INFORMATION SHEET 06/16/2020 TRUSTEES' MEETING

ATTACHMENT: 7.11

TO: Jim Bridges, Superintendent

FOR: Board of Trustees

FROM: Dena Whittington, CBO

ISSUE: School Services of California Total Compensation Study

Attached for Board review is the Total Compensation Study as prepared by consultants with School Services of California (SSC). The study was originally requested in October 2019 when the financial forecast for the district was much more positive than our current situation. At that time, resources would have been available to bring positions to a more competitive level over time.

SSC reviewed job description, org charts, salary schedules and health/welfare benefit packages. Comparison districts that participated were Tracy Unified, Lammersville, Manteca, Linden and Escalon. Overall, the report shows favorably on the district for classified and confidential employees.

It's possible the report can be useful as a resource over the next few years as the projected budget shortfalls are addressed.

Jefferson School District

Total Compensation Study

March 16, 2020
(Revised May 18, 2020)

Prepared By:

Brianna García
Director, Management Consulting Services

Jamie Metcalf
Director, Management Consulting Services

Charlene Quilao
Assistant Director, Management Consulting Services

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1121 L Street, Suite 1060
Sacramento, CA 95814
(916) 446-7517
FAX (916) 446-2011
www.sscal.com

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Purpose, Scope, and Methodology

Purpose

The Jefferson 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 management, certificated nonmanagement, classified management, classified nonmanagement, and confidential job classification as compared to other districts. The comparative group includes districts that are geographically proximate and/or demographically similar to the District. Participation in the study was voluntary on the part of the selected comparative districts.

The following five comparative districts participated in the study by providing some or all of the data requested. While the comparative districts are—unlike the District—unified school districts, and two are significantly larger than the District, these comparative districts are within reasonable commuting distance and directly compete with the District for employees. With regards to Manteca USD and Tracy Joint USD, the two significantly larger districts, the District should note that due to their size, total compensation is likely higher for many of the job classifications. The span of control and scope of work for some job classifications are greater due to the increased level of responsibility associated with a larger district, which would impact salaries.

Figure 1: Comparative Districts

District	County	UPP[1]	ADA[2]
Escalon Unified School District (USD)	San Joaquin	53%	2,517.97
Jefferson School District (SD)	***San Joaquin***	***37%***	***2,281.79***
Lammersville Joint USD	San Joaquin	24%	4,750.78
Linden USD	San Joaquin	61%	2,183.53
Manteca USD	San Joaquin	65%	22,698.20
Tracy Joint USD	San Joaquin	59%	14,523.13

[1]Unduplicated pupil percentage (UPP)
[2]Average daily attendance (ADA)

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.

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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. As an 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 and education requirement column.

Job Classifications Under Review

The District selected the following employee groups to be addressed by this study:

- Certificated management
- Certificated nonmanagement
- Classified management
- Classified nonmanagement
- Confidential

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 (e.g., medical, dental, vision, life insurance, 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 the 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 exists 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.

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

In order to calculate the monthly maximum salary and monthly maximum total compensation for the classified nonmanagement and confidential 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)
    - If salary data was provided on an hourly basis, a monthly maximum salary was calculated by multiplying the hourly rate by 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 health and welfare benefit contribution per month + stipends/other compensation
- 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 annual maximum salary and annual maximum total compensation for the certificated nonmanagement, the following methodology was used:

- The annual salary is the benchmark step on the salary schedule, including longevity when applicable

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- The annual maximum total compensation = the sum of the annual step on the salary schedule + the district's maximum health and welfare benefits contribution per year + stipends/other compensation

- An 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

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

- The maximum annual salary is the maximum step on the salary schedule (excluding longevity)

  - If salary data was provided on a daily basis, the annual 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 health and welfare benefit contribution per year + stipends/other compensation

- An 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

Appendix A provides a list of the job classifications including the differences (both numerical and percentage) between the median total compensation and the District's maximum total compensation.

As previously noted, 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. Appendix B provides a list of the items included in the additional compensation column of the comparative tables in this report, including any one-time salary increases or applicable stipends.

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 the Maximum Scheduled Salary column shows 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 C in addition to the analysis in each job

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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 D contains excerpts from the collective bargaining agreements, when applicable, as it pertains to professional growth.

Please note the following:

- The District, Manteca USD, and Tracy Joint USD have settled negotiations with their respective employee groups and provided 2019–20 salary schedules and benefits information, while Lammersville Joint USD has not settled negotiations with their respective employee groups for 2019–20 and has therefore provided 2018–19 salary schedules and benefits information.

- Escalon USD provided 2019–20 salary schedules and benefits data for all employee groups except for classified nonmanagement, which has not settled and is still using the 2018–19 salary schedule information.

- Linden USD has not settled with a majority of its employee groups and is still using the 2018–19 salary schedules, with the exception of the certificated management and classified management groups which are using 2019–20 salary schedules. However, all benefits information is for 2019–20.

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Total Compensation Comparisons—Certificated Management

Coordinator of Curriculum, Categoricals and Special Projects

Three of the comparative districts provided data for a Coordinator of Curriculum, Categoricals and Special Projects, or equivalent job classification. The District ranks 3 of 4 in maximum total compensation at $111,503. Manteca USD offers the highest maximum total compensation at $165,260, which is $53,757, or 48.2%, more than the District. The median total compensation of $115,158 is $3,655, or 3.3%, more than the District's maximum total compensation.

Figure 2

District	Job Classification	Beginning Salary	Maximum (Max) Salary	Health and Welfare Benefits	Additional Compensation	Max Total Compensation (TC)	Max TC Variance	Rank	Other
Manteca USD	Coordinator of Compensatory Education/Testing and Evaluation	$123,330	$153,760	$10,000	$1,500	$165,260	48.2%	1	Life insurance
Lammersville Joint USD	Coordinator, Instruction, Assessment, and Technology Intergration	$85,538	$100,066	$13,746	$5,000	$118,812	6.6%	2	Longevity
Jefferson SD	***Coordinator of Curriculum, Categoricals and Special Projects***	***$87,143***	***$98,083***	***$10,000***	***$3,420***	***$111,503***	***0.0%***	***3***	***ACSA membership dues***
Linden USD	Program Specialist, Education and Student Support	$87,408	$100,139	$8,750	$1,700	$110,589	-0.8%	4	Longevity

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Director of Human Resources

Four of the comparative districts provided data for a Director of Human Resources or equivalent job classification. The District ranks last in maximum total compensation at $139,253. Manteca USD offers the highest maximum total compensation at $179,104, which is $39,851, or 28.6%, more than the District. The median total compensation of $160,190, represented by Lammersville Joint USD, is $20,937, or 15.0%, more than the District's maximum total compensation.

Figure 3

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Director, Certificated Personnel	$134,185	$167,604	$10,000	$1,500	$179,104	28.6%	1	Life insurance
Tracy Joint USD	Director, Human Resources and Employee Relations	$127,303	$154,728	$9,412	$6,026	$170,166	22.2%	2	Longevity
Lammersville Joint USD	Director, Human Resources	$126,752	$139,890	$15,300	$5,000	$160,190	15.0%	3	ACSA membership dues
Manteca USD	Director, Classified[1]	$115,542	$143,716	$12,000	$3,360	$159,076	14.2%	4	Professional growth and life insurance
Jefferson SD	***Director of Human Resources***	***$111,797***	***$125,833***	***$10,000***	***$3,420***	***$139,253***	***0.0%***	***5***	***ACSA membership dues***

[1]Designated as classified management

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Director of Special Education

All of the comparative districts provided data for a Director of Special Education or equivalent job classification. Note that Escalon USD did not provide a job description for its Director, Student Services. However, based on the organizational structure, this job classification oversees special education; therefore, it has been included in this analysis and figure 4. The District ranks 5 of 6 in maximum total compensation at $137,953. Manteca USD offers the highest maximum total compensation at $179,104, which is $41,151, or 29.8%, more than the District. The median total compensation of $154,192 is $16,239, or 11.8%, more than the District's maximum total compensation.

Figure 4

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Director, Special Education	$134,185	$167,604	$10,000	$1,500	$179,104	29.8%	1	Life insurance
Tracy Joint USD	Director, Special Education	$127,303	$154,728	$9,412	$6,026	$170,166	23.4%	2	Longevity
Lammersville Joint USD	Director, Special Education	$126,752	$139,890	$15,300	$5,000	$160,190	16.1%	3	ACSA membership dues
Escalon USD	Director, Student Services	$115,629	$134,555	$8,216	$5,423	$148,194	7.4%	4	Longevity
Jefferson SD	***Director of Special Education***	***$109,314***	***$123,033***	***$10,000***	***$4,920***	***$137,953***	***0.0%***	***5***	***ACSA membership dues***
Linden USD	Director, Special Education/ Student Services	$97,477	$111,838	$8,750	$3,284	$123,872	-10.2%	6	Longevity

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District Nurse

All of the comparative districts provided data for a District Nurse or equivalent job classification. The District ranks 2 of 6 in maximum total compensation at $104,698. Manteca USD offers the highest maximum total compensation at $114,845, which is $10,147, or 9.7%, more than the District. The median total compensation of $102,523 is $2,175, or 2.1%, less than the District's maximum total compensation.

Figure 5

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	School Nurse[1]	$59,084	$102,045	$10,000	$2,800	$114,845	9.7%	1	Longevity
Jefferson SD	***District Nurse***	***$81,023***	***$91,278***	***$10,000***	***$3,420***	***$104,698***	***0.0%***	***2***	***None***
Linden USD	School Nurse[2]	$80,025	$92,297	$8,750	$1,700	$102,747	-1.9%	3	Longevity
Lammersville Joint USD	Nurse[2]	$71,423	$83,553	$13,746	$5,000	$102,299	-2.3%	4	Longevity
Tracy Joint USD	School Nurse	$69,582	$84,567	$9,412	$6,026	$100,005	-4.5%	5	Longevity
Escalon USD	District Nurse[2]	$77,629	$90,341	$8,000	$840	$99,181	-5.3%	6	Longevity and professional growth

[1]Designated as certificated nonmanagement
[2]Designated as unrepresented

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Principal

All of the comparative districts provided data for a Principal or equivalent job classification. Both Escalon USD and Tracy Joint USD differentiate their principals either by grade span (e.g., elementary versus middle school) and/or school size. Therefore, figure 6 includes two principal job classifications for both of these comparative districts. The District ranks 6 of 8 in maximum total compensation at $130,859. Manteca USD offers the highest maximum total compensation at $169,169, which is $38,310, or 29.3%, more than the District. The median total compensation of $142,476 is $11,617, or 8.9%, more than the District's maximum total compensation.

Figure 6

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Elementary School Principal	$126,339	$157,669	$10,000	$1,500	$169,169	29.3%	1	Life insurance
Tracy Joint USD	Principal Middle School	$114,606	$139,295	$9,412	$6,026	$154,733	18.2%	2	Longevity
Tracy Joint USD	Principal Elementary School	$109,250	$132,786	$9,412	$6,026	$148,224	13.3%	3	Longevity
Lammersville Joint USD	Principal (K–8)	$107,628	$125,665	$15,300	$5,000	$145,965	11.5%	4	ACSA membership dues
Escalon USD	Principal (Elementary 550 ADA or greater/Middle School)	$109,842	$127,831	$8,216	$2,940	$138,987	6.2%	5	Longevity
Jefferson SD	***Principal***	***$104,346***	***$117,439***	***$10,000***	***$3,420***	***$130,859***	***0.0%***	***6***	***ACSA membership dues***
Escalon USD	Principal (Elementary less than 550 ADA)	$100,939	$117,472	$8,216	$2,940	$128,628	-1.7%	7	Longevity
Linden USD	Elementary Principal	$98,411	$112,912	$8,750	$1,700	$123,362	-5.7%	8	Longevity

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School Psychologist

All of the comparative districts provided data for a School Psychologist or equivalent job classification. The District ranks 5 of 6 in maximum total compensation at $106,198. Tracy Joint USD offers the highest maximum total compensation at $129,229, which is $23,031, or 21.7%, more than the District. The median total compensation of $115,451 is $9,253, or 8.7%, more than the District's maximum total compensation.

Figure 7

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	School Psychologist	$81,918	$113,791	$9,412	$6,026	$129,229	21.7%	1	Longevity
Manteca USD	Psychologist[1]	$62,623	$108,159	$10,000	$2,800	$120,959	13.9%	2	Longevity
Lammersville Joint USD	School Psychologist[2]	$85,112	$99,565	$13,746	$5,000	$118,311	11.4%	3	Longevity
Escalon USD	District Psychologist	$87,161	$101,435	$8,216	$2,940	$112,591	6.0%	4	Longevity
Jefferson SD	***School Psychologist***	***$81,023***	***$91,278***	***$10,000***	***$4,920***	***$106,198***	***0.0%***	***5***	***None***
Linden USD	Psychologist[2]	$80,025	$92,297	$8,750	$1,700	$102,747	-3.2%	6	Longevity

[1]Designated as certificated nonmanagement
[2]Designated as unrepresented

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Speech Language Pathologist

All of the comparative districts provided data for a Speech Language Pathologist or equivalent job classification. The District ranks 4 of 6 in maximum total compensation at $106,198. Tracy Joint USD offers the highest maximum total compensation at $126,998, which is $20,800, or 19.6%, more than the District. The median total compensation of $112,255 is $6,057, or 5.7%, more than the District's maximum total compensation.

Figure 8

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	Speech Language Pathologist	$80,312	$111,560	$9,412	$6,026	$126,998	19.6%	1	Longevity
Manteca USD	Speech Therapist[1]	$62,623	$108,159	$10,000	$300	$118,459	11.5%	2	Longevity
Lammersville Joint USD	Speech and Language Pathologist[2]	$85,112	$99,565	$13,746	$5,000	$118,311	11.4%	3	Longevity
Jefferson SD	***Speech Language Pathologist***	***$81,023***	***$91,278***	***$10,000***	***$4,920***	***$106,198***	***0.0%***	***4***	***None***
Escalon USD	Language, Speech and Hearing Specialist[1]	$78,269	$93,005	$8,400	$4,650	$106,055	-0.1%	5	Longevity
Linden USD	Speech Therapist[2]	$80,025	$92,297	$8,750	$1,700	$102,747	-3.2%	6	Longevity

[1]Designated as certificated nonmanagement
[2]Designated as unrepresented

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Superintendent

Four of the comparative districts provided data for a Superintendent. The District ranks 3 of 5 in maximum total compensation at $207,010, which also represents the median total compensation. Manteca USD offers the highest maximum total compensation at $251,169, which is $44,159, or 21.3%, more than the District.

Figure 9

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Superintendent	$218,842	$232,169	$10,000	$9,000	$251,169	21.3%	1	ACSA membership dues and technology devices
Lammersville Joint USD	Superintendent	—	$202,080	$21,362	$13,400	$236,842	14.4%	2	Longevity and ACSA membership dues
Jefferson SD	***Superintendent***	***$180,952***	***$188,190***	***$10,000***	***$8,820***	***$207,010***	***0.0%***	***3***	***Membership dues for ACSA, Chamber of Commerce, and one service club***
Escalon USD	Superintendent	$167,977	$185,566	$12,600	$2,240	$200,406	-3.2%	4	Longevity, professional memberships, and local service organization dues
Linden USD	Superintendent	$170,000	$195,000	$0	$2,900	$197,900	-4.4%	5	ACSA membership dues, plus one additional professional or local community service organization

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Vice Principal

All of the comparative districts provided data for a Vice Principal or equivalent job classification. The District ranks last in maximum total compensation at $109,068. Manteca USD offers the highest maximum total compensation at $155,150, which is $46,082, or 42.3%, more than the District. The median total compensation of $123,429 is $14,361, or 13.2%, more than the District's maximum total compensation.

Figure 10

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Elementary School Vice Principal	$115,261	$143,650	$10,000	$1,500	$155,150	42.3%	1	Life insurance
Tracy Joint USD	Assistant Principal (K–5/K–8/ Middle School)	$100,598	$122,266	$9,412	$6,026	$137,704	26.3%	2	Longevity
Lammersville Joint USD	Vice Principal (K–8)	$90,420	$106,081	$15,300	$5,000	$126,381	15.9%	3	ACSA membership dues
Escalon USD	Assistant Principal, Elementary and Middle School	$93,936	$109,320	$8,216	$2,940	$120,476	10.5%	4	Longevity
Linden USD	Elementary Assistant Principal	$87,408	$100,139	$8,750	$1,700	$110,589	1.4%	5	Longevity
Jefferson SD	***Vice Principal***	***$84,982***	***$95,648***	***$10,000***	***$3,420***	***$109,068***	***0.0%***	***6***	***ACSA membership dues***

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Total Compensation Comparisons—Certificated Nonmanagement

Teacher—BA+30, Step 1

All of the comparative districts provided data for BA+30, Step 1, or an equivalent benchmark. The District ranks last in maximum total compensation at $61,548. Lammersville Joint USD offers the highest maximum total compensation at $71,196, which is $9,648, or 15.7%, more than the District. The median total compensation of $64,557 is $3,009, or 4.9%, more than the District's maximum total compensation.

Figure 11

District	Benchmark Step	Work Days	Max Per Diem	Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank
Lammersville Joint USD	BA+30, Step 1	184	$285	$52,504	$12,492	$6,200	$71,196	15.7%	1
Tracy Joint USD	BA+30, Step 1	183	$299	$54,668	$9,732	$4,036	$68,436	11.2%	2
Manteca USD	BA+30, Step 1	186	$293	$54,455	$10,000	$300	$64,755	5.2%	3
Linden USD	BA+30, Step 1	186[1]	$272	$50,629	$8,746	$4,984	$64,359	4.6%	4
Escalon USD	BA+24, Step 1	184[2]	$281	$51,656	$8,400	$2,583	$62,639	1.8%	5
Jefferson SD	***BA+30, Step 1***	***183***	***$273***	***$50,048***	***$10,000***	***$1,500***	***$61,548***	***0.0%***	***6***

[1]Beginning teachers work 188 days
[2]Beginning teachers work 185 days

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Teacher—BA+60, Step 10

All of the comparative districts provided data for BA+60, Step 10, or an equivalent benchmark. The District ranks last in maximum total compensation at $84,356. Lammersville Joint USD offers the highest maximum total compensation at $92,613, which is $8,257, or 9.8%, more than the District. The median total compensation of $88,503 is $4,147, or 4.9%, more than the District's maximum total compensation.

Figure 12

District	Comparative Step	Work Days	Max Per Diem	Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank
Lammersville Joint USD	BA+60, Step 10	184	$402	$73,921	$12,492	$6,200	$92,613	9.8%	1
Manteca USD	BA+60, Step 10	186	$418	$77,756	$10,000	$3,369	$91,125	8.0%	2
Tracy Joint USD	BA+60, Step 10	183	$421	$76,968	$9,732	$4,036	$90,736	7.6%	3
Escalon USD	BA+60, Step 10 (with MA)	184[1]	$391	$71,940	$8,400	$5,929	$86,269	2.3%	4
Linden USD	BA+60, Step 10	186[2]	$380	$70,734	$8,746	$4,984	$84,464	0.1%	5
Jefferson SD	***BA+60, Step 10***	***183***	***$398***	***$72,856***	***$10,000***	***$1,500***	***$84,356***	***0.0%***	***6***

[1]Beginning teachers work 185 days
[2]Beginning teachers work 188 days

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Teacher—Maximum Scheduled Salary

All of the comparative districts provided data for Maximum Scheduled Salary. The District ranks 5 of 6 in maximum total compensation at $103,685. Lammersville Joint USD offers the highest maximum total compensation at $121,580, which is $17,895, or 17.3%, more than the District. The median total compensation of $114,755 is $11,070, or 10.7%, more than the District's maximum total compensation.

It should be noted that not only does the District offer one of the lowest salaries of the comparative group, it also takes teachers from two to eight years longer to reach the Maximum Scheduled Salary than the comparative districts.

Figure 13

District	Comparative Step	Work Days	Max Per Diem	Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank
Lammersville Joint USD	BA+75, Step 24	184	$559	$102,888	$12,492	$6,200	$121,580	17.3%	1
Escalon USD	BA+84, Step 28 (with MA)	184[1]	$557	$102,567	$8,400	$5,128	$116,095	12.0%	2
Tracy Joint USD	BA+75, Step 22	183	$553	$101,195	$9,732	$4,036	$114,963	10.9%	3
Manteca USD	BA+75, Step 28 (with MA)	186	$560	$104,246[2]	$10,000	$300	$114,546	10.5%	4
Jefferson SD	***BA+75, Step 30 (with MA)***	***183***	***$512***	***$93,685***	***$10,000***	***$0***	***$103,685***	***0.0%***	***5***
Linden USD	BA+75, Step 27	186[3]	$482	$89,670	$8,746	$4,984	$103,400	-0.3%	6

[1]Beginning teachers work 185 days
[2]Salary includes master's degree stipend
[3]Beginning teachers work 188 days

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Total Compensation Comparisons—Classified Management

Chief Business Officer

All of the comparative districts provided data for a Chief Business Officer or equivalent job classification. The District ranks last in maximum total compensation at $136,253. Tracy Joint USD offers the highest maximum total compensation at $186,267, which is $50,014, or 36.7%, more than the District. The median total compensation of $149,305 is $13,051, or 9.6%, more than the District's maximum total compensation.

Figure 14

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	Associate Superintendent, Business Services	$140,555	$170,829	$9,412	$6,026	$186,267	36.7%	1	Longevity
Manteca USD	Chief Business Officer[1]	$138,105	$172,567	$10,000	$1,500	$184,067	35.1%	2	Life insurance
Lammersville Joint USD	Chief Business Official	$116,238	$135,981	$13,746	$5,000	$154,727	13.6%	3	CASBO membership dues
Escalon USD	Chief Business Official	$107,636	$133,842	$9,000	$1,040	$143,882	5.6%	4	Longevity and professional growth
Linden USD	Chief Business Officer	$110,324	$126,583	$8,750	$1,700	$137,033	0.6%	5	Longevity
Jefferson SD	***Chief Business Officer***	***$111,797***	***$125,833***	***$10,000***	***$420***	***$136,253***	***0.0%***	***6***	***Longevity and ACSA membership dues***

[1]Designated as certificated management

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Director of Food Service

All of the comparative districts provided data for a Director of Food Service or equivalent job classification. However, while Manteca USD provided data for a job classification that is similar, the responsibilities are more extensive and the maximum total compensation is significantly higher than any of the other districts ($173,331); therefore, it has not been included in this analysis. Also note that Linden USD did not provide a job description for its Food Services Director; therefore, the comparison is based on job title alone.

The District ranks last in maximum total compensation at $61,227. Tracy Joint USD offers the highest maximum total compensation at $133,032, which is $71,805, or 117.3%, more than the District. The median total compensation of $80,640, represented by Lammersville Joint USD, is $19,413, or 31.7%, more than the District's maximum total compensation.

Figure 15

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	Director of Food Services	$96,755	#######	$9,412	$6,026	$133,032	117.3%	1	Longevity
Escalon USD	Director of Food Service	$55,204	$72,526	$9,000	$1,040	$82,566	34.9%	2	Longevity and professional growth
Lammersville Joint USD	Director of Food Services	$51,412	$61,894	$13,746	$5,000	$80,640	31.7%	3	CASBO membership dues
Linden USD	Food Services Director	$48,171	$55,272	$8,750	$1,700	$65,722	7.3%	4	Longevity
Jefferson SD	***Director of Food Service***	***$42,564***	***$50,807***	***$10,000***	***$420***	***$61,227***	***0.0%***	***5***	***Longevity***

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Director of Maintenance, Operations, and Transportation

All of the comparative districts provided data for a Director of Maintenance, Operations, and Transportation or equivalent job classification. Note that the job classifications in Linden USD and Manteca USD do not oversee transportation. In addition, while the Manteca USD job classification is a Coordinator, the job description shows that it has similar responsibilities as the District and reports directly to the Superintendent.

The District ranks last in maximum total compensation at $80,870. Tracy Joint USD offers the highest maximum total compensation at $170,166, which is $89,296, or 110.4%, more than the District. The median total compensation of $119,800 is $38,930, or 48.1%, more than the District's maximum total compensation.

Figure 16

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	Director, Maintenance, Operations, and Transportation	$127,303	$154,728	$9,412	$6,026	$170,166	110.4%	1	Longevity
Manteca USD	Coordinator of Maintenance and Operations	$107,823	$133,928	$12,000	$3,360	$149,288	84.6%	2	Life insurance and professional growth
Escalon USD	Director, Maintenance, Operations, and Transportation	$100,163	$127,261	$9,000	$1,040	$137,301	69.8%	3	Longevity and professional growth
Lammersville Joint USD	Director, Maintenance, Operations, and Transportation	$71,423	$83,553	$13,746	$5,000	$102,299	26.5%	4	CASBO membership dues
Linden USD	Director of Maintenance and Operations	$76,563	$87,845	$8,750	$1,700	$98,295	21.5%	5	Longevity
Jefferson SD	***Director of Maintenance, Operations, and Transportation***	***$54,679***	***$66,450***	***$10,000***	***$4,420***	***$80,870***	***0.0%***	***6***	***Longevity***

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Total Compensation Comparisons—Classified Nonmanagement

Total compensation for the following classified nonmanagement job classifications is provided on a monthly basis.

Bus Driver

Four of the comparative districts provided data for a Bus Driver or equivalent job classification. The District ranks 3 of 5 in maximum total compensation at $5,068, which also represents the median total compensation. Manteca USD offers the highest maximum total compensation at $5,930, which is $862, or 17.0%, more than the District.

Figure 17

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Bus Operator	$3,515	$4,900	$1,000	$30	$5,930	17.0%	1	Longevity and professional growth
Tracy Joint USD	Bus Driver/Custodian	$3,563	$4,295	$811	$0	$5,106	0.7%	2	Longevity and professional growth
Jefferson SD	***Bus Driver***	***$3,212***	***$3,902***	***$833***	***$333***	***$5,068***	***0.0%***	***3***	***Longevity and professional growth***
Escalon USD	Bus Driver/Other Duties	$2,974	$3,695	$700	$137	$4,533	-10.6%	4	Longevity and professional growth
Linden USD	Bus Driver	$2,902	$3,522	$729	$0	$4,251	-16.1%	5	Longevity

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Campus Aide

All of the comparative districts provided data for a Campus Aide or equivalent job classification. The District ranks 4 of 6 in maximum total compensation at $3,537. Manteca USD offers the highest maximum total compensation at $5,157, which is $1,620, or 45.8%, more than the District. The median total compensation of $3,619 is $82, or 2.3%, more than the District's maximum total compensation.

Note that Linden USD's Yard Duty job classification is not included on the district's salary schedule and is not eligible for health and welfare benefits. In addition, Linden USD did not provide a job description. However, because this job classification supervises students during recess and lunch, it has been included in this analysis and in figure 18.

Figure 18

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Campus Monitor	$2,957	$4,127	$1,000	$30	$5,157	45.8%	1	Longevity and professional growth
Tracy Joint USD	School Supervision Assistant	$2,519	$3,028	$811	$0	$3,839	8.5%	2	Longevity and professional growth
Escalon USD	Yard Duty	$2,413	$3,000	$700	$0	$3,700	4.6%	3	Longevity and professional growth
Jefferson SD	***Campus Aide***	***$2,333***	***$2,704***	***$833***	***$0***	***$3,537***	***0.0%***	***4***	***Longevity and professional growth***
Lammersville Joint USD	Noon Duty Supervisor	$2,168	$2,460	$874	$0	$3,334	-5.7%	5	Longevity and professional growth
Linden USD	Yard Duty	$2,253	$2,253	$0	$0	$2,253	-36.3%	6	None

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Clerk I

Four of the comparative districts provided data for a Clerk I or equivalent job classification. A review of the job descriptions for Linden USD shows that two separate job classifications—Attendance Clerk and Health Clerk—have similar responsibilities and experience requirements as the District's Clerk I job classification. Therefore, both job classifications have been included in this comparison.

The District ranks 4 of 6 in maximum total compensation at $3,922. Lammersville Joint USD offers the highest maximum total compensation at $4,109, which is $187, or 4.8%, more than the District. The median total compensation of $3,950 is only $28, or 0.7%, more than the District's maximum total compensation.

Figure 19

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Lammersville Joint USD	School Secretary I	$2,843	$3,252	$858	$0	$4,109	4.8%	1	Longevity and professional growth
Escalon USD	Clerk Secretary I	$2,640	$3,281	$700	$0	$3,981	1.5%	2	Longevity and professional growth
Tracy Joint USD	Clerk Typist I	$2,636	$3,168	$811	$0	$3,979	1.4%	3	Longevity and professional growth
Jefferson SD	***Clerk I***	***$2,543***	***$3,089***	***$833***	***$0***	***$3,922***	***0.0%***	***4***	***Longevity and professional growth***
Linden USD	Health Clerk	$2,562	$3,125	$729	$0	$3,854	-1.7%	5	Longevity
Linden USD	Attendance Clerk	$2,501	$3,040	$729	$0	$3,769	-3.9%	6	Longevity

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Clerk II

Four of the comparative districts provided data for a Clerk II or equivalent job classification. The District ranks 2 of 5 in maximum total compensation at $4,340. Manteca USD offers the highest maximum total compensation at $5,256, which is $916, or 21.1%, more than the District. The median total compensation of $4,291, represented by Tracy Joint USD, is $49, or 1.1%, less than the District's maximum total compensation.

Figure 20

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Clerical Assistant	$3,032	$4,226	$1,000	$30	$5,256	21.1%	1	Longevity and professional growth
Jefferson SD	***Clerk II***	***$2,884***	***$3,507***	***$833***	***$0***	***$4,340***	***0.0%***	***2***	***Longevity and professional growth***
Tracy Joint USD	Clerk Typist II	$2,893	$3,480	$811	$0	$4,291	-1.1%	3	Longevity and professional growth
Linden USD	Principal's Secretary I	$2,761	$3,364	$729	$0	$4,094	-5.7%	4	Longevity
Escalon USD	Clerk Secretary II	$2,720	$3,378	$700	$0	$4,078	-6.0%	5	Longevity and professional growth

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Custodian

All of the comparative districts provided data for a Custodian or equivalent job classification. A review of the job descriptions for Linden USD shows that two separate job classifications—Maintenance/Custodian (Day) and Custodian (Night)—have similar responsibilities and experience requirements as the District's Custodian job classification. Therefore, both job classifications have been included in this comparison.

The District ranks 3 of 7 in maximum total compensation at $4,351. Manteca USD offers the highest maximum total compensation at $5,367, which is $1,016, or 23.4%, more than the District. The median total compensation of $4,094, represented by Linden USD, is $257, or 5.9%, less than the District's maximum total compensation.

Figure 21

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Custodian	$3,108	$4,337	$1,000	$30	$5,367	23.4%	1	Longevity and professional growth
Tracy Joint USD	Maintenance Custodian	$3,563	$4,295	$811	$0	$5,106	17.4%	2	Longevity and professional growth
Jefferson SD	***Custodian***	***$2,863***	***$3,482***	***$833***	***$35***	***$4,351***	***0.0%***	***3***	***Longevity and professional growth***
Linden USD	Maintenance/Custodian (Day)	$2,761	$3,364	$729	$0	$4,094	-5.9%	4	Longevity
Escalon USD	Custodian/Other Duties	$2,640	$3,281	$700	$0	$3,981	-8.5%	5	Longevity and professional growth
Lammersville Joint USD	Elementary (K–8) Custodian I	$2,623	$3,117	$858	$0	$3,974	-8.6%	6	Longevity and professional growth
Linden USD	Custodian (Night)	$2,626	$3,201	$729	$25	$3,956	-9.1%	7	Longevity

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Food Service Worker I

All of the comparative districts provided data for a Food Service Worker I or equivalent job classification. The District ranks 4 of 6 in maximum total compensation at $3,818. Manteca USD offers the highest maximum total compensation at $4,580, which is $762, or 20.0%, more than the District. The median total compensation of $3,864 is $45, or 1.2%, more than the District's maximum total compensation.

Figure 22

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Nutrition Service Assistant	$2,546	$3,550	$1,000	$30	$4,580	20.0%	1	Longevity and professional growth
Lammersville Joint USD	Food Service Worker	$2,649	$3,167	$858	$0	$4,025	5.4%	2	Longevity and professional growth
Tracy Joint USD	Food Service Worker	$2,574	$3,098	$811	$0	$3,909	2.4%	3	Longevity and professional growth
Jefferson SD	***Food Service Worker I***	***$2,458***	***$2,985***	***$833***	***$0***	***$3,818***	***0.0%***	***4***	***Longevity and professional growth***
Escalon USD	Cafeteria Assistant	$2,413	$3,000	$700	$0	$3,700	-3.1%	5	Longevity and professional growth
Linden USD	Food Service II	$2,208	$2,692	$729	$0	$3,421	-10.4%	6	Longevity

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Food Service Worker II

Only one of the comparative districts provided data for a Food Service Worker II or equivalent job classification. The District ranks second at $3,969, which is is $88, or 2.2%, less than Tracy Joint USD.

Figure 23

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	Food Service Worker II	$2,697	$3,246	$811	$0	$4,057	2.2%	1	Longevity and professional growth
Jefferson SD	***Food Service Worker II***	***$2,579***	***$3,136***	***$833***	***$0***	***$3,969***	***0.0%***	***2***	***Longevity and professional growth***

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Information Technology Coordinator

All of the comparative districts provided data for an Information Technology Coordinator or equivalent job classification. The District ranks 3 of 6 in maximum total compensation at $7,387. Tracy Joint USD offers the highest maximum total compensation at $8,184, which is $797, or 10.8%, more than the District. The median total compensation of $6,971 is $416, or 5.6%, less than the District's maximum total compensation.

Figure 24

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	Information Services and Educational Technology Technician Level III[1]	$5,979	$7,236	$811	$138	$8,184	10.8%	1	Longevity and professional growth
Manteca USD	Technology Support Analyst	$4,968	$6,928	$1,000	$30	$7,958	7.7%	2	Longevity and professional growth
Jefferson SD	***Information Technology Coordinator***	***$5,391***	***$6,554***	***$833***	***$0***	***$7,387***	***0.0%***	***3***	***Longevity and professional growth***
Lammersville Joint USD	Information Technology Technician II	$4,798	$5,697	$858	$0	$6,555	-11.3%	4	Longevity and professional growth
Linden USD	Lead Technician Information Services and Educational Technology[1]	$4,637	$5,019	$729	$0	$5,748	-22.2%	5	Longevity
Escalon USD	Technology Coordinator	$3,701	$4,605	$700	$0	$5,305	-28.2%	6	Longevity and professional growth

[1]Designated as confidential

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Instructional Aide and Paraprofessional

The District requested an analysis of three Instructional Aide and three Paraprofessional job classifications. The only difference between the District's two job classification groups is the requirement to hold an associate degree for the Paraprofessional job classifications. Otherwise, all other job duties and experience requirements are the same. Therefore, many of the comparative districts' job classifications appear in more than one comparative table because the education and/or experience requirements were equivalent to that of the job classification being analyzed.

For example, in the Paraprofessional Special Education job classification, the District requires an associate's degree. Escalon USD has an equivalent Instructional Assistant—Special Education job classification with a desired education of either an associate's degree, two years post-secondary education, 48 semester units, or the No Child Left Behind (NCLB) certificate. In analyzing the District's Instructional Aide Special Education job classification, which requires only a high school diploma or equivalent, and the passage of NCLB training, Escalon USD's Instructional Assistant—Special Education job classification was again included because both Escalon USD and the District require an NCLB certficate.

Figure 25 shows the job classifications that appear in more than one comparative analysis due to the overlap of the Instructional Aide and Paraprofessional job classifications, with shading highlighting the duplicate job classifications. To provide the District with further information regarding the similarities between the job classifications, a summary of the required education and experience by district and job classification has been included in Appendix E.

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Figure 25

Escalon USD	Jefferson SD	Lammersville Joint USD	Linden USD	Manteca USD	Tracy Joint USD
Instructional Assistant	***Instructional Aide***	Instructional Aide	Paraprofessional	Paraprofessional I	Para Educator I
Instructional Assistant Bilingual	***Instructional Aide Bilingual***	Bilingual Instructional Aide	Bilingual Paraprofessional	Bilingual Paraprofessional	Para Educator I, Bilingual
Instructional Assistant—Special Education	***Instructional Aide Special Education***	Special Education Instructional Aide	No similar job classification	Paraprofessional II	Para Educator I, Special Education
Paraeducator RTI[1]	***Paraprofessional***	No similar job classification	Paraprofessional	Paraprofessional I	Para Educator II
No similar job classification	***Paraprofessional ELD***	No similar job classification	Bilingual Paraprofessional	Bilingual Paraprofessional	No similar job classification
Instructional Assistant—Special Education	***Paraprofessional Special Education***	No similar job classification	Paraprofessional—Mild/Moderate	Paraprofessional II	No similar job classification

[1]Response to Intervention (RTI)

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Instructional Aide

All of the comparative districts provided data for an Instructional Aide or equivalent job classification. The District ranks 2 of 6 in maximum total compensation at $4,085. Manteca USD offers the highest maximum total compensation at $4,670, which is $585, or 14.3%, more than the District. The median total compensation of $3,895 is $190, or 4.6%, less than the District's maximum total compensation.

Figure 26

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Paraprofessional I	$2,610	$3,640	$1,000	$30	$4,670	14.3%	1	Longevity and professional growth
Jefferson SD	***Instructional Aide***	***$2,463***	***$2,992***	***$833***	***$260***	***$4,085***	***0.0%***	***2***	***Longevity and professional growth***
Tracy Joint USD	Para Educator I	$2,697	$3,246	$811	$0	$4,057	-0.7%	3	Longevity and professional growth
Escalon USD	Instructional Assistant	$2,413	$3,000	$700	$33	$3,734	-8.6%	4	Longevity and professional growth
Lammersville Joint USD	Instructional Aide	$2,259	$2,692	$874	$0	$3,566	-12.7%	5	Longevity and professional growth
Linden USD	Paraprofessional	$2,265	$2,761	$729	$0	$3,490	-14.6%	6	Longevity

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Instructional Aide Bilingual

All of the comparative districts provided data for an Instructional Aide Bilingual or equivalent job classification. Note that Escalon USD did not provide a job description for its Instructional Assistant Bilingual job classification, but it has been included in the comparative analysis based on the job title and salary. The District ranks 3 of 6 in maximum total compensation at $3,967. Manteca USD offers the highest maximum total compensation at $4,365, which is $398, or 10.0%, more than the District. The median total compensation of $3,871 is $96, or 2.4%, less than the District's maximum total compensation.

Figure 27

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Bilingual Paraprofessional	$2,744	$3,335	$1,000	$30	$4,365	10.0%	1	Longevity and professional growth
Tracy Joint USD	Para Educator I, Bilingual	$2,697	$3,246	$811	$0	$4,057	2.3%	2	Longevity and professional growth
Jefferson SD	***Instructional Aide Bilingual***	***$2,577***	***$3,134***	***$833***	***$0***	***$3,967***	***0.0%***	***3***	***Longevity and professional growth***
Escalon USD	Instructional Assistant Bilingual	$2,413	$3,000	$700	$75	$3,775	-4.8%	4	Longevity and professional growth
Lammersville Joint USD	Bilingual Instructional Aide	$2,369	$2,848	$874	$0	$3,722	-6.2%	5	Longevity and professional growth
Linden USD	Bilingual Paraprofessional	$2,265	$2,761	$729	$0	$3,490	-12.0%	6	Longevity

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Instructional Aide Special Education

Four of the comparative districts provided data for an Instructional Aide Special Education or equivalent job classification. The District ranks 2 of 5 in maximum total compensation at $4,276. Manteca USD offers the highest maximum total compensation at $4,953, which is $677, or 15.8%, more than the District. The median total compensation of $4,107, represented by Lammersville Joint USD, is $169, or 3.9%, less than the District's maximum total compensation.

Figure 28

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Paraprofessional II	$2,813	$3,923	$1,000	$30	$4,953	15.8%	1	Longevity and professional growth
Jefferson SD	***Instructional Aide Special Education***	***$2,617***	***$3,182***	***$833***	***$260***	***$4,276***	***0.0%***	***2***	***Longevity and professional growth***
Lammersville Joint USD	Special Education Instructional Aide	$2,938	$3,233	$874	$0	$4,107	-3.9%	3	Longevity and professional growth
Tracy Joint USD	Para Educator I, Special Education	$2,697	$3,246	$811	$0	$4,057	-5.1%	4	Longevity and professional growth
Escalon USD	Instructional Assistant—Special Education	$2,510	$3,118	$700	$0	$3,818	-10.7%	5	Longevity and professional growth

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Paraprofessional

Four of the comparative districts provided data for a Paraprofessional or equivalent job classification. The District ranks 3 of 5 in maximum total compensation at $4,068, which also represents the median total compensation. Manteca USD offers the highest maximum total compensation at $4,691, which is $623, or 15.3%, more than the District.

Figure 29

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Paraprofessional I	$2,610	$3,640	$1,000	$51	$4,691	15.3%	1	Longevity and professional growth
Tracy Joint USD	Para Educator II	$3,098	$3,733	$811	$54	$4,598	13.0%	2	Longevity and professional growth
Jefferson SD	***Paraprofessional***	***$2,662***	***$3,234***	***$833***	***$0***	***$4,068***	***0.0%***	***3***	***Longevity and professional growth***
Escalon USD	Paraeducator RTI	$2,413	$3,000	$700	$33	$3,734	-8.2%	4	Longevity and professional growth
Linden USD	Paraprofessional	$2,265	$2,761	$729	$0	$3,490	-14.2%	5	Longevity

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Paraprofessional ELD

Only two of the comparative districts provided data for a Paraprofessional ELD or equivalent job classification. The District ranks 2 of 3 in maximum total compensation at $4,068, which also represents the median total compensation. Manteca USD offers the highest maximum total compensation at $4,365, which is $297, or 7.3%, more than the District.

Figure 30

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Bilingual Paraprofessional	$2,744	$3,335	$1,000	$30	$4,365	7.3%	1	Longevity and professional growth
Jefferson SD	***Paraprofessional ELD***	***$2,662***	***$3,234***	***$833***	***$0***	***$4,068***	***0.0%***	***2***	***Longevity and professional growth***
Linden USD	Bilingual Paraprofessional	$2,265	$2,761	$729	$0	$3,490	-14.2%	3	Longevity

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Paraprofessional Special Education

Three of the comparative districts provided data for a Paraprofessional Special Education or equivalent job classification. The District ranks 2 of 4 in maximum total compensation at $4,068. Manteca USD offers the highest maximum total compensation at $4,973, which is $906, or 22.3%, more than the District. The median total compensation of $3,960 is $108, or 2.7%, less than the District's maximum total compensation.

Figure 31

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Paraprofessional II	$2,813	$3,923	$1,000	$51	$4,973	22.3%	1	Longevity and professional growth
Jefferson SD	***Paraprofessional Special Education***	***$2,662***	***$3,234***	***$833***	***$0***	***$4,068***	***0.0%***	***2***	***Longevity and professional growth***
Escalon USD	Instructional Assistant—Special Education	$2,510	$3,118	$700	$33	$3,852	-5.3%	3	Longevity and professional growth
Linden USD	Paraprofessional—Mild/Moderate	$2,265	$2,761	$729	$0	$3,490	-14.2%	4	Longevity

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Intervention Specialist

None of the comparative districts provided data for an Intervention Specialist or equivalent job classification. The District's total compensation data is provided in figure 32.

Figure 32

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Jefferson SD	***Intervention Specialist***	***$4,796***	***$4,796***	***$833***	***$0***	***$5,629***	***0.0%***	***1***	***Longevity and professional growth***

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Landscaper/Groundskeeper

Four of the comparative districts provided data for a Landscaper/Groundskeeper or equivalent job classification. The District ranks 4 of 5 in maximum total compensation at $4,801. Manteca USD offers the highest maximum total compensation at $5,930, which is $1,129, or 23.5%, more than the District. The median total compensation of $4,816, represented by Tracy Joint USD, is only $15, or 0.3%, more than the District's maximum total compensation.

Figure 33

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Grounds Worker	$3,515	$4,900	$1,000	$30	$5,930	23.5%	1	Longevity and professional growth
Escalon USD	Groundskeeper	$3,352	$4,169	$700	$0	$4,869	1.4%	2	Longevity and professional growth
Tracy Joint USD	Groundskeeper I	$3,322	$4,005	$811	$0	$4,816	0.3%	3	Longevity and professional growth
Jefferson SD	***Landscaper/Groundskeeper***	***$3,262***	***$3,968***	***$833***	***$0***	***$4,801***	***0.0%***	***4***	***Longevity and professional growth***
Linden USD	Groundskeeper	$2,761	$3,364	$729	$0	$4,094	-14.7%	5	Longevity

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Library Aide I

Only two of the comparative districts provided data for a Library Aide I or equivalent job classification. The District ranks first in maximum total compensation at $4,321. The median total compensation of $4,025, represented by Lammersville Joint USD, is $296, or 6.9%, less than the District's maximum total compensation.

Figure 34

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Jefferson SD	***Library Aide I***	***$2,867***	***$3,487***	***$833***	***$0***	***$4,321***	***0.0%***	***1***	***Longevity and professional growth***
Lammersville Joint USD	Library Technician	$2,649	$3,167	$858	$0	$4,025	-6.9%	2	Longevity and professional growth
Escalon USD	Library/Teacher Assistant	$2,413	$3,000	$700	$0	$3,700	-14.4%	3	Longevity and professional growth

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Library Aide II

Four of the comparative districts provided data for a Library Aide II or equivalent job classification. The District ranks 3 of 5 in maximum total compensation at $4,413, which also represents the median total compensation. Manteca USD offers the highest maximum total compensation at $5,495, which is $1,082, or 24.5%, more than the District.

Figure 35

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Library Media Technician	$3,186	$4,444	$1,000	$51	$5,495	24.5%	1	Longevity and professional growth
Tracy Joint USD	K–8 Library Technician	$3,098	$3,733	$811	$54	$4,598	4.2%	2	Longevity and professional growth
Jefferson SD	***Library Aide II***	***$2,945***	***$3,579***	***$833***	***$0***	***$4,413***	***0.0%***	***3***	***Longevity and professional growth***
Escalon USD	Library Media/Learning Center Specialist	$2,640	$3,281	$700	$0	$3,981	-9.8%	4	Longevity and professional growth
Linden USD	Library Media Clerk	$2,208	$2,692	$729	$0	$3,421	-22.5%	5	Longevity

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Library Aide III

None of the comparative districts provided data for a Library Aide III or equivalent job classification. The District's total compensation data is provided in figure 36.

Figure 36

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Jefferson SD	***Library Aide III***	***$3,023***	***$3,673***	***$833***	***$0***	***$4,506***	***0.0%***	***1***	***Longevity and professional growth***

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Receptionist/Substitute Replacement Clerk

Three of the comparative districts provided data for a Receptionist/Substitute Replacement Clerk or equivalent job classification. The District ranks 2 of 4 in maximum total compensation at $4,340. Lammersville Joint USD offers the highest maximum total compensation at $4,747, which is $407, or 9.4%, more than the District. The median total compensation of $4,020 is $320, or 7.4%, less than the District's maximum total compensation.

Figure 37

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Lammersville Joint USD	District Receptionist/ Administrative Secretary	$3,229	$3,890	$858	$0	$4,747	9.4%	1	Longevity and professional growth
Jefferson SD	***Receptionist/Substitute Replacement Clerk***	***$2,884***	***$3,507***	***$833***	***$0***	***$4,340***	***0.0%***	***2***	***Longevity and professional growth***
Escalon USD	Receptionist/Clerk	$2,413	$3,000	$700	$0	$3,700	-14.7%	3	Longevity and professional growth
Linden USD	Receptionist	$2,208	$2,692	$729	$0	$3,421	-21.2%	4	Longevity

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Secretary I

Four of the comparative districts provided data for a Secretary I or equivalent job classification. The District ranks 3 of 5 in maximum total compensation at $4,985, which also represents the median total compensation. Manteca USD offers the highest maximum total compensation at $5,930, which is $945, or 19.0%, more than the District.

Note that based on a review of the job descriptions, Linden USD's Secretary II—Educational Services is also comparable to the District's Administrative Assistant I job classification and has also been included in the analysis for that job classification (figure 41).

Figure 38

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Administrative Secretary	$3,515	$4,900	$1,000	$30	$5,930	19.0%	1	Longevity and professional growth
Tracy Joint USD	Secretary to the Director of Special Education	$3,913	$4,720	$811	$0	$5,531	11.0%	2	Longevity and professional growth
Jefferson SD	***Secretary I***	***$3,416***	***$4,151***	***$833***	***$0***	***$4,985***	***0.0%***	***3***	***Longevity and professional growth***
Lammersville Joint USD	Administrative Secretary	$3,316	$4,020	$858	$0	$4,877	-2.2%	4	Longevity and professional growth
Linden USD	Secretary II—Educational Services[1]	$3,036	$3,687	$729	$0	$4,416	-11.4%	5	Longevity

[1]Designated as confidential

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Speech Language Pathology Assistant

Only one of the comparative districts provided data for a Speech Language Pathology Assistant or equivalent job classification. At $5,983, the District ranks second in maximum total compensation to Lammersville Joint USD, which offers $6,444 in maximum total compensation, $461, or 7.7%, more than the District.

Figure 39

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Lammersville Joint USD	Speech Language Pathology Assistant	$4,708	$5,587	$858	$0	$6,444	7.7%	1	Longevity and professional growth
Jefferson SD	***Speech Language Pathology Assistant***	***$4,027***	***$5,150***	***$833***	***$0***	***$5,983***	***0.0%***	***2***	***Longevity and professional growth***

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Student and Community Liaison

Two of the comparative districts provided data for a Student and Community Liaison or equivalent job classification. The District ranks last in maximum total compensation at $3,922. Tracy Joint USD offers the highest maximum total compensation at $4,374, which is $452, or 11.5%, more than the District. The median total compensation of $3,981, represented by Escalon USD, is $59, or 1.5%, more than the District's maximum total compensation.

Figure 40

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	Parent Liaison	$2,959	$3,563	$811	$0	$4,374	11.5%	1	Longevity and professional growth
Escalon USD	Campus Supervisor/ Attendance Liaison	$2,640	$3,281	$700	$0	$3,981	1.5%	2	Longevity and professional growth
Jefferson SD	***Student and Community Liaison***	***$2,543***	***$3,089***	***$833***	***$0***	***$3,922***	***0.0%***	***3***	***Longevity and professional growth***

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Total Compensation Comparisons—Confidential

Total compensation for the following confidential job classifications has been provided on a monthly basis.

Administrative Assistant I

All of the comparative districts provided data for an Administrative Assistant I or equivalent job classification. Manteca USD and Tracy Joint USD have a secretary for each district office department, each with unique job descriptions, that are generally equivalent in terms of education and job responsibilities to the District's Administrative Assistant I job classification. For Manteca USD, the job classifications are paid on two salary ranges. Therefore, the beginning salary noted in figure 41 represents the beginning salary of the lower range and the max salary represents the maximum salary of the higher range. For Tracy Joint USD, the job classifications are all paid on the same salary range. The District ranks 2 of 6 in maximum total compensation at $6,270. Tracy Joint USD offers the highest maximum total compensation at $6,967, which is $698, or 11.1%, more than the District. The median total compensation of $5,976 is $293, or 4.7%, less than the District's maximum total compensation.

Note that based on a review of the job descriptions, Escalon USD's Administrative Secretary to the Superintendent is also comparable to the District's Administrative Assistant II job classification and has therefore been included in the analysis for that job classification (figure 42).

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Figure 41

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	Administrative Secretary	$5,086	$6,183	$784	$0	$6,967	11.1%	1	Longevity
Jefferson SD	***Administrative Assistant I***	***$4,125***	***$5,016***	***$833***	***$420***	***$6,270***	***0.0%***	***2***	***Longevity***
Escalon USD	Administrative Secretary to the Superintendent	$4,243	$5,273	$750	$0	$6,023	-3.9%	3	Longevity and professional growth
Manteca USD	Secretary[1]	$3,430	$4,900	$1,000	$30	$5,930	-5.4%	4	Longevity and professional growth
Lammersville Joint USD	Administrative Assistant	$3,569	$4,177	$1,146	$0	$5,323	-15.1%	5	None
Linden USD	Secretary II—Educational Services	$3,036	$3,687	$729	$0	$4,416	-29.6%	6	Longevity

[1]Designated as classified nonmanagement

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Administrative Assistant II

All of the comparative districts provided data for an Administrative Assistant II or equivalent job classification. The District ranks 4 of 6 in maximum total compensation at $6,684. Manteca USD offers the highest maximum total compensation at $9,125, which is $2,441, or 36.5%, more than the District. The median total compensation of $7,027 is $344, or 5.1%, more than the District's maximum total compensation.

Figure 42

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Administrative Assistant[1]	$6,269	$7,720	$1,000	$405	$9,125	36.5%	1	Life insurance and professional growth
Lammersville Joint USD	Executive Assistant[1]	$5,262	$6,395	$1,146	$0	$7,540	12.8%	2	CASBO membership dues
Tracy Joint USD	Secretary to the Superintendent	$5,420	$6,587	$784	$0	$7,371	10.3%	3	Longevity
Jefferson SD	***Administrative Assistant II***	***$4,521***	***$5,431***	***$833***	***$420***	***$6,684***	***0.0%***	***4***	***Longevity***
Escalon USD	Administrative Secretary to the Superintendent	$4,243	$5,273	$750	$0	$6,023	-9.9%	5	Longevity and professional growth
Linden USD	Executive Secretary	$4,281	$4,906	$729	$0	$5,635	-15.7%	6	Longevity

[1]Designated as classified management

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Business Services Specialist

Four of the comparative districts provided data for a Business Services Specialist or equivalent job classification. The District ranks 3 of 5 in maximum total compensation at $6,017, which also represents the median total compensation. Tracy Joint USD offers the highest maximum total compensation at $7,080, which is $1,063, or 17.7%, more than the District.

Figure 43

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	Payroll Technician[1]	$5,187	$6,269	$811	$0	$7,080	17.7%	1	Longevity and professional growth
Manteca USD	Payroll Account Technician[1]	$3,694	$5,155	$1,000	$30	$6,185	2.8%	2	Longevity and professional growth
Jefferson SD	***Business Services Specialist***	***$3,891***	***$4,729***	***$833***	***$455***	***$6,017***	***0.0%***	***3***	***Longevity***
Escalon USD	Bookkeeper—Payroll/ Personnel	$3,775	$4,692	$750	$0	$5,442	-9.6%	4	Longevity and professional growth
Linden USD	Payroll Specialist	$3,036	$3,687	$729	$0	$4,416	-26.6%	5	Longevity

[1]Designated as classified nonmanagement

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Human Resources Specialist

All of the comparative districts provided data for a Human Resources Specialist or equivalent job classification. The District ranks 2 of 6 in maximum total compensation at $6,270. Tracy Joint USD offers the highest maximum total compensation at $6,721, which is $451, or 7.2%, more than the District. The median total compensation of $6,180 is $89, or 1.4%, less than the District's maximum total compensation.

Figure 44

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Tracy Joint USD	Personnel Technician	$4,885	$5,937	$784	$0	$6,721	7.2%	1	Longevity
Jefferson SD	***Human Resources Specialist***	***$4,125***	***$5,016***	***$833***	***$420***	***$6,270***	***0.0%***	***2***	***Longevity***
Manteca USD	Personnel Technician II[1]	$3,694	$5,155	$1,000	$30	$6,185	-1.4%	3	Longevity and professional growth
Lammersville Joint USD	Human Resources Analyst	$4,302	$5,030	$1,146	$0	$6,176	-1.5%	4	None
Escalon USD	Administrative Secretary Personnel	$3,697	$4,599	$750	$0	$5,349	-14.7%	5	Longevity and professional growth
Linden USD	Personnel Specialist	$3,417	$3,999	$729	$0	$4,728	-24.6%	6	Longevity

[1]Designated as classified nonmanagement

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Principal Secretary

All of the comparative districts provided data for a Principal Secretary or equivalent job classification. Note that Tracy Joint USD does not have an elementary secretary. However, a review of the job description shows that the High School Administrative Secretary job classification has similar job duties and responsibilities, therefore, it was included in this analysis. The District ranks 2 of 6 in maximum total compensation at $5,413. Manteca USD offers the highest maximum total compensation at $5,930, which is $517, or 9.5%, more than the District. The median total compensation of $5,129 is $284, or 5.2%, less than the District's maximum total compensation.

Figure 45

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Administrative Secretary[1]	$3,515	$4,900	$1,000	$30	$5,930	9.5%	1	Longevity and professional growth
Jefferson SD	***Principal Secretary***	***$3,425***	***$4,160***	***$833***	***$420***	***$5,413***	***0.0%***	***2***	***Longevity***
Lammersville Joint USD	Elementary School (K–8) Office Supervisor	$3,569	$4,177	$1,146	$0	$5,323	-1.7%	3	None
Escalon USD	School Secretary II	$3,359	$4,186	$750	$0	$4,936	-8.8%	4	Longevity and professional growth
Tracy Joint USD	High School Administrative Secretary[1]	$3,246	$3,913	$811	$0	$4,724	-12.7%	5	Longevity and professional growth
Linden USD	Principal's Secretary II[1]	$2,829	$3,444	$729	$0	$4,173	-22.9%	6	Longevity

[1]Designated as classified nonmanagement

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School Information Systems Specialist

All of the comparative districts provided data for a School Information Systems Specialist or equivalent job classification. The District ranks 5 of 6 in maximum total compensation at $6,032. Manteca USD offers the highest maximum total compensation at $7,303, which is $1,271, or 21.1%, more than the District. The median total compensation of $6,481 is $449, or 7.4%, more than the District's maximum total compensation.

Figure 46

District	Job Classification	Beginning Salary	Max Salary	Health and Welfare Benefits	Additional Compensation	Max TC	Max TC Variance	Rank	Other
Manteca USD	Data Analyst[1]	$4,500	$6,273	$1,000	$30	$7,303	21.1%	1	Longevity and professional growth
Tracy Joint USD	ISET SIS/CalPADS Data Analyst[1]	$5,310	$6,415	$811	$0	$7,226	19.8%	2	Longevity and professional growth
Lammersville Joint USD	Information Systems Support Technician[1]	$4,798	$5,697	$874	$0	$6,572	8.9%	3	Longevity and professional growth
Linden USD	Information Systems/ Budget Analyst	$4,934	$5,660	$729	$0	$6,390	5.9%	4	Longevity
Jefferson SD	***School Information Systems Specialist***	***$3,929***	***$4,779***	***$833***	***$420***	***$6,032***	***0.0%***	***5***	***Longevity***
Escalon USD	Information Systems Data Specialist[1]	$3,153	$3,923	$700	$0	$4,623	-23.4%	6	Longevity and professional growth

[1]Designated as classified nonmanagement

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Summary and Conclusions

The District has a majority of job classifications that rank below the median total compensation, though an almost equal number rank at or above the median. Of the 42 job classifications analyzed (two job classifications did not have comparables and have therefore not been included in this summary), 22, or 52.4%, are below the median total compensation; 13, or 31%, are above the median; and the remaining 7, or 16.7%, are at the median.

The majority of the job classifications below the median total compensation are certificated nonmanagement and management (both classified and certificated). When comparing certificated nonmanagement maximum total compensation for the three benchmark career levels—BA+30, Step 1; BA+60, Step 10; and Maximum Scheduled Salary—the analysis indicates that the District's compensation is lower than the comparative districts. At all three benchmark career levels, the combination of salary plus additional benefits and compensation places the District below the median total compensation, with the difference between the median and the District's maximum total compensation increasing at the top of the salary schedule.

As it pertains to certificated and classified management, all but two of the job classifications, or 83.3%, are below the median total compensation. The two job classifications at or above the median total compensation are the Superintendent and the District Nurse. The remaining job classifications are below the median total compensation with the Director of Human Resources, the Director of Food Service, and the Director of Maintenance, Operations, and Transportation most significantly impacted.

The majority (66.7%) of the classified nonmanagement job classifications are above the median total compensation with only seven below. However, with the exception of Campus Aide and Speech Language Pathology Assistant, those job classifications below the median total compensation are 1.5% or less below. Classified nonmanagement job classifications represent five of the seven job classifications at the median total compensation. Lastly, for the confidential job classifications, only two are below the median total compensation, one is at the median, and the remaining three are above—a total of 66.7% at or above the median.

It should be noted that for a majority of the job classifications, either Manteca USD or Tracy Joint USD offer the highest maximum total compensation and, in some cases, do so by a significant amount. This is to be expected given the size of both districts, which are significantly larger than the District. The span of control and scope of work for some job classifications are expected to be greater due to the increased level of responsibility associated with a larger district, and this impacts salaries. Despite their larger size, however, both districts were included as they are within a reasonable commuting distance of the District and directly compete with it for employees.

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Based upon these comparisons, the District's total compensation is more competitive in some areas than others. If it is determined that compensation enhancements are needed due to difficulty in attracting and/or retaining qualified staff, we would recommend that the District first consider focusing its efforts on management (both classified and certificated) and certificated nonmanagement job classifications as there is a larger differential between District total compensation and the median total compensation.

That said, SSC wants to note that when this study was commissioned by the District, the nation and California were existing in a robust and healthy economy with the state as a whole on a solid fiscal foundation. While more slowly in the last couple of years, the state had been working to restore the spending power of school districts to pre-Great Recession levels and continued to invest in education. However, the COVID-19 crisis has since emerged and significantly impacted daily life. As consideration is given to the impact of this crisis on the daily operations of all school districts, as well as the impact on California's economy, the likelihood that the District will be and may already be facing more difficult financial challenges is a certainty. Given this reality, it may not be feasible or fiscally prudent to make compensation adjustments at this time and/or all at once. SSC therefore recommends 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.

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Appendix A—District Rankings

Certificated Management

Position	District Ranking			District's Total Compensation	Median Compensation	Median $ Difference Above/Below District	Median % Difference Above/Below District
Coordinator of Curriculum, Categoricals and Special Projects	3	of	4	$111,503	$115,158	$3,655	3.3%
Director of Human Resources	5	of	5	$139,253	$160,190	$20,937	15.0%
Director of Special Education	5	of	6	$137,953	$154,192	$16,239	11.8.%
District Nurse	2	of	6	$104,698	$102,523	-$2,175	-2.1%
Principal	6	of	8	$130,859	$142,476	$11,617	8.9%
School Psychologist	5	of	6	$106,198	$115,451	$9,253	8.7%
Speech Language Pathologist	4	of	6	$106,198	$112,255	$6,057	5.7%
Superintendent	3	of	5	$207,010	$207,010	$0	0.0%
Vice Principal	6	of	6	$109,068	$123,429	$14,361	13.2%

Certificated Nonmanagement

Position	District Ranking			District's Total Compensation	Median Compensation	Median $ Difference Above/Below District	Median % Difference Above/Below District
Teacher—BA+30, Step 1	6	of	6	$61,548	$64,557	$3,009	4.9%
Teacher—BA+60, Step 10	6	of	6	$84,356	$88,503	$4,147	4.9%
Teacher—Maximum Scheduled Salary	5	of	6	$103,685	$114,755	$11,070	10.7%

Classified Management

Position	District Ranking			District's Total Compensation	Median Compensation	Median $ Difference Above/Below District	Median % Difference Above/Below District
Chief Business Officer	6	of	6	$136,253	$149,305	$13,051	9.6%
Director of Food Service	5	of	5	$61,227	$80,640	$19,413	31.7%
Director of Maintenance, Operations, and Transportation	6	of	6	$80,870	$119,800	$38,930	48.1%

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Classified Nonmanagement

Position	District Ranking			District's Total Compensation	Median Compensation	Median $ Difference Above/Below District	Median % Difference Above/Below District
Bus Driver	3	of	5	$5,068	$5,068	$0	0.0%
Campus Aide	4	of	6	$3,537	$3,619	$82	2.3%
Clerk I	4	of	6	$3,922	$3,950	$28	0.7%
Clerk II	2	of	5	$4,340	$4,291	-$49	-1.1%
Custodian	3	of	7	$4,351	$4,094	-$257	-5.9%
Food Service Worker I	4	of	6	$3,818	$3,864	$45	1.2%
Food Service Worker II	2	of	2	$3,969	$4,013	$44	1.1%
Information Technology Coordinator	3	of	6	$7,387	$6,971	-$416	-5.6%
Instructional Aide	2	of	6	$4,085	$3,895	-$190	-4.6%
Instructional Aide Bilingual	3	of	6	$3,967	$3,871	-$96	-2.4%
Instructional Aide Special Education	2	of	5	$4,276	$4,107	-$169	-3.9%
Paraprofessional	3	of	5	$4,068	$4,068	$0	0.0%
Paraprofessional ELD	2	of	3	$4,068	$4,068	$0	0.0%
Paraprofessional Special Education	2	of	4	$4,068	$3,960	-$108	-2.7%
Intervention Specialist	1	of	1	$5,629	N/A	N/A	N/A
Landscaper/Groundskeeper	4	of	5	$4,801	$4,816	$15	0.3%
Library Aide I	1	of	3	$4,321	$4,025	-$296	-6.9%
Library Aide II	3	of	5	$4,413	$4,413	$0	0.0%
Library Aide III	1	of	1	$4,506	N/A	N/A	N/A
Receptionist/Substitute Replacement Clerk	2	of	4	$4,340	$4,020	-$320	-7.4%
Secretary I	3	of	5	$4,985	$4,985	$0	0.0%
Speech Language Pathology Assistant	2	of	2	$5,983	$6,214	$231	3.9%
Student and Community Liaison	3	of	3	$3,922	$3,981	$59	1.5%

Confidential

Position	District Ranking			District's Total Compensation	Median Compensation	Median $ Difference Above/Below District	Median % Difference Above/Below District
Administrative Assistant I	2	of	6	$6,270	$5,976	-$293	-4.7%
Administrative Assistant II	4	of	6	$6,684	$7,027	$344	5.1%
Business Services Specialist	3	of	5	$6,017	$6,017	$0	0.0%
Human Resources Specialist	2	of	6	$6,270	$6,180	-$89	-1.4%
Principal Secretary	2	of	6	$5,413	$5,129	-$284	-5.2%
School Information Systems Specialist	5	of	6	$6,032	$6,481	$449	7.4%

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Appendix B—Additional Compensation

District	Classification	Additional Compensation
Escalon USD	Certificated Management	Doctorate Stipend—$2,000 Professional Dues Reimbursement—$600 Community Involvement Stipend—$100 Cell Phone Stipend—$240 Special Education Director—$225.74 per month for 11 months for additional responsibilities in directing the special education program
	Certificated Nonmanagement	Bilingual/BCLAD Teachers—0.5% above schedule Counselors/Language, Speech and Hearing Specialists with CLAD—2% above schedule Counselors/Language, Speech and Hearing Specialists with BCLAD—2.5% above schedule
	Classified Management	Associate Stipend—$400 (not cumulative) Bachelor's Stipend—$800 (not cumulative) Cell phone stipend—$240
	Classified Nonmanagement	Included if required per job description: Associate Stipend—$400 Bachelor's Stipend—$800 Bilingual responsibilities—2.5% of base salary
	Confidential	Included if required per job description: Associate Stipend—$400 Bachelor's Stipend—$800
	Superintendent	Doctorate Stipend—$2,000 Cell Phone Stipend—$240
Jefferson SD	***Certificated Management***	***Master's Stipend—$1,500 (cumulative)*** ***Doctorate Stipend—$1,500 (cumulative)*** ***Cell Phone Stipend—$420*** ***Special Education Stipend—$1,500 for the Director, Special Education; Psychologist; and Speech Language Pathologist***
	Certificated Nonmanagement	***Master's Stipend—$1,500 (built into last column)*** ***Special Education Stipend—$1,500 (for special education teachers only)***
	Classified Management	***Cell Phone Stipend—$420***
	Classified Nonmanagement	***Cell Phone Stipend—$420 (annual; custodians only)***
	Confidential	***Cell Phone Stipend—$420***
	Superintendent	***Master's Stipend—$1,200 (cumulative)*** ***Doctorate Stipend—$1,200 (cumulative)*** ***Car Allowance—$6,000*** ***Cell Phone Stipend—$420*** ***Professional Membership Dues***

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District	Classification	Additional Compensation
Lammersville Joint USD	Certificated Management	Doctorate Stipend—$2,500 (cumulative) Master's Stipend—$2,500 (cumulative) ACSA Membership Dues
	Certificated Nonmanagement	Doctorate Stipend—$2,500 (cumulative) Master's Stipend—$1,850 (cumulative) National Board Certification—$1,850
	Classified Management	Doctorate Stipend—$2,500 (cumulative) Master's Stipend—$2,500 (cumulative) CASBO membership dues
	Classified Nonmanagement	Included if required per job description: Master's Stipend—$1,400 Bachelor's Stipend—$400
	Confidential	Included if required per job description: Master's Stipend—$1,800 Bachelor's Stipend—$400
	Superintendent	Master's Stipend—$2,500 (cumulative) Doctorate Stipend—$2,500 (cumulative) Car Allowance—$6,000 Tax Sheltered Annuity—$2,400 Life Insurance—$2,000 (included in health and welfare benefits)
	Unrepresented Certificated	Doctorate Stipend—$2,500 (cumulative) Master's Stipend—$2,500 (cumulative)
Linden USD	Certificated Management	Master's Stipend—$1,700 Special Education Stipend—$1,584 for the Director, Special Education
	Certificated Nonmanagement	Master's Stipend—$1,700 National Board Certification—$1,700 BCLAD—$1,584
	Classified Management	Master's Stipend—$1,700
	Classified Nonmanagement	Night Shift Differential (beyond 6:00 p.m.)—$25 monthly
	Confidential	None
	Superintendent	Master's Stipend—$1,700 Cell Phone Stipend—$1,200
	Unrepresented	Master's Stipend—$1,700
Manteca USD	Certificated Management	Doctorate Stipend—$1,500
	Certificated Nonmanagement	Perfect Attendance Bonus—$300
	Classified Management	Associate's Stipend—$500 (cumulative) Bachelor's Stipend—$1,000 (cumulative) Master's Stipend—$1,500 (cumulative) Perfect Attendance Bonus—$360

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District	Classification	Additional Compensation
	Classified Nonmanagement	Perfect attendance bonus—$360 (12-month employees; prorated for less than full-time) Included if required per job description: Associate's Stipend—$250 Bachelor's Stipend—$500 Master's Stipend—$750
	Superintendent	Car Stipend—$9,000
Tracy Joint USD	Certificated Management	Master's Stipend—$2,008 (cumulative) Doctorate Stipend—$4,018 (cumulative)
	Certificated Nonmanagement	Master's Stipend—$2,018 (cumulative) Doctorate Stipend—$2,018 (cumulative)
	Classified Management	Master's Stipend—$2,008 (cumulative) Doctorate Stipend—$4,018 (cumulative)
	Classified Nonmanagement	Included if required per job description: Associate's Stipend—$650 (cumulative) Bachelor's Stipend—$1,000 (cumulative) Master's Stipend—$1,797 (cumulative)
	Confidential	Included if required per job description: Associate's Stipend—$650 (cumulative) Bachelor's Stipend—$1,000 (cumulative) Master's Stipend—$2,008 (cumulative) Doctorate Stipend—$4,018 (cumulative)

Source: District-provided documents

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Appendix C—Longevity

District	Classification	Longevity
Escalon USD	Certificated Management	$2,000 for 16th through 18th year of employment, an additional $2,000 for the 19th year of employment, an additional $2,000 for the 21st year of employment and beyond
	Certificated Nonmanagement	For teachers, longevity is calculated as part of the salary and is already included in figures 11–13. Language, Speech and Hearing Specialist—Longevity is paid at year 10 (5%), year 15 (5%), and year 20 (6%)
	Classified Management	10 years—3.0% of base salary 15 years—5.0% of base salary 20 years—7.5% of base salary 25 years—10.0% of base salary 30 years—12.5% of base salary
	Classified Nonmanagement	
	Confidential	
	Superintendent	$2,000 for 16th through 18th year of employment, an additional $2,000 for the 19th year of employment, an additional $2,000 for the 21st year of employment and beyond
Jefferson SD	***Certificated Management***	***None***
	Certificated Nonmanagement	***For teachers, longevity is calculated as part of the salary and is already included in figures 11–13.***
	Classified Management	***2.5% at 15 years*** ***2.5% at 20 years*** ***2.5% at 25 years***
	Classified Nonmanagement	
	Confidential	
	Superintendent	***None***
Lammersville Joint USD	Certificated Management	None
	Certificated Nonmanagement	For teachers, longevity is calculated as part of the salary and is already included in figures 11–13.
	Classified Management	None
	Classified Nonmanagement	10–14 years—2.0% above established pay range 15–19 years—3.5% above established pay range 20+ years—5.0% above established pay range
	Confidential	None
	Superintendent	4% at 8 years
	Unrepresented Certificated	Year 11—$1,200 Year 16—$1,600 Year 21—$2,000

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District	Classification	Longevity
Linden USD	Certificated Management	Longevity is paid after the completion of each year. 10 years—additional 2% added to base salary 15 years—additional 2% added to base salary
	Certificated Nonmanagement	For teachers, longevity is calculated as part of the salary and is already included in figures 11–13.
	Classified Management	Longevity is paid after the completion of each year. 10 years—additional 2% added to base salary 15 years—additional 2% added to base salary
	Classified Nonmanagement	Longevity is paid after the completion of each year. 8 years—additional 2% added to base salary 12 years—additional 2.5% added to base salary 16 years—additional 2.5% added to base salary 20 years—additional 2.5% added to base salary 25 years—additional 2.5% added to base salary
	Confidential	Longevity is paid after the completion of each year. 8 years—additional 2% added to base salary 12 years—additional 4% added to base salary 16 years—additional 6% added to base salary 20 years—additional 8% added to base salary
	Superintendent	None
	Unrepresented Certificated	Longevity is paid after the completion of each year. 10 years—additional 2% added to base salary 15 years—additional 2% added to base salary
Manteca USD	Certificated Management	None
	Certificated Nonmanagement	For teachers, longevity is calculated as part of the salary and is already included in figures 11–13.
	Classified Management	None
	Classified Nonmanagement	
	Superintendent	
Tracy Joint USD	Certificated Management	A longevity increment of 2.5% of salary shall be granted at years 10, 15, 20, 25, 30, and 35.
	Certificated Nonmanagement	For teachers, longevity is calculated as part of the salary and is already included in figures 11–13.
	Classified Management	A longevity increment of 2.5% of salary shall be granted at years 10, 15, 20, 25, 30, and 35.
	Classified Nonmanagement	
	Confidential	

Source: District-provided documents

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Appendix D—Professional Growth

District	Classification	Professional Growth
Escalon USD	Certificated Management	None
	Certificated Nonmanagement	For teachers, professional growth is calculated as part of the salary and is already included in figures 11–13.
	Classified Management	Employees may receive a one-time payment of $400 for each 9 units earned of job-related, district-approved courses.
	Classified Nonmanagement	Professional growth reimbursement is available to unit members who have completed two years of employment. Five employees per year can receive up to $600 per year; the first five employees to apply each year will be enrolled into the program. Upon successful completion of a course, employees shall be entitled to reimbursement for actual costs as identified in the application (e.g., tuition, books, materials, required fees). Lodging, mileage, and meals are non-reimbursable. Employees will be given an ongoing $250 stipend for each 9 units earned that are directly related to the performance of work duties, up to $500 per individual. A $400 one-time stipend will be paid for earning 9 units in courses related to a degree program at the time each 9th unit is earned. The same units cannot be counted toward both stipends. Stipends will be prorated for employees working less than full-time.
	Confidential	Employees may receive a one-time payment of $400 for each 9 units earned of job-related, district-approved courses.
	Superintendent	None
Jefferson SD	***Certificated Management***	***None***
	Certificated Nonmanagement	***For teachers, professional growth is calculated as part of the salary and is already included in figures 11–13.***
	Classified Management	***None***
	Classified Nonmanagement	***Employees may earn a professional growth award upon completion of 10 semester units of job-related coursework. No more than 6 units shall be approved in one year.***
	Confidential	***None***
	Superintendent	

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District	Classification	Professional Growth
Lammersville Joint USD	Certificated Management	None
	Certificated Nonmanagement	
	Classified Management	
	Classified Nonmanagement	All unit members are eligible to apply for professional growth reimbursement for pre-approved, job-related classes or training. Funds may be used to cover registration, hotel, food, and mileage. If the employee will not receive units for mandatory professional development/training, they will also be compensated for their time.
	Confidential	None
	Superintendent	
	Unrepresented Certificated	
Linden USD	Certificated Management	None
	Certificated Nonmanagement	For teachers, professional growth is calculated as part of the salary and is already included in figures 11–13.
	Classified Management	None
	Classified Nonmanagement	
	Confidential	
	Superintendent	
	Unrepresented	
Manteca USD	Certificated Management	None
	Certificated Nonmanagement	For teachers, professional growth is calculated as part of the salary and is already included in figures 11–13.
	Classified Management	$100 for each full unit earned up to five units in one fiscal year.
	Classified Nonmanagement	
	Superintendent	None
Tracy Joint USD	Certificated Management	None
	Certificated Nonmanagement	For teachers, professional growth is calculated as part of the salary and is already included in figures 11–13.
	Classified Management	None
	Classified Nonmanagement	Employees may earn a one-time professional growth stipend per nine units of credit. Units must be job-related and pre-approved. Employees shall be paid 4% of their annual salary for each professional growth stipend earned.
	Confidential	None

Source: District-provided documents

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Appendix E—Classroom Aide Education and Experience Requirements

Instructional Aide and Paraprofessional

District	Instructional Aide	Paraprofessional
Escalon USD	**Instructional Assistant** Required • High school diploma or equivalent • Associate degree, two years post-secondary education, 48 semester units, or NCLB certificate Desired • One year of work experience	**Paraeducator RTI** Required • High school diploma or equivalent • Associate degree, two years post-secondary education, 48 semester units, or NCLB certificate Desired • One year of work experience
Jefferson USD	***Instructional Aide*** *Required* • *High school diploma or equivalent* • *Pass district proficiency test* • *Upon employment, enroll and pass NCLB training* • *One year of work experience*	***Paraprofessional*[1]** *Required* • *Associate degree* • *Pass district proficiency test* • *Upon employment, enroll and pass NCLB training* • *One year of work experience*
Lammersville Joint USD	**Instructional Aide** Required • High school diploma or equivalent Desired • Job-related experience • Associate degree	• *No similar job classification*
Linden USD	**Paraprofessional** Required • High school diploma or equivalent • Associate degree or 48 semester units, or pass a proficiency test • One year of work experience	**Paraprofessional** Required • High school diploma or equivalent • Associate degree or 48 semester units, or pass a proficiency test • One year of work experience
Manteca USD	**Paraprofessional I** Required • High school diploma or equivalent and 48 college units, or • Associate degree or higher, or pass a proficiency test Desired • One year of work experience	**Paraprofessional I** Required • High school diploma or equivalent and 48 college units, or • Associate degree or higher, or pass a proficiency test Desired • One year of work experience
Tracy Joint USD	**Para Educator I** Required • High school diploma or equivalent • One year of work experience • Pass district proficiency test	**Para Educator II** Required • Associate degree or equivalent experience • Two years of work experience • Pass district proficiency test

[1]No job description available

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Instructional Aide Bilingual and Paraprofessional ELD

District	Instructional Aide Bilingual	Paraprofessional ELD
Escalon USD	**Instructional Assistant Bilingual** • *No job description available*	• *No similar job classification*
Jefferson USD	***Instructional Aide Bilingual*** *Required* • *High school diploma or equivalent* • *Pass district proficiency test* • *One year of work experience*	***Paraprofessional ELD*** *Required* • *Associate degree* • *Pass district proficiency test* • *One year of work experience*
Lammersville Joint USD	**Bilingual Instructional Aide** Required • High school diploma or equivalent • Some college Desired • Job-related experience • Associate degree	• *No similar job classification*
Linden USD	**Bilingual Paraprofessional** Required • High school diploma or equivalent • Associate degree, 48 semester units, or pass a proficiency test • One year of work experience	**Bilingual Paraprofessional** Required • High school diploma or equivalent • Associate degree, 48 semester units, or pass a proficiency test • One year of work experience
Manteca USD	**Bilingual Paraprofessional** Required • High school diploma or equivalent and 48 college units, or • Associate degree or higher, or pass a proficiency test Desired • Job-related experience	**Bilingual Paraprofessional** Required • High school diploma or equivalent and 48 college units, or • Associate degree or higher, or pass a proficiency test Desired • Job-related experience
Tracy Joint USD	**Para Educator I, Bilingual** Required • High school diploma or equivalent • One year of work experience • Pass district proficiency test	• *No similar job classification*

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Instructional Aide Special Education and Paraprofessional Special Education

District	Instructional Aide Special Education	Paraprofessional Special Education
Escalon USD	**Instructional Assistant—Special Education** Required • High school diploma or equivalent • Associate degree, two years post-secondary education, 48 semester units, or NCLB certificate Desired • One year of work experience	**Instructional Assistant—Special Education** Required • High school diploma or equivalent • Associate degree, two years post-secondary education, 48 semester units, or NCLB certificate Desired • One year of work experience
Jefferson USD	***Instructional Aide Special Education*** *Required* • *High school diploma or equivalent* • *Upon employment, enroll and pass NCLB training* • *One year of work experience*	***Paraprofessional Special Education*** *Required* • *Associate degree* • *One year of work experience*
Lammersville Joint USD	**Special Education Instructional Aide** Required • High school diploma or equivalent • Two years of college coursework Desired • Associate degree • One year of work experience	• *No similar job classification*
Linden USD	• *No similar job classification*	**Paraprofessional—Mild/Moderate** Required • High school diploma or equivalent • Associate degree or 48 semester units • One year of work experience
Manteca USD	**Paraprofessional II** Required • High school diploma or equivalent and 48 college units, or • Associate degree or higher, or pass a proficiency test Desired • Job-related experience	**Paraprofessional II** Required • High school diploma or equivalent and 48 college units, or • Associate degree or higher, or pass a proficiency test Desired • Job-related experience
Tracy Joint USD	**Para Educator I, Special Education** Required • High school diploma or equivalent • One year of work experience • Pass district proficiency test	• *No similar job classification*

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Appendix F—Abbreviations List

ADA.....average daily attendance
District.....Jefferson School District
Max.....maximum
NCLB .....No Child Left Behind
RTI .....response to intervention
SD .....school district
TC.....total compensation
UPP.....unduplicated pupil percentage
USD.....unified school district

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