

CHARLOTTESVILLE CITY SCHOOLS

COMPENSATION STUDY RESULTS AND RECOMMENDATIONS – ADMINISTRATIVE STAFF

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October 2026



EVERGREEN SOLUTIONS, LLC

STUDY GOALS

Why complete a compensation study for the CCS Administrator pay table?

Internal Review

Review current classification and compensation system to assess internal equity

- Assessment of Current Conditions

External Review

Survey peer organizations to assess external equity

- Market Survey

Recommendations

Produce recommendations to provide CCS with a system that is more equitable, both internally and externally

INTERNAL REVIEW

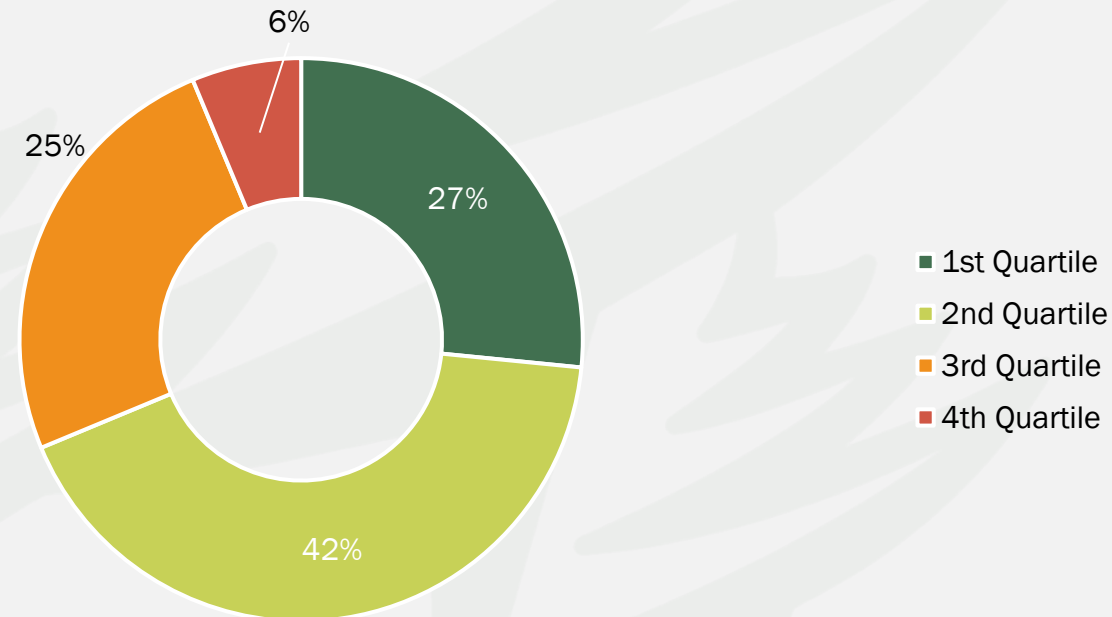
ASSESSMENT OF CURRENT CONDITIONS

Review of CCS current compensation and classification plan for Administrators

Salary Distribution

- The overall average tenure for included employees is 12.4 years; median tenure is 11.3 years.
- 68.8% of employees are compensated below the midpoint of their CCS pay ranges.
- Tenure does not increase with increasing quartiles (breaking pay ranges into 4 equal parts), suggesting that there is not a clear relationship between tenure and pay and there is compression between newly hired and more tenured employees

Quartile Analysis



INTERNAL REVIEW

ASSESSMENT OF CURRENT CONDITIONS

Compression Analysis – Administrator pay vs. all CCS employees' pay by position type

14 of 40

Administrative roles are earning less annually than other CCS roles in the General and Certified pay plans

Mostly Assistant Principals and Coordinators

24 of 40

Administrative roles are earning less per hour than 200+ employees in the General and Certified pay plans

Spans Coordinators, Assistant Principals, Principals and Directors

11 of 19

senior leadership roles (Principal, Director, Chief) are earning less per hour than 50+ employees

None of these roles are earning less annually than any employees

EXTERNAL REVIEW

Market Survey Goals - Review of CCS Administrative pay plan in comparison to market peers

Purpose of Market Survey

- Check for competitive compensation by comparing the CCS's positions with market peers
- Identify and address any inconsistencies or disparities in pay across similar positions

Cost of Living Factor

- Provides the ability to align the proposed compensation system with the cost of living in the Charlottesville area

EXTERNAL REVIEW

Market Peers - Review of CCS Administrative pay plan in comparison to selected areas

Alexandria City Schools	Arlington City Schools	Augusta County Public Schools	Chesterfield County Schools	Fairfax County Public Schools	Falls Church Public Schools	Fluvanna County Public Schools
Hanover County Schools	Harrisonburg City PS	Henrico County Schools	Loudoun County Public Schools	Louisa County Public Schools	Manassas City Public Schools	Nelson County Public Schools
Prince William Co PS	Richmond City Schools	VA Beach Schools	Albemarle County Schools	Greene County Schools	Hampton City Schools	

*Peers in red have not responded to requests for information, and official Public Records Requests have been sent.

EXTERNAL REVIEW

Market Results – Review of CCS Administrative pay plan in comparison to market peers

Summary of Metrics	
Number of Peers	20
Number of Respondents	17
Percentage Received	85.0%
Number of Classifications	45
Classifications with Sufficient Matches for Inclusion	93.3%
Total Quality Matches	500+
Average Number of Matches per Position	9.7

EXTERNAL REVIEW

Market Results – Review of CCS Administrative pay plan in comparison to market peers

All Benchmarked Administrative Positions

Market Position	Peer Pay Range Minimum	Peer Pay Range Midpoint	Peer Pay Range Maximum	Peer Average Range Spread	CCS Average Range Spread
	% Difference	% Difference	% Difference		
Average (not adjusted for COL)	-4.6%	-11.5%	-13.8%	70.5%	55.9%
50th Percentile – Market Median (adjusted for COL and bell curve distribution)	-1.3%	-7.9%	-11.1%		

Due to narrower range spreads than market peers, the Division is more competitive toward the minimum of the published range on average but loses ground when moving through the pay scale.

EXTERNAL REVIEW

Market Results – Review of CCS Administrative pay plan in comparison to market peers

All Benchmarked Administrative Positions

Market Position	Peer Pay Range Minimum	Peer Pay Range Midpoint	Peer Pay Range Maximum
	% Difference	% Difference	% Difference
85th Percentile (adjusted for COL and bell curve distribution)	-14.3%	-20.9%	-24.7%

With recent changes, the Division has recently brought their teaching positions to roughly the 85th percentile of the market (meaning they are ahead of 85% of market peers at the midpoint of the salary range). At the 85th percentile, the Division’s Administrative positions are roughly 21% behind the midpoint of the salary range.

RECOMMENDATIONS

Implement an updated
Administrative pay plan
that is market
competitive at the 85th
percentile

Assign all positions to
pay grades based on
internal and external
equity

Implement new plan
using a defined
implementation
strategy

RECOMMENDATIONS

Implement an updated step pay plan for Administrative Employees

Grade	Minimum	Midpoint	Maximum	# of Steps	Step Increase	Grade Progression	Range Spread
101	\$45.00	\$57.38	\$69.76	30	1.5%	-	55.0%
102	\$48.26	\$61.54	\$74.81	30	1.5%	7.25%	55.0%
103	\$51.76	\$66.00	\$80.24	30	1.5%	7.25%	55.0%
104	\$55.51	\$70.78	\$86.05	30	1.5%	7.25%	55.0%
105	\$59.54	\$75.92	\$92.29	30	1.5%	7.25%	55.0%
106	\$63.86	\$81.42	\$98.98	30	1.5%	7.25%	55.0%
107	\$68.49	\$87.32	\$106.16	30	1.5%	7.25%	55.0%
108	\$73.45	\$93.65	\$113.86	30	1.5%	7.25%	55.0%
109	\$78.78	\$100.44	\$122.11	30	1.5%	7.25%	55.0%
110	\$84.49	\$107.73	\$130.97	30	1.5%	7.25%	55.0%

RECOMMENDATIONS

Implement new Administrative plan using a defined implementation strategy

Administrative Employees Only

Implementation Option	Estimated Implementation Cost (Base Salary only)	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to Minimum	\$ 500,167.55	59	\$ 8,477.42	6.9%
Bring to Same Step	\$ 1,568,626.32	59	\$ 26,586.89	21.6%
Bring to Next Step	\$ 1,698,387.82	59	\$ 28,786.23	23.4%
Tenure Parity	\$ 1,796,975.91	59	\$ 30,457.22	24.8%

RECOMMENDATIONS/NEXT STEPS - CCS



Final review and approval of classification/compensation system

- Administrative pay plan
- Position grade assignments



Review compensation guidelines annually – revise as needed

- Compensation Philosophy outlining how employees will move through range
- Hiring Calculator



Conduct annual small scale market surveys

- Review positions that are hard to fill or have increased turnover for competitiveness within the market



Conduct classification and compensation studies every 3-5 years

- As conditions change and/or as budget allows

RECOMMENDATIONS

Manage compensation decisions as one system to protect internal equity across employee groups

Evaluate increases through a Division-wide lens

Evaluate proposed increases for all employee groups before finalizing adjustments for any one group

Model the impact on pay relationships and compression

Preserve the structure; address employee placement within it

Use established ranges as the framework for maintaining consistent relationships across classifications

When targeted increases create compression, address affected employees through placement or equity adjustments within the established structure

Any
Questions

A large, stylized evergreen tree graphic in a dark green color, positioned on the right side of the image. It has multiple branches with pointed, needle-like leaves.

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