. These duties are now the responsibility of its Director of Educational Services. In addition, the District’s salary schedule includes two director-level job classifications to which directors are assigned based on the number of years with the District. As none of the comparative districts make this distinction, and to ensure that a valid comparison was analyzed, the first step for the Director I job classification has been utilized in the beginning salary column and the last step for the Director II job classification has been utilized in the maximum salary column. The District ranks 4 of 9 in maximum total compensation at \$197,198. Sunnyvale SD offers the highest maximum total compensation at \$204,474, which is \$7,276, or 3.7%, more than the District. The median total compensation of \$192,161, represented by Los Altos SD, is \$5,037, or 2.6%, less than the District’s maximum total compensation.

Figure 3: Director of Special Education											
District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Sunnyvale SD	Director of Special Education and Pupil Personnel	219	\$792	\$142,234	\$173,377	\$26,215	\$4,882	\$204,474	3.7%	1	Professional Growth
Menlo Park City SD	Director of Student Services	N/A	N/A	\$141,580	\$185,791	\$13,250	\$3,250	\$202,291	2.6%	2	None
Saratoga Union SD	Director of Special Education	224	\$719	\$137,557	\$161,018	\$35,704	\$2,600	\$199,322	1.1%	3	Longevity
Mountain View Whisman SD	Director of Special Education	224	\$746	\$134,949	\$167,114	\$28,584	\$1,500	\$197,198	0.0%	4	ACSA Membership
Los Altos SD	Director of Special Education	N/A	N/A	\$141,801	\$159,808	\$25,593	\$6,760	\$192,161	-2.6%	5	Longevity
Las Lomas ESD	Director of Student Services	225	\$765	\$127,389	\$172,230	\$10,008	\$2,700	\$184,938	-6.2%	6	Professional Memberships
Union SD	Director of Special Education and Student Services	221	\$702	\$128,233	\$155,148	\$24,000	\$3,600	\$182,748	-7.3%	7	Longevity and Professional Memberships

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Figure 3: Director of Special Education											
District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Los Gatos Union SD	Director of Student Services	221	\$686	\$134,639	\$151,538	\$16,978	\$4,000	\$172,516	-12.5%	8	Longevity
Hillsborough City SD	Director of Student Services	212	\$732	\$128,305	\$155,192	\$2,000	\$7,714	\$164,906	-16.4%	9	Longevity and Professional Memberships

Principal—Elementary

All of the comparative districts provided data for a Principal—Elementary or equivalent job classification. The District ranks 4 of 10 in maximum total compensation at \$180,942. Menlo Park City SD offers the highest maximum total compensation at \$193,802, which is \$12,860, or 7.1%, more than the District. The median total compensation of \$179,051 is \$1,891, or 1.0%, less than the District’s maximum total compensation.

Figure 4: Principal – Elementary

District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Menlo Park City SD	Principal	213	\$832	\$135,133	\$177,302	\$13,250	\$3,250	\$193,802	7.1%	1	None
Saratoga Union SD	Principal – K-5	212	\$719	\$130,186	\$152,390	\$35,704	\$2,600	\$190,694	5.4%	2	Longevity
Las Lomas ESD	Principal	225	\$765	\$127,389	\$172,230	\$10,008	\$2,700	\$184,938	2.2%	3	ACSA Membership
Mountain View Whisman SD	Principal – Elementary	213	\$708	\$127,599	\$150,858	\$28,584	\$1,500	\$180,942	0.0%	4	ACSA Membership
Sunnyvale SD	Principal – Elementary	211	\$704	\$116,941	\$148,590	\$26,215	\$4,882	\$179,687	-0.7%	5	Professional Growth
Los Altos SD	Elementary Principal	208	\$702	\$114,745	\$146,072	\$25,593	\$6,750	\$178,415	-1.4%	6	Longevity
Hillsborough City SD	Principal K-5	215	\$759	\$136,082	\$163,136	\$2,000	\$7,714	\$172,850	-4.5%	7	Longevity and Professional Memberships
Union SD	Elementary School Principal	214	\$678	\$119,940	\$145,059	\$24,000	\$3,600	\$172,659	-4.6%	8	Longevity and Professional Memberships
Los Gatos Union SD	Principal – Elementary	210	\$714	\$133,214	\$149,934	\$16,978	\$4,000	\$170,912	-5.5%	9	Longevity
Moreland SD	K-5 Principal	209	\$762	\$119,202	\$159,260	\$4,179	\$5,526	\$168,965	-6.6%	10	Longevity

Psychologist

All of the comparative districts provided data for a Psychologist or equivalent job classification. The District ranks 4 of 10 in maximum total compensation at \$150,272. Menlo Park City SD offers the highest maximum total compensation at \$153,913, which is \$3,641, or 2.4%, more than the District. The median total compensation of \$145,945 is \$4,327, or 2.9%, less than the District’s maximum total compensation.

Figure 5: Psychologist											
District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Menlo Park City SD	Psychologist ¹	191	\$712	\$88,285	\$135,913	\$13,250	\$4,750	\$153,913	2.4%	1	None
Sunnyvale SD	Psychologist	197	\$618	\$94,015	\$121,757	\$26,215	\$4,882	\$152,854	1.7%	2	Professional Growth
Saratoga Union SD	Psychologist ¹	200	\$571	\$89,489	\$114,214	\$35,704	\$2,600	\$152,518	1.5%	3	
Mountain View Whisman SD	Psychologist	190	\$633	\$101,463	\$120,188	\$28,584	\$1,500	\$150,272	0.0%	4	ACSA Membership
Los Altos SD	Psychologist	196	\$593	\$75,388	\$116,191	\$27,499	\$3,000	\$146,690	-2.4%	5	None
Las Lomitas ESD	Psychologist ¹	198	\$675	\$98,885	\$133,693	\$10,008	\$1,500	\$145,201	-3.4%	6	None
Union SD	Psychologist			\$69,585	\$118,510	\$20,400	\$3,600	\$142,510	-5.2%	7	Professional Growth
Los Gatos Union SD	Psychologist ¹	197	\$612	\$111,307	\$120,479	\$16,978	\$4,000	\$141,457	-5.9%	8	None
Hillsborough City SD	Psychologist	193	\$662	\$80,662	\$127,732	\$10,008	\$3,500	\$141,240	-6.0%	9	Longevity and Professional Growth
Moreland SD	Psychologist	185	\$558	\$75,232	\$103,204	\$21,160	\$6,026	\$130,390	-13.2%	10	None

¹ Not represented by a bargaining unit

Superintendent

Eight of the comparative districts provided data for a Superintendent or equivalent job classification. The District ranks 6 of 9 in maximum total compensation at \$248,584. Sunnyvale SD offers the highest maximum total compensation at \$330,892, which is \$82,308, or 33.1%, more than the District. The median total compensation of \$278,773, represented by Los Altos SD, is \$30,189, or 12.1%, more than the District’s maximum total compensation.

Figure 6: Superintendent											
District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Sunnyvale SD	Superintendent	219	\$1473	\$0	\$322,576	\$0	\$8,316	\$330,892	33.1%	1	Professional Memberships District Laptop
Union SD	Superintendent	N/A	N/A	\$199,614	\$273,186	\$24,000	\$3,600	\$300,786	21.0%	2	Professional Memberships
Los Gatos Union SD	Superintendent	221	\$1,201	\$0	\$265,522	\$16,978	\$11,200	\$293,700	18.1%	3	Professional Memberships
Saratoga Union SD	Superintendent	N/A	N/A	\$0	\$249,312	\$35,704	\$0	\$285,016	14.7%	4	Professional Memberships
Los Altos SD	Superintendent	N/A	N/A	\$0	\$244,619	\$25,593	\$8,562	\$278,773	12.1%	5	Professional Memberships
Mountain View Whisman SD	Superintendent	224	\$982	\$0	\$220,000	\$28,584	\$0	\$248,584	0.0%	6	Professional Memberships
Las Lomas ESD	Superintendent	225	\$1,000	\$0	\$225,000	\$10,008	\$7,440	\$242,448	-2.5%	7	Professional Memberships
Hillsborough City SD	Superintendent	225	\$982	\$0	\$221,000	\$2,000	\$8,000	\$231,000	-7.1%	8	Professional Memberships \$8,000 TSA
Moreland SD	Superintendent	220	\$964	\$200,000	\$212,000	\$11,460	\$3,600	\$227,060	-8.7%	9	None

Vice Principal—Middle School

Eight of the comparative districts provided data for a Vice Principal—Middle School or equivalent job classification. The District ranks 3 of 9 in maximum total compensation at \$166,871. Saratoga Union SD offers the highest maximum total compensation at \$182,496, which is \$15,625, or 9.4%, more than the District. The median total compensation of \$162,545, represented by Moreland SD, is \$4,326, or 2.6%, less than the District’s maximum total compensation.

Figure 7: Vice Principal – Middle School											
District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Saratoga Union SD	Vice Principal	212	\$680	\$123,183	\$144,192	\$35,704	\$2,600	\$182,496	9.4%	1	Longevity
Sunnyvale SD	Assistant Principal	211	\$655	\$108,799	\$138,235	\$26,215	\$4,882	\$169,332	1.5%	2	Professional Growth
Mountain View Whisman SD	Vice Principal – Middle School	215	\$636	\$115,599	\$136,787	\$28,584	\$1,500	\$166,871	0.0%	3	ACSA Membership
Union SD	Middle School Assistant Principal	214	\$640	\$113,263	\$136,935	\$24,000	\$3,600	\$164,535	-1.4%	4	Longevity and Professional Memberships
Moreland SD	Assistant Principal	209	\$731	\$114,410	\$152,840	\$4,179	\$5,526	\$162,545	-2.6%	5	Longevity
Menlo Park City SD	Assistant/Associate Principal	213	\$681	\$122,441	\$145,040	\$13,250	\$3,250	\$161,540	-3.2%	6	None
Los Gatos Union SD	Assistant Principal	210	\$667	\$124,443	\$140,060	\$16,978	\$4,000	\$161,038	-3.5%	7	Longevity
Las Lomas ESD	Assistant Principal	215	\$689	\$109,555	\$148,118	\$10,008	\$2,700	\$160,826	-3.6%	8	ACSA Membership
Hillsborough City SD	Assistant Principal	205	\$708	\$121,217	\$145,052	\$2,000	\$7,714	\$154,766	-7.3%	9	Longevity and Professional Memberships

Total Compensation Comparisons—Certificated Nonmanagement

Teacher—BA+30, Step 1

All of the comparative districts provided data for a Teacher—BA+30, Step 1 or equivalent job classification. The District ranks 2 of 10 in maximum total compensation at \$89,517. Saratoga Union SD offers the highest maximum total compensation at \$99,312, which is \$9,795, or 10.9%, more than the District. The median total compensation of \$80,448 is \$9,069, or 10.1%, less than the District’s maximum total compensation.

Figure 8: Teacher—BA+30, Step 1								
District	Work Days	Maximum Per Diem	BA+30, Step 1	HWB	Additional Compensation	Max TC	Max TC Variance	Rank
Saratoga Union SD	186	\$342	\$63,608	\$35,704	\$0	\$99,312	10.9%	1
Mountain View Whisman SD	187	\$326	\$60,933	\$28,584	\$0	\$89,517	0.0%	2
Sunnyvale SD	187	\$327	\$61,063	\$26,215	\$0	\$87,278	-2.5%	3
Los Altos SD	186	\$291	\$54,035	\$27,499	\$0	\$81,534	-8.9%	4
Los Gatos Union SD	184	\$349	\$64,145	\$16,978	\$0	\$81,123	-9.4%	5
Union SD	185	\$321	\$59,373	\$20,400	\$0	\$79,773	-10.9%	6
Moreland SD	185	\$299	\$55,266	\$21,160	\$0	\$76,426	-14.6%	7
Menlo Park City SD	186	\$334	\$62,084	\$13,250	\$0	\$75,334	-15.8%	8
Las Lomas ESD	185	\$320	\$59,200	\$10,158	\$0	\$69,358	-22.5%	9
Hillsborough City SD	186	\$317	\$58,981	\$10,008	\$0	\$68,989	-22.9%	10

Teacher—BA+60, Step 10

All of the comparative districts provided data for a Teacher—BA+60, Step 10 or equivalent job classification. The District ranks 2 of 10 in maximum total compensation at \$117,691. Saratoga Union SD offers the highest maximum total compensation at \$128,081, which is \$10,390, or 8.8%, more than the District. The median total compensation of \$108,638 is \$9,053, or 7.7%, less than the District’s maximum total compensation.

Figure 9: Teacher—BA+60, Step 10								
District	Work Days	Maximum Per Diem	BA+60, Step 10	HWB	Additional Compensation	Max TC	Max TC Variance	Rank
Saratoga Union SD	186	\$497	\$92,377	\$35,704	\$0	\$128,081	8.8%	1
Mountain View Whisman SD	187	\$477	\$89,107	\$28,584	\$0	\$117,691	0.0%	2
Sunnyvale SD	187	\$473	\$88,460	\$26,215	\$0	\$114,675	-2.6%	3
Los Altos SD	186	\$443	\$82,396	\$27,499	\$0	\$109,895	-6.6%	4
Hillsborough City SD	186	\$531	\$98,820	\$10,008	\$0	\$108,828	-7.5%	5
Los Gatos Union SD	184	\$497	\$91,470	\$16,978	\$0	\$108,448	-7.9%	6
Menlo Park City SD	186	\$511	\$95,060	\$13,250	\$0	\$108,310	-8.0%	7
Las Lomas ESD	185	\$517	\$95,668	\$10,158	\$0	\$105,826	-10.1%	8
Union SD	185	\$434	\$80,375	\$20,400	\$0	\$100,775	-14.4%	9
Moreland SD	185	\$420	\$77,714	\$21,160	\$0	\$98,874	-16.0%	10

Teacher—Maximum Scheduled Salary

All of the comparative districts provided data for a Teacher—Maximum Scheduled Salary or equivalent job classification. The District ranks 4 of 10 in maximum total compensation at \$137,827. Saratoga Union SD offers the highest maximum total compensation at \$152,818, which is \$14,991, or 10.9%, more than the District. The median total compensation of \$131,330 is \$6,497, or 4.7%, less than the District’s maximum total compensation.

Figure 10: Teacher—Maximum Scheduled Salary									
District	Work Days	Maximum Per Diem	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Maximum Salary Step
Saratoga Union SD	186	\$630	\$117,114	\$35,704	\$0	\$152,818	10.9%	1	25
Sunnyvale SD	187	\$613	\$114,701	\$26,215	\$0	\$140,916	2.2%	2	30
Hillsborough City SD	186	\$702	\$130,551	\$10,008	\$0	\$140,559	2.0%	3	31
Mountain View Whisman SD	187	\$584	\$109,243	\$28,584	\$0	\$137,827	0.0%	4	19
Los Gatos Union SD	184	\$626	\$115,139	\$16,978	\$0	\$132,117	-4.1%	5	17
Los Altos SD	186	\$554	\$103,044	\$27,499	\$0	\$130,543	-5.3%	6	15
Menlo Park City SD	186	\$626	\$116,444	\$13,250	\$0	\$129,694	-5.9%	7	22
Las Lomas ESD	185	\$644	\$119,111	\$10,158	\$0	\$129,269	-6.2%	8	20
Moreland SD	185	\$558	\$103,204	\$21,160	\$0	\$124,364	-9.8%	9	30
Union SD	185	\$559	\$103,500	\$20,400	\$0	\$123,900	-10.1%	10	28

Total Compensation Comparisons—Classified Management

Associate Superintendent/Chief Business Officer

Eight of the comparative districts provided data for an Associate Superintendent/Chief Business Officer or equivalent job classification. The District ranks 5 of 9 in maximum total compensation at \$202,178. Sunnyvale SD offers the highest maximum total compensation at \$234,623, which is \$32,445, or 16.0%, more than the District. The median total compensation of \$202,178 is represented by the District.

Figure 11: Associate Superintendent/Chief Business Officer											
District	Job Classification	Work Days	Max Per Diem	Salary Beg	Salary Max	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Sunnyvale SD	Chief Financial Officer	261 ¹	798.48	\$145,367	\$208,403	\$26,220	\$0	\$234,623	16.0%	1	Professional Memberships District Laptop
Los Altos SD	Assistant Superintendent, Business Services	N/A	N/A	\$162,058	\$189,067	\$25,584	\$4,000	\$218,651	8.1%	2	Longevity
Saratoga Union SD	Chief Business Official	N/A	N/A	\$151,477	\$177,312	\$35,704	\$2,600	\$215,616	6.6%	3	Longevity
Los Gatos Union SD	Chief Business Official	260 ¹	700.7692	\$161,882	\$182,200	\$16,978	\$6,000	\$205,178	1.5%	4	Longevity
Mountain View Whisman SD	Associate Superintendent/Chief Business Officer	224	759.3482	\$0	\$170,094	\$28,584	\$3,500	\$202,178	0.0%	5	ACSA Membership
Moreland SD	Assistant Superintendent of Business Services	220	862.9818	\$144,342	\$189,856	\$4,179	\$5,526	\$199,561	-1.3%	6	Longevity
Las Lomas ESD	Chief Business Officer	N/A	N/A	\$148,605	\$187,837	\$10,008	\$1,200	\$199,045	-1.5%	7	None

Mountain View Whisman School District

Total Compensation Study

November 1, 2017

Figure 11: Associate Superintendent/Chief Business Officer

District	Job Classification	Work Days	Max Per Diem	Salary Beg	Salary Max	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Union SD	Assistant Superintendent Business Services	221	722.3756	\$131,929	\$159,645	\$24,000	\$3,600	\$187,245	-7.4%	8	Longevity Professional Memberships
Hillsborough City SD	Chief Business Official	218	782.133	\$140,143	\$170,505	\$2,000	\$7,714	\$180,219	-10.9%	9	Longevity

¹Inclusive of vacation days and holidays

Director of Fiscal Services

Only three of the comparative districts provided data for a Director of Fiscal Services or equivalent job classification. The remaining districts either employ an assistant superintendent or chief business official to oversee fiscal services. The District ranks first in maximum total compensation at \$189,494, which is \$13,930, or 7.4%, more than the second highest ranked district—Moreland USD at \$175,564. The median total compensation of \$174,112 is \$15,383, or 8.1%, less than the District’s maximum total compensation.

Figure 12: Director of Fiscal Services											
District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Mountain View Whisman SD	Director of Fiscal Services	224	N/A	\$122,311	\$159,410	\$28,584	\$1,500	\$189,494	0.0%	1	ACSA Membership
Moreland SD	Director of Fiscal Services	220	\$754	\$124,630	\$165,859	\$4,179	\$5,526	\$175,564	-7.4%	2	Longevity
Union SD	Director of Fiscal Services	221	\$656	\$119,940	\$145,059	\$24,000	\$3,600	\$172,659	-8.9%	3	Longevity and Professional Memberships
Menlo Park City SD	Director of Fiscal Services	N/A	N/A	\$125,643	\$153,084	\$13,250	\$0	\$166,334	-12.2%	4	None

Director of Technology

All of the comparative districts provided data for a Director of Technology or equivalent job classification. In addition, the District’s salary schedule includes two director-level job classifications to which directors are assigned based on the number of years with the District. As none of the comparative districts make this distinction, and to ensure that a valid comparison was analyzed, the first step for the Director I job classification has been utilized in the beginning salary column and the last step for the Director II job classification has been utilized in the maximum salary column. The District ranks 3 of 10 in maximum total compensation at \$189,494. Sunnyvale SD offers the highest maximum total compensation at \$204,474, which is \$14,980, or 7.9%, more than the District. The median total compensation of \$175,555 is \$13,939, or 7.4%, less than the District’s maximum total compensation.

Figure 13: Director of Technology

District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Sunnyvale SD	Director of Educational Technology and Student Information ¹	N/A	N/A	\$142,234	\$173,377	\$26,215	\$4,882	\$204,474	7.9%	1	Professional Growth
Los Altos SD	Director of Information Technology ¹	N/A	N/A	\$141,801	\$159,808	\$25,593	\$6,760	\$192,161	1.4%	2	Longevity
Mountain View Whisman SD	Director of Technology	224	\$712	\$122,311	\$159,410	\$28,584	\$1,500	\$189,494	0.0%	3	ACSA Membership
Saratoga Union SD	Director of Technology	N/A	N/A	\$114,432	\$146,047	\$35,704	\$2,600	\$184,351	-2.7%	4	Longevity
Moreland SD	Director of Technology	220	\$754	\$124,630	\$165,859	\$4,179	\$5,526	\$175,564	-7.4%	5	Longevity
Los Gatos Union SD	Director – Technology, Assessment, and Accountability ¹	221	\$699	\$134,639	\$154,568	\$16,978	\$4,000	\$175,546	-7.4%	6	Longevity
Menlo Park City SD	Director of Technology	N/A	N/A	\$132,186	\$160,613	\$13,250	\$0	\$173,863	-8.2%	7	None
Las Lomas ESD	Director of Technology ¹	225	\$706	\$117,575	\$158,961	\$10,008	\$2,700	\$171,669	-9.4%	8	ACSA Membership

Mountain View Whisman School District

Total Compensation Study

November 1, 2017

Figure 13: Director of Technology

District	Job Classification	Work Days	Maximum Per Diem	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Hillsborough City SD	Director of Technology ¹	212	\$732	\$128,305	\$155,192	\$2,000	\$7,714	\$164,906	-13.0%	9	Longevity and Professional Memberships
Union SD	Director of Information and Instructional Technology	221	\$620	\$113,263	\$136,935	\$24,000	\$3,600	\$164,535	-13.2%	10	Longevity and Professional Memberships

¹ Identified as a certificated management position

Total Compensation Comparisons—Classified Nonmanagement

Account Technician IV

Eight of the comparative districts provided data for an Account Technician IV or equivalent job classification. The District ranks 2 of 9 in maximum total compensation at \$8,491. Saratoga Union SD offers the highest maximum total compensation at \$8,679, which is \$188, or 2.2%, more than the District. The median total compensation of \$6,880, represented by Los Gatos Union SD, is \$1,611, or 19.0%, less than the District’s maximum total compensation.

Figure 14: Account Technician IV

District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Saratoga Union SD	Account Technician II ¹	\$4,469	\$5,704	\$2,975	\$0	\$8,679	2.2%	1	Longevity
Mountain View Whisman SD	Account Technician IV	\$4,560	\$6,109	\$2,382	\$0	\$8,491	0.0%	2	Longevity and Professional Growth
Sunnyvale SD	Accounting Assistant I – Payroll	\$4,649	\$5,664	\$2,174	\$0	\$7,838	-7.7%	3	Longevity and Professional Growth
Las Lomas ESD	Business Office Technician	\$5,089	\$6,495	\$715	\$0	\$7,210	-15.1%	4	Longevity and Professional Growth
Los Gatos Union SD	Accounting Specialist	\$4,186	\$5,465	\$1,415	\$0	\$6,880	-19.0%	5	Longevity and Professional Growth
Moreland SD	Accounting Technician	\$3,995	\$5,105	\$1,763	\$0	\$6,868	-19.1%	6	Longevity
Menlo Park City SD	Accounts Payable/ Account Technician	\$4,498	\$5,741	\$1,104	\$0	\$6,845	-19.4%	7	Longevity
Hillsborough City SD	Senior Account Technician	\$4,880	\$5,932	\$883	\$0	\$6,815	-19.7%	8	Longevity and Professional Growth
Union SD	Accounting Technician – Payable/Receivable	\$4,042	\$4,638	\$1,700	\$0	\$6,338	-25.4%	9	Longevity and Professional Growth

¹ Identified as a confidential position

Bus Driver

Four of the comparative districts provided data for a Bus Driver or equivalent job classification. The District ranks 2 of 5 in maximum total compensation at \$6,942. Sunnyvale SD offers the highest maximum total compensation at \$7,030, which is \$88, or 1.3%, more than the District. The median total compensation of \$6,526, represented by Moreland SD, is \$416, or 6.0%, less than the District’s maximum total compensation.

Figure 15: Bus Driver									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Sunnyvale SD	Bus Driver/ Maintenance Worker	\$3,989	\$4,856	\$2,174	\$0	\$7,030	1.3%	1	Longevity and Professional Growth
Mountain View Whisman SD	Bus Driver	\$3,401	\$4,560	\$2,382	\$0	\$6,942	0.0%	2	Longevity and Professional Growth
Moreland SD	School Bus Driver	\$3,732	\$4,763	\$1,763	\$0	\$6,526	-6.0%	3	Longevity
Las Lomas ESD	Bus Driver	\$4,498	\$5,740	\$715	\$0	\$6,455	-7.0%	4	Longevity and Professional Growth
Menlo Park City SD	Bus Driver	\$4,177	\$5,330	\$1,104	\$0	\$6,434	-7.3%	5	Longevity

Child Nutrition I

Five of the comparative districts provided data for a Child Nutrition I or equivalent job classification. The District offers the highest maximum total compensation at \$5,955, which is \$106, or 1.8% more than the second highest ranked district—Saratoga Union SD at \$5,849. The median total compensation of \$5,501 is \$454, or 7.6%, less than the District’s maximum total compensation.

Figure 16: Child Nutrition I									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Mountain View Whisman SD	Child Nutrition I	\$2,665	\$3,573	\$2,382	\$0	\$5,955	0.0%	1	Longevity and Professional Growth
Saratoga Union SD	Child Nutrition I	\$2,928	\$3,737	\$2,112	\$0	\$5,849	-1.8%	2	Longevity
Sunnyvale SD	Food Service Assistant I	\$2,938	\$3,575	\$2,174	\$0	\$5,749	-3.5%	3	Longevity and Professional Growth
Los Gatos Union SD	Food Service Associate I	\$2,941	\$3,839	\$1,415	\$0	\$5,254	-11.8%	4	Longevity and Professional Growth
Moreland SD	Food Service Worker I	\$2,687	\$3,427	\$1,763	\$0	\$5,190	-12.8%	5	Longevity
Union SD	Food Service Assistant	\$2,772	\$3,179	\$1,700	\$0	\$4,879	-18.1%	6	Longevity and Professional Growth

Clerical Assistant III

Eight of the comparative districts provided data for a Clerical Assistant III or equivalent job classification. The District ranks 6 of 9 in maximum total compensation at \$6,321. Saratoga Union SD offers the highest maximum total compensation at \$7,038, which is \$717, or 11.3%, more than the District. The median total compensation of \$6,392, represented by Hillsborough City SD, is \$71, or 1.1%, more than the District’s maximum total compensation.

Figure 17: Clerical Assistant III									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Saratoga Union SD	Office Assistant 1 ¹	\$3,183	\$4,063	\$2,975	\$0	\$7,038	11.3%	1	Longevity
Moreland SD	Administrative Assistant 1 – School Site	\$3,806	\$4,858	\$1,763	\$0	\$6,622	4.8%	2	Longevity
Sunnyvale SD	School Administrative Assistant I	\$3,545	\$4,323	\$2,174	\$0	\$6,497	2.8%	3	Longevity and Professional Growth
Los Gatos Union SD	Administrative Assistant 1 – Middle School	\$3,865	\$5,047	\$1,415	\$0	\$6,462	2.2%	4	Longevity and Professional Growth
Hillsborough City SD	Administrative Assistant II District Office	\$4,532	\$5,509	\$883	\$0	\$6,392	1.1%	5	Longevity and Professional Growth
Mountain View Whisman SD	Clerical Assistant III	\$2,940	\$3,939	\$2,382	\$0	\$6,321	0.0%	6	Longevity and Professional Growth
Los Altos SD	School Office Clerk	\$2,747	\$3,857	\$2,446	\$0	\$6,302	-0.3%	7	Longevity and Professional Growth
Las Lomas ESD	School Office Assistant	\$3,784	\$4,829	\$715	\$0	\$5,544	-12.3%	8	Longevity and Professional Growth
Union SD	School Office Assistant	\$2,966	\$3,402	\$1,700	\$0	\$5,102	-19.3%	9	Longevity and Professional Growth

¹ Identified as a confidential position

Custodian

All of the comparative districts provided data for a Custodian or equivalent job classification. The District ranks 3 of 10 in maximum total compensation at \$6,942. Los Altos SD offers the highest maximum total compensation at \$7,327, which is \$385, or 5.5%, more than the District. The median total compensation of \$6,348 is \$594, or 8.5%, less than the District’s maximum total compensation.

Figure 18: Custodian									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Los Altos SD	Custodian	\$3,468	\$4,881	\$2,446	\$0	\$7,327	5.5%	1	Longevity and Professional Growth
Saratoga Union SD	School Custodian	\$3,944	\$5,033	\$2,112	\$0	\$7,145	2.9%	2	Longevity
Mountain View Whisman SD	Custodian	\$3,401	\$4,560	\$2,382	\$0	\$6,942	0.0%	3	Longevity and Professional Growth
Sunnyvale SD	Custodian I	\$3,801	\$4,649	\$2,174	\$0	\$6,823	-1.7%	4	Longevity and Professional Growth
Los Gatos Union SD	Custodian I	\$3,917	\$5,106	\$1,415	\$0	\$6,521	-6.1%	5	Longevity and Professional Growth
Menlo Park City SD	Day Custodian	\$3,974	\$5,072	\$1,104	\$0	\$6,176	-11.0%	6	Longevity
Hillsborough City SD	Custodian	\$4,314	\$5,243	\$883	\$0	\$6,126	-11.8%	7	Longevity and Professional Growth
Las Lomas ESD	Custodian	\$4,229	\$5,397	\$715	\$0	\$6,112	-12.0%	8	Longevity and Professional Growth
Moreland SD	Custodian	\$3,312	\$4,229	\$1,763	\$0	\$5,993	-13.7%	9	Longevity
Union SD	Custodian	\$3,522	\$4,042	\$1,700	\$0	\$5,742	-17.3%	10	Longevity and Professional Growth

Department Secretary

Eight of the comparative districts provided data for a Department Secretary or equivalent job classification. The District ranks 3 of 9 in maximum total compensation at \$7,409. Saratoga Union SD offers the highest maximum total compensation at \$7,895, which is \$486, or 6.6%, more than the District. The median total compensation of \$6,989, represented by Menlo Park City SD, is \$420, or 5.7%, less than the District’s maximum total compensation.

Figure 19: Department Secretary									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Saratoga Union SD	Administrative Assistant	\$4,531	\$5,783	\$2,112	\$0	\$7,895	6.6%	1	Longevity
Sunnyvale SD	Department Administrative Assistant	\$4,536	\$5,525	\$2,174	\$0	\$7,699	3.9%	2	Longevity and Professional Growth
Mountain View Whisman SD	Department Secretary	\$3,752	\$5,027	\$2,382	\$0	\$7,409	0.0%	3	Longevity and Professional Growth
Los Altos SD	District Office Secretary	\$3,468	\$4,881	\$2,446	\$0	\$7,327	-1.1%	4	Longevity and Professional Growth
Menlo Park City SD	District Office Administrative Assistants	\$4,611	\$5,885	\$1,104	\$0	\$6,989	-5.7%	5	Longevity
Los Gatos Union SD	Administrative Assistant/Maintenance and Operations	\$4,165	\$5,430	\$1,415	\$0	\$6,845	-7.6%	6	Longevity and Professional Growth
Hillsborough City SD	Receptionist/Administrative Assistant II	\$4,532	\$5,509	\$883	\$0	\$6,392	-13.7%	7	Longevity and Professional Growth
Las Lomas ESD	Business Office Assistant	\$4,334	\$5,532	\$715	\$0	\$6,247	-15.7%	8	Longevity and Professional Growth
Union SD	Administrative Assistant I	\$3,903	\$4,481	\$1,700	\$0	\$6,181	-16.6%	9	Longevity and Professional Growth

General Maintenance Worker

All of the comparative districts provided data for a General Maintenance Worker or equivalent job classification. The District ranks 3 of 10 in maximum total compensation at \$7,923. Sunnyvale SD offers the highest maximum total compensation at \$8,569, which is \$646, or 8.1%, more than the District. The median total compensation of \$7,531 is \$392, or 4.9%, less than the District’s maximum total compensation.

Figure 20: General Maintenance Worker									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Sunnyvale SD	Skilled Maintenance Worker	\$5,269	\$6,395	\$2,174	\$0	\$8,569	8.1%	1	Longevity and Professional Growth
Los Altos SD	Maintenance Worker	\$3,925	\$5,523	\$2,446	\$0	\$7,969	0.6%	2	Longevity and Professional Growth
Mountain View Whisman SD	General Maintenance Worker	\$4,135	\$5,541	\$2,382	\$0	\$7,923	0.0%	3	Longevity and Professional Growth
Los Gatos Union SD	Maintenance Specialist II	\$4,808	\$6,275	\$1,415	\$0	\$7,689	-2.9%	4	Longevity and Professional Growth
Saratoga Union SD	Maintenance Craftsman	\$4,072	\$5,496	\$2,112	\$0	\$7,608	-4.0%	5	Longevity
Las Lomas ESD	Maintenance Worker I	\$5,281	\$6,740	\$715	\$0	\$7,455	-5.9%	6	Longevity and Professional Growth
Hillsborough City SD	Maintenance Worker	\$5,002	\$6,081	\$883	\$432	\$7,396	-6.7%	7	Longevity and Professional Growth
Moreland SD	Building Maintenance Worker	\$4,191	\$5,352	\$1,763	\$0	\$7,116	-10.2%	8	Longevity
Union SD	Maintenance Specialist	\$4,333	\$4,971	\$1,700	\$0	\$6,671	-15.8%	9	Longevity and Professional Growth
Menlo Park City SD	Custodian/Maintenance	\$4,075	\$5,200	\$1,104	\$0	\$6,304	-20.4%	10	Longevity

Health Assistant

Six of the comparative districts provided data for a Health Assistant or equivalent job classification. The District ranks 4 of 7 in maximum total compensation at \$6,321. Los Altos SD offers the highest maximum total compensation at \$7,823, which is \$1,502, or 23.8%, more than the District. The median total compensation is represented by the District.

Figure 21: Health Assistant									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Los Altos SD	School Health Assistant	\$3,820	\$5,377	\$2,446	\$0	\$7,823	23.8%	1	Longevity and Professional Growth
Menlo Park City SD	Health Services Assistant	\$4,498	\$5,741	\$1,104	\$0	\$6,845	8.3%	2	Longevity
Saratoga Union SD	Middle School Health Aide	\$3,648	\$4,656	\$2,112	\$0	\$6,768	7.1%	3	Longevity
Mountain View Whisman SD	Health Assistant	\$2,940	\$3,939	\$2,382	\$0	\$6,321	0.0%	4	Longevity and Professional Growth
Sunnyvale SD	Health Assistant	\$3,227	\$3,932	\$2,174	\$0	\$6,106	-3.4%	5	Longevity and Professional Growth
Los Gatos Union SD	Health Clerk	\$3,212	\$4,186	\$1,415	\$0	\$5,601	-11.4%	6	Longevity and Professional Growth
Union SD	Health Clerk	\$3,288	\$3,775	\$1,700	\$0	\$5,475	-13.4%	7	Longevity and Professional Growth

Human Resources Technician

Five of the comparative districts provided data for a Human Resources Technician or equivalent job classification. The District ranks 5 of 6 in maximum total compensation at \$8,491. Los Altos SD offers the highest maximum total compensation at \$10,457, which is \$1,966, or 23.2%, more than the District. The median total compensation of \$9,299 is \$808, or 9.5%, more than the District’s maximum total compensation.

Figure 22: Human Resources Technician									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Los Altos SD	Personnel Specialist ¹	\$5,663	\$8,011	\$2,446	\$0	\$10,457	23.2%	1	Longevity and Professional Growth
Sunnyvale SD	Confidential Personnel Analyst ¹	\$6,108	\$8,256	\$2,174	\$0	\$10,430	22.8%	2	Professional Growth
Las Lomas ESD	Human Resources Specialist ¹	\$5,891	\$8,703	\$834	\$0	\$9,537	12.3%	3	None
Los Gatos Union SD	Human Resources Analyst ¹	\$6,291	\$7,646	\$1,415	\$0	\$9,061	6.7%	4	Longevity and Professional Growth
Mountain View Whisman SD	Human Resources Technician	\$4,560	\$6,109	\$2,382	\$0	\$8,491	0.0%	5	Longevity and Professional Growth
Union SD	Human Resources Technician	\$4,638	\$5,323	\$1,700	\$0	\$7,023	-17.3%	6	Longevity and Professional Growth

¹ Identified as a confidential position

Instructional Assistant, Special Education

All of the comparative districts provided data for an Instructional Assistant, Special Education, or equivalent job classification. The District ranks 2 of 10 in maximum total compensation at \$6,517. Los Altos SD offers the highest maximum total compensation at \$6,897, which is \$380, or 5.8%, more than the District. The median total compensation of \$5,909 is \$608, or 9.3%, less than the District’s maximum total compensation.

Figure 23: Instructional Assistant, Special Education									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Los Altos SD	Instructional Assistant, Special Education	\$3,401	\$4,451	\$2,446	\$0	\$6,897	5.8%	1	Longevity and Professional Growth
Mountain View Whisman SD	Instructional Assistant, Special Education	\$3,086	\$4,135	\$2,382	\$0	\$6,517	0.0%	2	Longevity and Professional Growth
Saratoga Union SD	Special Education Instructional Aide 2 Health Certified	\$3,424	\$4,370	\$2,112	\$0	\$6,482	-0.5%	3	Longevity
Sunnyvale SD	Para Educator – Special Ed (ED)	\$3,168	\$3,861	\$2,174	\$0	\$6,035	-7.4%	4	Longevity and Professional Growth
Moreland SD	Instructional Assistant, Special Education	\$3,323	\$4,238	\$1,763	\$0	\$6,001	-7.9%	5	Longevity
Los Gatos Union SD	Instructional Assistant I	\$3,376	\$4,403	\$1,415	\$0	\$5,817	-10.7%	6	Longevity and Professional Growth
Menlo Park City SD	Paraeducator Special Education	\$3,510	\$4,481	\$1,104	\$0	\$5,585	-14.3%	7	Longevity
Hillsborough City SD	Paraeducator	\$3,673	\$4,465	\$883	\$0	\$5,348	-17.9%	8	Longevity and Professional Growth
Union SD	Instructional Assistant, Special Education – Mild/Moderate	\$2,966	\$3,402	\$1,700	\$0	\$5,102	-21.7%	9	Longevity and Professional Growth
Las Lomas ESD	Paraeducator: Special Education	\$3,558	\$4,325	\$715	\$0	\$5,040	-22.7%	10	Longevity and Professional Growth

Library Technician

Eight of the comparative districts provided data for a Library Technician or equivalent job classification. The District ranks 3 of 9 in maximum total compensation at \$6,321. Saratoga Union SD offers the highest maximum total compensation at \$6,532, which is \$211, or 3.3%, more than the District. The median total compensation of \$5,817, represented by Los Gatos Union SD, is \$504, or 8.0%, less than the District’s maximum total compensation.

Figure 24: Library Technician									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Saratoga Union SD	Library Technician	\$3,463	\$4,420	\$2,112	\$0	\$6,532	3.3%	1	Longevity
Sunnyvale SD	Learning Resource Center Specialist	\$3,545	\$4,323	\$2,174	\$0	\$6,497	2.8%	2	Longevity and Professional Growth
Mountain View Whisman SD	Library Technician	\$2,940	\$3,939	\$2,382	\$0	\$6,321	0.0%	3	Longevity and Professional Growth
Moreland SD	Library Specialist	\$3,387	\$4,326	\$1,763	\$0	\$6,090	-3.7%	4	Longevity
Los Gatos Union SD	Library Media Specialist	\$3,376	\$4,403	\$1,415	\$0	\$5,817	-8.0%	5	Longevity and Professional Growth
Menlo Park City SD	Library Aide	\$3,688	\$4,708	\$1,104	\$0	\$5,812	-8.1%	6	Longevity
Las Lomas ESD	Library Assistant	\$3,927	\$4,733	\$715	\$0	\$5,448	-13.8%	7	Longevity and Professional Growth
Hillsborough City SD	Library Media Technician	\$3,720	\$4,521	\$883	\$0	\$5,404	-14.5%	8	Longevity and Professional Growth
Union SD	Library Media Assistant I	\$2,865	\$3,288	\$1,700	\$0	\$4,988	-21.1%	9	Longevity and Professional Growth

School and Community Engagement Facilitator

Three of the comparative districts provided data for a School and Community Engagement Facilitator or equivalent job classification. The District ranks the highest in maximum total compensation at \$8,491, which is \$2,057, or 24.2%, less than the second highest ranked district—Menlo Park City SD at \$6,434. The median total compensation of \$6,369 is \$2,122, or 25.0%, less than the District’s maximum total compensation.

Figure 25: School and Community Engagement Facilitator									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Mountain View Whisman SD	School and Community Engagement Facilitator	\$4,560	\$6,109	\$2,382	\$0	\$8,491	0.0%	1	Longevity and Professional Growth
Menlo Park City SD	Family Engagement Liaison	\$4,177	\$5,330	\$1,104	\$0	\$6,434	-24.2%	2	Longevity
Los Altos SD	Neighborhood Liaison Worker	\$2,747	\$3,857	\$2,446	\$0	\$6,303	-25.8%	3	Longevity and Professional Growth
Moreland SD	Community Liaison	\$3,387	\$4,326	\$1,763	\$0	\$6,090	-28.3%	4	Longevity

School Secretary—Elementary

All of the comparative districts provided data for a School Secretary—Elementary or equivalent job classification. The District ranks 2 of 10 in maximum total compensation at \$7,409. Los Altos SD offers the highest maximum total compensation at \$7,823, which is \$414, or 5.6%, more than the District. The median total compensation of \$6,744 is \$665, or 9.0%, less than the District’s maximum total compensation.

Figure 26: School Secretary—Elementary									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Los Altos SD	Administrative Secretary – Schools	\$3,820	\$5,377	\$2,446	\$0	\$7,823	5.6%	1	Longevity and Professional Growth
Mountain View Whisman SD	School Secretary – Elementary	\$3,752	\$5,027	\$2,382	\$0	\$7,409	0.0%	2	Longevity and Professional Growth
Sunnyvale SD	School Administrative Assistant II	\$3,811	\$4,659	\$2,174	\$0	\$6,834	-7.8%	3	Longevity and Professional Growth
Menlo Park City SD	School Administrative Assistant	\$4,075	\$5,720	\$1,104	\$0	\$6,824	-7.9%	4	Longevity
Las Lomas ESD	School Secretary II	\$4,725	\$6,031	\$715	\$0	\$6,746	-8.9%	5	Longevity and Professional Growth
Moreland SD	Administrative Assistant II – Middle School – K-8	\$3,900	\$4,978	\$1,763	\$0	\$6,741	-9.0%	6	Longevity
Saratoga Union SD	K-5 School Secretary	\$3,463	\$4,420	\$2,112	\$0	\$6,532	-11.8%	7	Longevity
Los Gatos Union SD	Administrative Assistant I K-5	\$3,865	\$5,047	\$1,415	\$0	\$6,462	-12.8%	8	Longevity and Professional Growth
Hillsborough City SD	Administrative Assistant II K-5	\$4,532	\$5,509	\$883	\$0	\$6,392	-13.7%	9	Longevity and Professional Growth
Union SD	School Administrative Assistant	\$3,903	\$4,481	\$1,700	\$0	\$6,181	-16.6%	10	Longevity and Professional Growth

Technology Support Technician

Seven of the comparative districts provided data for a Technology Support Technician or equivalent job classification. The District ranks 3 of 8 in maximum total compensation at \$8,491. Sunnyvale SD offers the highest maximum total compensation at \$9,423, which is \$932, or 11.0%, more than the District. The median total compensation of \$7,899 is \$592, or 7.0%, less than the District’s maximum total compensation.

Figure 27: Technology Support Technician									
District	Job Classification	Beginning Salary	Maximum Salary	HWB	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Sunnyvale SD	Network Systems Specialist	\$5,947	\$7,249	\$2,174	\$0	\$9,423	11.0%	1	Longevity and Professional Growth
Los Altos SD	Computer Network Specialist	\$5,498	\$6,576	\$2,446	\$0	\$9,022	6.3%	2	Longevity and Professional Growth
Mountain View Whisman SD	Technology Support Technician	\$4,560	\$6,109	\$2,382	\$0	\$8,491	0.0%	3	Longevity and Professional Growth
Moreland SD	Information Technology Support Technician	\$4,810	\$6,139	\$1,763	\$0	\$7,903	-6.9%	4	Longevity
Saratoga Union SD	Computer Technology Specialist	\$4,531	\$5,783	\$2,112	\$0	\$7,895	-7.0%	5	Longevity
Los Gatos Union SD	IT Technician	\$4,590	\$5,989	\$1,415	\$0	\$7,403	-12.8%	6	Longevity and Professional Growth
Hillsborough City SD	Support Technician	\$4,106	\$4,991	\$883	\$0	\$5,874	-30.8%	7	Longevity and Professional Growth
Union SD	Site Technology Support Specialist	\$3,522	\$4,042	\$1,700	\$0	\$5,742	-32.4%	8	Longevity and Professional Growth

Summary and Conclusions

The District ranks above the median total compensation for the majority of the job classifications. Of the 27 job classifications analyzed, 21, or 77.8%, are above the median total compensation, two are at the median, and only four are below. The four job classifications below the median total compensation—Clerical Assistant III, Assistant Superintendent, Educational Services, Human Resources Technician, and Superintendent—are between 1.1% and 10.8% below the median.

Excluding the three certificated nonmanagement job classifications, the 18 job classifications above the median total compensation range from 1.1% above (Principal—Elementary) to 33.3% above (School and Community Engagement Facilitator). Five of these job classifications are within 5% of the median total compensation.

When comparing certificated nonmanagement's maximum total compensation for the three benchmark career levels—BA+30, Step 1; BA+60, Step 10; and Maximum Scheduled Salary—our analysis indicates that the District's compensation is competitive. At all three benchmark career levels, the combination of salary plus additional benefits and compensation place the District above the median total compensation—ranging from 4.9% above at the maximum step to 11.3% above at the beginning step. The mid-step falls in between at 8.3% above the median total compensation.

Based upon these comparisons, the District's total compensation is generally competitive. If it is determined that compensation enhancements are needed, it may not be feasible or fiscally prudent to consider or make compensation adjustments all at once. We recommend that the District develop a schedule of priorities for adjusting compensation over a period of time as ongoing revenues can support increases. This report should serve as a baseline analysis of comparability that will allow the District to determine its future compensation structure.

Appendix A—District Rankings

Certificated Management

Position	District Ranking			Total Compensation	Median Compensation	Difference Above/Below Median	% Difference Above/Below Median
Assistant Superintendent of Educational Services	5	of	7	\$200,178	\$211,735	-\$11,557	-5.5%
Director of Curriculum and Instructional Assessment	3	of	9	\$197,198	\$191,885	\$5,313	2.8%
Director of Special Education	4	of	9	\$197,198	\$192,161	\$5,037	2.6%
Principal – Elementary	4	of	10	\$180,942	\$179,051	\$1,891	1.1%
Psychologist	4	of	10	\$150,272	\$145,945	\$4,327	3.0%
Superintendent	6	of	9	\$248,584	\$278,773	-\$30,189	-10.8%
Vice Principal – Middle School	3	of	9	\$166,871	\$162,545	\$4,326	2.7%

Certificated Nonmanagement

Position	District Ranking			Total Compensation	Median Compensation	Difference Above/Below Median	% Difference Above/Below Median
BA+30, Step 1	2	of	10	\$89,517	\$80,448	\$9,069	11.3%
BA+60, Step 10	2	of	10	\$117,691	\$108,638	\$9,053	8.3%
Maximum Scheduled Salary	4	of	10	\$137,827	\$131,330	\$6,497	4.9%

Classified Management

Position	District Ranking			Total Compensation	Median Compensation	Difference Above/Below Median	% Difference Above/Below Median
Associate Superintendent/Chief Business Officer	5	of	9	\$202,178	\$202,178	\$0	0.0%
Director of Fiscal Services	1	of	4	\$189,494	\$174,112	\$15,383	8.8%
Director of Technology	3	of	10	\$189,494	\$175,555	\$13,939	7.9%

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Classified Nonmanagement

Position	District Ranking			Total Compensation	Median Compensation	Difference Above/Below Median	% Difference Above/Below Median
Account Technician IV	2	of	9	\$8,491	\$6,880	\$1,611	23.4%
Bus Driver	2	of	5	\$6,942	\$6,526	\$416	6.4%
Child Nutrition I	1	of	6	\$5,955	\$5,501	\$454	8.2%
Clerical Assistant III	6	of	9	\$6,321	\$6,392	-\$71	-1.1%
Custodian	3	of	10	\$6,942	\$6,348	\$594	9.3%
Department Secretary	3	of	9	\$7,409	\$6,989	\$420	6.0%
General Maintenance Worker	3	of	10	\$7,923	\$7,531	\$392	5.2%
Health Assistant	4	of	7	\$6,321	\$6,321	\$0	0.0%
Human Resources Technician	5	of	6	\$8,491	\$9,299	-\$808	-8.7%
Instructional Assistant, Special Education	2	of	10	\$6,517	\$5,909	\$608	10.3%
Library Technician	3	of	9	\$6,321	\$5,817	\$504	8.7%
School and Community Engagement Facilitator	1	of	4	\$8,491	\$6,369	\$2,122	25.0%
School Secretary – Elementary	2	of	10	\$7,409	\$6,744	\$665	9.9%
Technology Support Technician	3	of	8	\$8,491	\$7,899	\$592	7.5%

Appendix B—Longevity

District	Classification	Longevity
Hillsborough City SD	Certificated Management	1.0% at the beginning of the 7 th year of service 2.5% at the beginning of the 8 th year of service 1.0% at the beginning of the 10 th year of service 2.5% at the beginning of the 11 th year of service 1.0% at the beginning of the 13 th year of service 2.5% at the beginning of the 14 th year of service 1.0% at the beginning of the 16 th year of service 2.5% at the beginning of the 17 th year of service 1.0% at the beginning of the 19 th year of service 2.5% at the beginning of the 20 th year of service 1.0% at the beginning of the 22 nd year of service 1.0% at the beginning of the 25 th year of service 1.0% at the beginning of the 28 th year of service
	Classified Management	As recognition of long service to the District, an employee’s salary will be increased by an additional 2.5% beginning at the 6th, 8th, 10th, 12th, and 14th years in the district.
	Confidential	As recognition of long service to the District, an employee’s salary will be increased by an additional 3% per month over step E at the beginning of the 6 th , 9 th , 13 th , 17 th , 21 st , and 25 th years of service.
	Classified	As a recognition of longevity, an employee’s salary will be increased by: <ul style="list-style-type: none"> • 3% per month at the beginning of the eighth (8th) year of service • an additional 3% per month (6% total) at the beginning of the twelfth (12th) year • an additional 3% per month (9% total) at the beginning of the sixteenth (16th) year • an additional 3% per month (12% total) at the beginning of the twentieth (20th) year • an additional 3% per month (15% total) at the beginning of the twenty-fourth (24th) year
	Certificated	Included on salary schedule.
Las Lomas ESD	Certificated Management	None
	Classified Management	
	Confidential	
	Classified	The Salary Schedule shall include the following longevity increments: When an employee has served the District for six and one-half (6½) consecutive years, a longevity pay increment will become effective; after ten (10) years of consecutive service a second longevity increment will be recognized; after fourteen (14) years of consecutive service, a third longevity

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District	Classification	Longevity
		increment will be recognized and after nineteen and one half (19½) years of consecutive service, a fourth (4th) longevity increment will be recognized.
	Certificated	Included on salary schedule.
Los Altos SD	Certificated Management	2% - 10 years 2% - 15 years 3% - 20 years 3% - 25 years
	Classified Management	5-9 years = \$180.00 per month 10-13 years = \$260.00 per month 14-17 years = \$340.00 per month 18-21 years = \$420.00 per month 22-25 years = \$500.00 per month 26+ years = \$580.00 per month
	Confidential	6-9 years = \$50.00 per month 10-13 years = \$75.00 per month 14-17 years = \$100.00 per month 18-21 years = \$125.00 per month 22-25 years = \$150.00 per month 26+ years = \$175.00 per month
	Classified	6-9 years = \$50.00 per month 10-13 years = \$75.00 per month 14-17 years = \$100.00 per month 18-21 years = \$125.00 per month 22-25 years = \$150.00 per month 26+ years = \$175.00 per month
	Certificated	None
Los Gatos Union SD	Certificated Management	Longevity advancement to Step 6 requires three years of full time service within the district if initially placed on STEP 4 or 5. Longevity advancement between Steps 6 - 7 requires two years of full time service at each step with a 2% increase. Longevity advancement between Steps 7 - 9 requires three years of full time service at each step with a 3 % increase.
	Classified Management	Employees who move extra steps on the longevity scale due to the realignment of the salary schedule shall remain on that step until he/she would have reached the current step by years of service.
	Confidential	Advancement for each step is calculated at 5% effective December 1, 2015. Advancement to Step 6 requires three years of full-time service at Step 5. Advancement between Steps 6-10 requires three years of full-time service at each step. Years credited for advancement from Steps 5 includes the year an employee is placed at a step as defined by Anniversary Date.
	Classified	In order to advance on the Salary Schedule from Step 5 through Step 9, an employee must serve in the same position and complete the required years of service in that position. Years of Service for Advancement: <ul style="list-style-type: none"> An employee must complete 3 years at Step 5 in order to advance to Step 6. An employee must complete 3 years at Step 6 in order to advance to Step 7.

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District	Classification	Longevity
		<ul style="list-style-type: none"> An employee must complete 3 years at Step 7 in order to advance to Step 8. An employee must complete 3 years at Step 8 in order to advance to Step 9.
	Certificated	Included on salary schedule.
Menlo Park City SD	Certificated Management	None
	Classified Management	
	Confidential	
	Classified	A longevity increase of 2.5% will be given at years 8, 12, 16, 20, and 24
	Certificated	Included on salary schedule.
Moreland	Certificated Management	\$2,500 at the end of years 10, 14, 17, 20
	Classified Management	
	Confidential	
	Classified	<p>Unit members who have satisfactory evaluations for the two years immediately preceding the indicated beginning date shall be entitled to longevity increments beginning the first of the month following completion of the years of required service listed below:</p> <p>Required Service Longevity Increment</p> <p>After 8 years 1 increment</p> <p>After 12 years 2 increments</p> <p>After 16 years 3 increments</p> <p>After 20 years 4 increments</p> <p>After 24 years 5 increments</p> <p>For every four (4) years thereafter an increment will be added. The amount of each increment will be \$851.15.</p>
	Certificated	None
Mountain View Whisman SD	Certificated Management	None
	Classified Management	
	Confidential	<p>8 - 9 years \$45/month</p> <p>10 - 12 years \$65/month</p> <p>13 - 15 years \$85/month</p> <p>16 - 18 years \$105/month</p>
	Classified	

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District	Classification	Longevity
		19 - 21 years \$135/month 22 - 24 years \$165/month 25+ years \$195/month
	Certificated	None
Saratoga Union SD	Certificated Management	A longevity increase of 1.25% will be granted each year beyond Step 6.
	Classified Management	
	Confidential	
	Classified	A longevity increase of 5% will be granted at Steps 6 and 8.
	Certificated	Included on salary schedule.
Sunnyvale SD	Certificated Management	Certificated Directors – \$3,717 longevity/anniversary increment at years 15 and 18 Principals –\$3,773 longevity/anniversary increment at years 15, 18, and 21 Asst. Principals –\$3,510 longevity/anniversary increment at years 15, 18, and 21
	Classified Management	None
	Confidential	
	Classified	The classified employees’ salary schedule provides for twelve (12) longevity increments. An employee stays on Step E of the schedule for two (2) years. At the beginning of his seventh (7 th) year of service, he/she receives the first longevity increment. Therefore, he/she receives the first longevity increments at the beginning of his/her 9 th , 11 th , 13 th , 15 th , 18 th , 20 th , 22 nd , 24 th , 26 th , 28 th , and 30 th years of service. Longevity increments are allowed for total years of service in Sunnyvale School District, not years of service in a single position.
	Certificated	Included on salary schedule.
Union SD	Certificated Management	A longevity increase of 3.88% will be given at years 7, 11, and 15.
	Classified Management	
	Confidential	
	Classified	A longevity increase of 3.5% will be given at years 6, 9, 12, 15, 18, 21, and 24.
	Certificated	None

Appendix C—Professional Growth

District	Classification	Professional Growth
Hillsborough City SD	Certificated Management	None
	Classified Management	
	Confidential	
	Classified	For each nine (9) units credited to the employee, a salary increase of \$500 per year up to a maximum of fifty-four (54) units.
	Certificated	None.
Las Lomas ESD	Certificated Management	None
	Classified Management	
	Confidential	
	Classified	Unit members completing one (1) unit (fifteen [15] hours) of approved course work shall receive eleven dollars (\$11) per semester unit per month. The maximum total salary credit which may be received by any unit member is ten percent (10%) of the unit member’s annual salary or one hundred dollars (\$100) per month, whichever is greater.
	Certificated	Effective July 1, 2012, unit members who have earned 90 units of credit shall be paid a one-time stipend of \$300 upon the successful completion of 15 hours of such training, up to a maximum of 45 hours per person in any given school year.
Los Altos SD	Certificated Management	None
	Classified Management	
	Confidential	\$8 per approved unit, no unit cap
	Classified	
	Certificated	None
Los Gatos Union SD	Certificated Management	None
	Classified Management	
	Confidential	Classified unit members may earn Professional Growth credit over 3 years of continuous service and completion of 30 hours of approved professional growth classes. Each Professional Growth credit is \$95.00 per month and is prorated to the employee's FTE. Subsequent increments may be earned over each additional two-year period of continuous and regular employment and the completion of thirty (30) additional hours.
	Classified	
	Certificated	None

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District	Classification	Professional Growth
Menlo Park City SD	Certificated Management	None
	Classified Management	
	Confidential	
	Classified	
	Certificated	Professional development will be paid at \$45.00 per hour, once approved by the District. Activities which qualify for this remuneration shall be performed outside the regular workday hours.
Moreland SD	Certificated Management	None
	Classified Management	
	Confidential	
	Classified	
	Certificated	
Mountain View Whisman SD	Certificated Management	None
	Classified Management	
	Confidential	Salary increments in the amount of two hundred dollars (\$200) per year may be earned for each five (5) units of approved work. For professional growth units earned after January 1, 2007, salary increments in the amount of three hundred dollars (\$300) per year may be earned for each five (5) units of approved work.
	Classified	
	Certificated	None
Saratoga Union SD	Certificated Management	None
	Classified Management	
	Confidential	
	Classified	
	Certificated	
Sunnyvale SD	Certificated Management	The increments shall be 50.00 per month. A maximum of eight (8) increments can be earned in the Professional Growth Plan for classified management and confidential employees.
	Classified Management	
	Confidential	
	Classified	There are two professional growth options: The professional growth stipend option and the professional growth increments option.

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District	Classification	Professional Growth
		<p>Stipend Option: One (1) professional growth unit is earned upon completion of each clock hour of course work or training. Completion of a professional growth stipend unit shall entitle the employee to a one-time professional stipend of \$13.50 per hour upon completion of a qualified professional growth seminar, workshop or conference.</p> <p>Increment Option: Each increment earned through this program shall consist of successful completion of eight (8) semester units or twelve (12) quarter units. Increments shall be \$40.00 per month. A maximum of eight (8) increments can be earned during an employee’s tenure with the District.</p>
Union SD	Certificated	None
	Certificated Management	None
	Classified Management	
	Confidential	After five (5) years of service, bargaining unit members may receive a professional growth reimbursement up to \$200.00 per year for pre-approved classes and/or workshops taken that are directly applicable to enhancement of the current job assignment as mutually agreed upon by the unit member and his/her supervisor.
	Classified	
Certificated	None	