

Acknowledgments:

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About the Cover:

This word cloud was created from job titles submitted for this report's Pay Equity Survey, which included 428 nonprofit employees working in the Greater Richmond area.

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Purpose

This report illustrates nonprofit compensation, benefits, and work culture within the Richmond Metro area (RVA) based on respondents' answers to three online surveys administered from October 2023 to January 2024. *See Surveys, Participation, and Service Area Overview on the next page.*

The project has three critical goals.

#1 Help nonprofit employers working in RVA understand how their pay, benefits, and practices position them in their local market.

#2 Provide quality data that is useful in making impactful board presentations and educating funders.

#3 Help nonprofit employers better recruit and retain employees by making strategic changes to pay, benefits, and work culture.

Please note that while the survey questions and focus areas were designed to support RVA nonprofits, all nonprofits and jobs are unique. Not every topic or data point within this report may serve your organization's needs.

The data in the report is based on participants' responses and is not an overall representation of the labor market. This report provides a high-level review of benefits and does not intend to answer complex benefits questions. Please continue to consult with your insurance broker to understand your employer benefits.

Surveys, Participation, and Service Area Overview

Compensation, Benefits, and Work Culture Survey (NPC Survey)

- 49 nonprofit participants
- 89 questions
- 379 wages reported
- 13 positions evaluated

Nonprofit Pay Equity Survey (Pay Equity Survey)

- 428 nonprofit employee participants
- 26 questions
- 338 reported wage ranges
- Demographic information

Direct Service Provider Survey (DSP Survey)

- 8 participants
- 15 questions
- 73 wages reported
- 4 positions evaluated

NPC Survey Service Area ¹	# of Respondents	% of Respondents
Children Services	10	20.41
Community/Economic Development	13	26.53
Conservation/Museums	3	6.12
Domestic Violence Prevention	5	10.20
Education	14	28.57
Environmental Advocacy	4	8.16
Family Counseling/Behavioral Health	8	16.33
Health/Clinics	4	8.16
Housing/Shelter	16	32.65
Other Social/Human Services	17	34.69
Research	2	4.08
Youth Services	16	32.65
Workforce Development	5	10.20

How to Use the Report's Salary Data

#1 Understand How Pay Percentiles Connect to Your Compensation Approach

As you review this report's salary data, it can be helpful to understand how your organization uses pay percentiles. Some organizations select a pay percentile to guide their wage decisions (e.g., We aim to pay at the 50th - Median percentile). Other organizations prefer the flexibility of setting pay within percentile ranges (e.g., We generally pay within the 25th to 50th percentile, depending on experience. However, for a highly qualified candidate, we pay between the 50th and 75th percentile). Other nonprofits view pay percentiles as relevant data in setting salaries without committing to a certain percentile or range of percentiles.

I'm New Here!

Suppose your organization has not used pay percentiles to guide wage setting before but would like to. In that case, a good place to start is:

Step 1 - Identify where your current wages fall within the *Salary by Position* charts² (e.g., We are paying our operations staff within the 10th to 25th percentile, and our programmatic positions fall within the 25th to 50th percentile).

Step 2 - Determine if your current pay percentile ranges are satisfactory or need improvement (e.g., Our goal based on this year's budget is to pay within the 25th to 50th percentile. Those employees with pay below this range shall be increased to the 25th percentile at a minimum).

#2 Strive for an 80% Match of Duties and Qualifications

Each *Salary by Position* chart provides a summary of job duties and qualifications. Review job descriptions and determine the percentage match (the *Salary by Position* section starts on page 8).

Review one job description at a time. There are a couple of ways to do this. The quickest way is to print your organization's job description. Then, while reviewing the survey report's job summary, highlight all the components you identify as matching within the job description. You've likely reached your 80% match if most job duties and qualifications match.³

If you have the gift of time, you can conduct a match analysis for each job component. An example is provided on page 6.

Review all non-matching components within your job description and determine if any of those items should impact pay (e.g., managerial responsibilities, credentials, education, technical skills, a

significant difference in work experience requirements). If a non-matching component should impact pay, note it now. This information will become important in step #4 (reviewing secondary salary data).

This report may not be the best baseline for your position if the job description contains multiple non-matching components that should impact pay.

#3 Review the Report’s Salary Data

Now that you know your organization’s pay percentile(s) and have determined that your job description is at least an 80% match to the job summary, identify your salary data points using the *Salary by Position* chart. For example, the Administrative Assistant pay profile below aligns with a range of \$17.99/ hour to \$21.88/hour for the 50th percentile. *Check out the Guide to Salary by Position Charts on page 8.*

Pay Profile:

- Administrative Assistant – 85% match to job summary
- Organization pay percentile – 50th
- Service Area - Children’s Services
- Organization’s Annual Revenue – Below 5 million

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	27	28	\$ 17.92	\$ 18.93	\$ 21.76	\$ 26.08	\$ 30.20	\$ 22.86
Base Salary - Annual (FTE 1)	27	28	\$ 37,267.36	\$ 39,364.00	\$ 45,250.40	\$ 54,246.40	\$ 62,816.00	\$ 47,545.83
Service Area - Hourly								
Children Services	5	6			\$ 17.99			\$ 19.55
Community/Economic Development	7	7			\$ 20.91			\$ 21.47
Education	8	8			\$ 21.76			\$ 21.45
Family Counseling/Behavioral Health	5	6			\$ 18.48			\$ 19.74
Housing/Shelter	10	11			\$ 20.00			\$ 22.60
Youth Services	5	5			\$ 18.90			\$ 20.86
Annual Revenue - Hourly								
Below 5 million	16	16	\$ 18.18	\$ 20.00	\$ 21.88	\$ 26.88	\$ 28.60	\$ 22.80
Between 5 - 15 million	7	7			\$ 24.62			\$ 25.47
15+ million	4	5			\$ 18.00			\$ 19.38

#4 Validate with Secondary Salary Data

Keep in mind that pay is a moving target. Therefore, as you complete your salary determinations, adding secondary salary data to your analysis can be helpful and keep your pay rate relevant. For our purposes, secondary salary data is any wage-related information outside this report’s *Salary by Position* charts. Examples of secondary salary data include wages found within job ads posted online or salary data from other third-party sources such as compensation software.

Secondary salary data should generally validate your range. Occasionally, you will find an outlier in your data, such as a job posting with a salary range significantly below or above your other salary data points (e.g., One organization posted a Case Manager job for \$16/hour. This was significantly low compared to all other salary data points). In general, one or two outliers should not concern you so long as you have multiple other salary data points validating your range.

If the secondary data does not validate your salary range from this report's data, you should seek professional help or input. For example, this report's data may be aged and should no longer be relied on.

Ensure your secondary salary data sources are generally within the same industry and region. Salary data information can vary significantly by region, especially in regions closer to the Washington DC Metro area.

Non-Matching Job Components

If there is a non-matching component of your job description that should impact pay, try to find a secondary salary data source containing this non-matching component.

Example:

Non-matching component = Alcohol and Drug Counselor Certificate

Evaluation:

"A review of three online job postings from similar organizations shows that Certified Alcohol and Drug Counselors generally make \$28+ per hour."

#5 Account for Internal Equity

Ensure that your final pay determination accounts for what you pay existing staff. Review the wages of workers with similar roles and employees who are one rung higher and one rung lower in the reporting hierarchy.

Example:

We are looking to hire a new Program Manager. Program Managers within our organization make between \$60,000 to \$65,000 per year. The new hire's Program Director makes \$80,000 per year. The new hire will manage three direct reports who make between \$45,000 and \$52,000 per year. Therefore, the new Program Manager's 50th pay percentile of \$63,000 per year appears internally equitable.

Administrative Assistant

Survey Report's Job Summary:

Your Organization's Job Description:

<p>Job Duties: Provides assistance to the nonprofit organization's executive, directors, and senior staff team. Clerical duties include managing reception, file management, and data entry. May make appointments and travel arrangements or coordinate activities. Manages minutes and puts together board packets. Communicates on behalf of the Executive Director with different management levels. Responsibilities involve exposure to sensitive information. Qualifications: Bachelor's degree; 0 - 2 years of experience.</p>	<p>Shall support the Executive Team's calendar management and special projects/events. Monitor office supplies and order new stationery, snacks, furniture, appliances, and electronics as required. Keep the office clean and safe and ensure its appliances are in good working order. They are the first point of contact for customer inquiries. Oversees content and document management for staff and board meetings (e.g., agendas, presentations). Keep electronic document files organized. One year of office administration work experience is required. Associate's degree required. Bachelor's degree preferred.</p>
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Item Analysis:

Match:

Provides assistance to the nonprofit organization's executive, directors, and senior staff team.	Shall support the Executive Team's calendar management and special projects/events.	90%
Clerical duties include managing reception, file management, and data entry.	They are the first point of contact for customer inquiries. Keep electronic document files organized. Monitor office supplies and order new stationery, snacks, furniture, appliances, and electronics as required. Keep the office clean and safe and ensure its appliances are in good working order.	85%
May make appointments and travel arrangements or coordinate activities.	Shall support the Executive Team's calendar management and special projects/events. Oversees content...for staff...meetings.	100%
Manages minutes and puts together board packets.	Oversees content and document management for... board meetings (e.g., agendas, presentations).	100%
Communicates on behalf of the Executive Director with different management levels.	They are the first point of contact for customer inquiries. Oversees content and document management for staff and board meetings (e.g., agendas, presentations).	60%
Responsibilities involve exposure to sensitive information.	They are the first point of contact for customer inquiries. Oversees content and document management for staff and board meetings (e.g., agendas, presentations). Keep electronic document files organized.	85%
Bachelor's degree; 0 - 2 years of experience.	One year of office administration work experience is required. Associate's degree required. Bachelor's degree preferred.	75%

Total Match

85%

The total match is an average of the percentage match for each section. You may also set up a number system (e.g., 4 out of 5 job components match within the listed job duties).



Nonprofit Salary by Position

Guide to Salary by Position Charts

The following *Salary by Position* charts contain wage data submitted by 49 RVA-based nonprofit organizations in the NPC Survey administered from October 9, 2023, to December 18, 2023. Each *Salary by Position* sheet includes the position's job title, wage data chart, job duties, qualifications, reporting structure, and alternative titles. The *Salary by Position* charts evaluate pay for 13 positions based on 479 wage data points. The image below explains the column and row headers.

	# of Orgs	# of Emps	10th
Base Salary - Hourly	32	62	\$ 25.15
Base Salary - Annual (FTE 1)	32	62	\$ 52,305.76
Service Area - Hourly			
Children Services	7	21	\$ 26.50
Community/Economic Development	9	12	\$ 23.55
Education	10	18	\$ 25.95
Family Counseling/Behavioral Health	5	19	\$ 26.00
Health/Clinics	4	9	
Housing/Shelter	10	27	\$ 25.80
Youth Services	8	17	\$ 24.60
Annual Revenue - Hourly			
Below 5 million	21	30	\$ 24.67
Between 5 - 15 million	8	15	\$ 26.01
15+ million	3	17	\$ 26.32

of organizations submitting pay data

of wages reported

Only Services Areas with enough participation are reported - see below

Annual base salaries are calculated based on full-time employees working 40 hours per week or 2080 work hours per year

A minimum number of responses is required for each statistic to ensure confidentiality. Four organizational wages are required to report the median in any data subset. The 10th, 25th, 75th, and 90th percentiles are reported from samples of at least 12 employee wages. Where there is insufficient data, no data is reported. Case Manager salary data and charts are located within the Director Service Provider report on page 52. Instructions on *How to Use the Salary Report's Data* are available on page 3.

Accounting Clerk

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	16	19	\$ 18.90	\$ 21.00	\$ 24.10	\$ 27.31	\$ 28.60	\$ 23.85
Base Salary - Annual (FTE 1)	16	19	\$ 39,312.00	\$ 43,680.00	\$ 50,128.00	\$ 56,804.80	\$ 59,488.00	\$ 49,601.43
Service Area - Hourly								
Children Services	6	9			\$ 22.00			\$ 22.92
Education	4	5			\$ 24.76			\$ 25.18
Family Counseling/ Behavioral Health	6	9			\$ 24.10			\$ 24.32
Health /Clinic	3	4			\$ 27.96			\$ 27.82
Housing Shelter	5	8			\$ 23.05			\$ 23.98
Youth Services	5	6			\$ 23.55			\$ 23.23
Annual Revenue - Hourly								
Below 5 million	7	7			\$ 24.76			\$ 24.64
Between 5 - 15 million	6	6			\$ 23.63			\$ 23.15
15+ million	3	6			\$ 23.05			\$ 23.62

Job Duties: Performs various clerical accounting tasks in support of the accounting function. Facilitates payment of vendors, reviews purchase orders, and resolves discrepancies. Assists in generating billing statements. Posts accounting transactions. Maintains accounting files. Performs related general clerical duties.

Qualifications: High school diploma; 0 to 2 years of experience

Reports to: Manager

Alternate Titles: Billing Assistant, AP/AR Clerk, Junior Accountant

Accounting Manager

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	16	16	\$ 23.82	\$ 28.33	\$ 31.37	\$ 37.35	\$ 41.03	\$ 32.32
Base Salary - Annual (FTE 1)	16	16	\$ 49,553.92	\$ 58,931.60	\$ 65,249.60	\$ 77,682.80	\$ 85,340.32	\$ 67,228.20
Service Area - Hourly								
Children Services	7	7			\$ 28.85			\$ 30.83
Education	5	5			\$ 39.64			\$ 37.05
Housing Shelter	7	7			\$ 33.00			\$ 32.69
Youth Services	5	5			\$ 30.74			\$ 32.21
Annual Revenue - Hourly								
Below 5 million	6	6			\$ 34.44			\$ 33.75
Between 5 - 15 million	5	5			\$ 28.85			\$ 29.21
15+ million	5	5			\$ 33.17			\$ 33.72

Job Duties: Manages daily activities of the nonprofit organization's accounting functions. Implements and maintains accounting system. Manages monthly closings. Supports preparation of business activity reports and annual budget. Establishes internal controls and guidelines for accounting transactions and budget preparation. Coordinates with outside auditors and provides needed information for the annual external audit. May supervise accounting staff.

Qualifications: Bachelor's degree; 6 years of experience

Reports to: Department Head

Alternate Titles: Senior Accountant, Finance Manager

Administrative Assistant/Executive Assistant

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	27	28	\$ 17.92	\$ 18.93	\$ 21.76	\$ 26.08	\$ 30.20	\$ 22.86
Base Salary - Annual (FTE 1)	27	28	\$ 37,267.36	\$ 39,364.00	\$ 45,250.40	\$ 54,246.40	\$ 62,816.00	\$ 47,545.83
Service Area - Hourly								
Children Services	5	6			\$ 17.99			\$ 19.55
Community/Economic Development	7	7			\$ 20.91			\$ 21.47
Education	8	8			\$ 21.76			\$ 21.45
Family Counseling/ Behavioral Health	5	6			\$ 18.48			\$ 19.74
Housing/Shelter	10	11			\$ 20.00			\$ 22.60
Youth Services	5	5			\$ 18.90			\$ 20.86
Annual Revenue - Hourly								
Below 5 million	16	16	\$ 18.18	\$ 20.00	\$ 21.88	\$ 26.88	\$ 28.60	\$ 22.80
Between 5 - 15 million	7	7			\$ 24.62			\$ 25.47
15+ million	4	5			\$ 18.00			\$ 19.38

Job Duties: Provides assistance to the nonprofit organization's executive, directors, and senior staff. Clerical duties include managing reception, file management, and data entry. May make appointments and travel arrangements or coordinate activities. Manages minutes and compiles board packets. Communicates on behalf of the Executive Director with different management levels. Responsibilities involve exposure to sensitive information.

Qualifications: Bachelor's degree; 0 to 2 years of experience

Reports to: Manager

Alternate Titles: Receptionist, Secretary, Operations Associate

Operations Manager

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	17	20	\$ 22.79	\$ 26.69	\$ 31.00	\$ 34.21	\$ 36.73	\$ 30.49
Base Salary - Annual (FTE 1)	17	20	\$ 47,411.52	\$ 55,520.40	\$ 64,480.00	\$ 71,151.60	\$ 76,406.72	\$ 63,419.20
Service Area - Hourly								
Children Services	7	10			\$ 29.81			\$ 29.03
Education	6	9			\$ 31.00			\$ 30.74
Family Counseling/ Behavioral Health	3	6			\$ 30.89			\$ 30.31
Health/Clinics	2	5			\$ 31.00			\$ 30.22
Housing/Shelter	2	8			\$ 30.39			\$ 28.13
Youth Services	7	10			\$ 29.92			\$ 29.01
Annual Revenue - Hourly								
Below 5 million	11	11			\$ 31.73			\$ 31.23
Between 5 - 15 million	3	3						
15+ million	3	6			\$ 30.39			\$ 29.18

Job Duties: Performs complex administrative and staff support for the nonprofit organization. Prepares reports and presentation materials. Develops and implements strategies for critical agency goals. Approves and allocates resources. Guides change to operational policies or procedures. Responsible for special projects. May attend board meetings (manages minutes, creates board packet). May supervise operations or administrative staff.

Qualifications: Bachelor's degree; 4 to 6 years of experience.

Reports to: Department Head or Executive

Alternate Titles: Office Manager, Senior Administrative Assistant

Executive Director

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	44	44	\$ 40.93	\$ 49.31	\$ 68.85	\$ 97.54	\$ 112.63	\$ 73.83
Base Salary - Annual (FTE 1)	44	44	\$ 85,134.40	\$ 102,564.80	\$ 143,208.00	\$ 202,878.00	\$ 234,270.40	\$ 153,563.09
Service Area - Hourly								
Children Services	10	10			\$ 61.30			\$ 71.59
Community/Economic Development	11	11			\$ 55.29			\$ 59.98
Domestic Violence Prevention	4	4			\$ 52.38			\$ 55.65
Education	14	14	\$ 38.68	\$ 53.49	\$ 61.30	\$ 83.14	\$ 93.29	\$ 65.34
Family Counseling/ Behavioral Health	7	7			\$ 72.12			\$ 71.94
Health/Clinics	4	4			\$ 75.49			\$ 76.22
Housing/Shelter	15	15	\$ 36.20	\$ 46.00	\$ 53.00	\$ 100.00	\$ 134.13	\$ 74.99
Youth Services	12	12	\$ 39.58	\$ 48.27	\$ 61.30	\$ 97.99	\$ 103.86	\$ 70.13
Workforce Development	4	4			\$ 52.87			\$ 62.00
Annual Revenue - Hourly								
Below 5 million	30	30	\$ 39.19	\$ 46.83	\$ 56.01	\$ 69.71	\$ 85.60	\$ 59.13
Between 5 - 15 million	9	9			\$ 98.00			\$ 99.09
15+ million	5	5			\$ 110.26			\$ 116.58

Job Duties: Responsible to the Board of Directors for managing the entire nonprofit organization, including fundraising/development, human resources, strategic planning, programs, finance, and communications. Represents the organization to its target population, including donors, government agencies, and the general public. Supervision is often provided through a team of subordinate managers and directors. May also serve as the Chairman of the Board.

Qualifications: Master's degree; 15 or more years of experience

Reports to: Board

Alternative Titles: Chief Executive Officer, President

Finance Director

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	20	20	\$ 36.71	\$ 44.15	\$ 56.95	\$ 71.87	\$ 80.48	\$ 58.27
Base Salary - Annual (FTE 1)	20	20	\$ 76,346.40	\$ 91,832.00	\$ 118,445.60	\$ 149,479.20	\$ 167,404.64	\$ 121,201.60
Service Area - Hourly								
Children Services	5	5			\$ 58.89			\$ 61.01
Education	7	7			\$ 48.56			\$ 50.18
Family Counseling/ Behavioral Health	4	4			\$ 56.19			\$ 57.41
Housing/Shelter	7	7			\$ 67.00			\$ 66.82
Youth Services	4	4			\$ 75.26			\$ 67.58
Annual Revenue - Hourly								
Below 5 million	8	8			\$ 44.58			\$ 50.13
Between 5 - 15 million	8	8			\$ 56.95			\$ 57.64
15+ million	4	4			\$ 77.90			\$ 75.81

Job Duties: Manages the financial resources of the nonprofit organization, including accounting, finance, organization-wide budgets, investments, and treasury, in accordance with generally accepted accounting principles and contact policies and procedures. Safeguards assets through the maintenance of proper controls. Supervision is often provided through a team of subordinate managers. Participates as a member of the senior management team in the development and implementation of policies and programs. Presents financials to the Board.

Qualifications: Master's degree; 15 or more years of experience

Reports to: Executive and/or the Board

Alternative Title: Chief Financial Officer

Operations Director

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	22	22	\$ 33.58	\$ 42.41	\$ 49.62	\$ 68.57	\$ 87.69	\$ 55.44
Base Salary - Annual (FTE 1)	22	22	\$ 69,836.00	\$ 88,218.00	\$ 103,209.60	\$ 142,625.60	\$ 182,386.88	\$ 115,311.42
Service Area - Hourly								
Children Services	6	6			\$ 49.62			\$ 63.46
Community/Economic Development	5	5			\$ 43.27			\$ 45.58
Education	8	8			\$ 46.19			\$ 52.34
Family Counseling/ Behavioral Health	5	5			\$ 68.51			\$ 66.75
Health/Clinics	4	4			\$ 64.18			\$ 62.68
Housing/Shelter	7	7			\$ 55.00			\$ 63.49
Youth Services	4	4			\$ 56.66			\$ 62.04
Workforce Development								
Annual Revenue - Hourly								
Below 5 million	12	12	\$ 30.41	\$ 39.56	\$ 43.56	\$ 52.52	\$ 73.83	\$ 47.19
Between 5 - 15 million	6	6			\$ 54.71			\$ 56.89
15+ million	4	4			\$ 80.41			\$ 77.99

Job Duties: Oversees functions for the organization, including human resources, information technology, services, facilities and grounds, transportation, and purchasing. Manages department budgets. Supervision is often provided through a team of subordinate managers and directors. Responsible for personnel actions, including hiring, performance management, and termination. Responsible for aligning departmental strategy or direction with the overall goals of the organization. Participates as a member of the senior management team in the development and implementation of policies and programs.

Qualifications: Master's degree; 8 or more years of experience

Reports to: Executive

Alternative Title: Chief Operating Officer

Development Director

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	31	31	\$ 36.10	\$ 38.70	\$ 45.00	\$ 57.10	\$ 62.84	\$ 47.99
Base Salary - Annual (FTE 1)	31	31	\$ 75,088.00	\$ 80,496.00	\$ 93,600.00	\$ 118,768.00	\$ 130,698.88	\$ 99,809.81
Service Area - Hourly								
Children Services	7	7			\$ 46.73			\$ 47.52
Community/Economic Development	5	5			\$ 40.32			\$ 40.49
Education	11	11			\$ 43.27			\$ 46.25
Family Counseling/ Behavioral Health	5	5			\$ 52.90			\$ 49.19
Housing/Shelter	11	11			\$ 50.61			\$ 49.00
Youth Services	8	8			\$ 49.82			\$ 50.64
Annual Revenue - Hourly								
Below 5 million	19	19	\$ 34.32	\$ 37.26	\$ 40.32	\$ 57.69	\$ 66.62	\$ 46.02
Between 5 - 15 million	7	7			\$ 47.00			\$ 49.30
15+ million	5	5			\$ 52.90			\$ 53.62

Job Duties: Leads nonprofit organization's fundraising and development work. Sets annual monetary and membership goals. Oversees the fundraising process, including planned, annual, and deferred giving and receipt records. Maintains a list of potential financial donors (corporations, foundations, and individuals). Directs research into potential sources of grants and public funding and oversees the grant application process. Cultivates ties with the community. May manage volunteer activities. Supervision is often provided through a team of subordinate managers. Collaborates with other members of the executive team to align departmental strategy.

Qualifications: Bachelor's degree; at least 15 years of experience

Reports to: Executive

Alternative Title: VP Development

Development/Fundraising Manager

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	20	21	\$ 24.19	\$ 25.97	\$ 32.00	\$ 37.05	\$ 39.21	\$ 31.67
Base Salary - Annual (FTE 1)	20	21	\$ 50,319.36	\$ 54,017.60	\$ 66,560.00	\$ 77,064.00	\$ 81,560.96	\$ 65,878.55
Service Area - Hourly								
Children Services	5	6			\$ 32.67			\$ 33.30
Community/Economic Development	5	5			\$ 30.28			\$ 29.27
Education	6	6			\$ 26.80			\$ 29.53
Family Counseling/ Behavioral Health	4	5			\$ 36.85			\$ 35.49
Health/Clinics	4	4			\$ 32.81			\$ 33.61
Housing/Shelter	8	9			\$ 36.85			\$ 35.41
Youth Services	4	4			\$ 35.70			\$ 36.25
Annual Revenue - Hourly								
Below 5 million	10	10			\$ 28.82			\$ 30.00
Between 5 - 15 million	5	5			\$ 28.00			\$ 28.42
15+ million	5	6			\$ 36.45			\$ 37.17

Job Duties: Manages one or more functions within fundraising and development, such as foundation or corporate grants/funds, direct mail, special events, communications, annual giving, major gifts, planned/deferred giving, etc. May supervise grant writers and administrative/support staff.

Qualifications: Bachelor's degree; at least 6 years of experience

Reports to: Department Head

Alternative Titles: Major Gift Officer, Fundraising Database Manager

Development/Fundraising Specialist

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	17	17	\$ 17.50	\$ 21.25	\$ 24.00	\$ 28.50	\$ 36.08	\$ 25.18
Base Salary - Annual (FTE 1)	17	17	\$ 36,400.00	\$ 44,200.00	\$ 49,920.00	\$ 59,280.00	\$ 75,046.40	\$ 52,378.07
Service Area - Hourly								
Children Services	5	5			\$ 23.00			\$ 25.39
Education	5	5			\$ 26.44			\$ 27.44
Family Counseling/ Behavioral Health	5	5			\$ 27.00			\$ 29.58
Housing/Shelter	7	7			\$ 25.00			\$ 26.94
Annual Revenue - Hourly								
Below 5 million	7	7			\$ 26.44			\$ 26.64
Between 5 - 15 million	5	5			\$ 21.00			\$ 20.30
15+ million	5	5			\$ 25.00			\$ 28.01

Job Duties: Performs work associated with fundraising campaigns for an organization. Supports content, format, and logistics. Maintains relationships with current or potential donors to solicit funds for the organization.

Qualifications: Bachelor's degree; 2 to 4 years of experience

Reports to: Department Head

Alternative Title: Development Assistant

Grant Administrator

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	18	20	\$ 22.73	\$ 25.86	\$ 33.65	\$ 39.91	\$ 49.47	\$ 33.85
Base Salary - Annual (FTE 1)	18	20	\$ 47,270.08	\$ 53,778.40	\$ 69,992.00	\$ 83,012.80	\$ 102,899.68	\$ 70,416.32
Service Area - Hourly								
Children Services	5	7			\$ 27.55			\$ 28.06
Education	7	8			\$ 29.95			\$ 29.14
Counseling/Behavioral Health	5	7			\$ 27.80			\$ 32.01
Health/Clinics	3	4			\$ 35.28			\$ 37.09
Housing/Shelter	5	7			\$ 29.95			\$ 34.10
Youth Services	5	6			\$ 27.15			\$ 29.09
Annual Revenue - Hourly								
Below 5 million	7	7			\$ 38.46			\$ 35.95
Between 5 - 15 million	7	7			\$ 35.89			\$ 34.67
15+ million	4	6			\$ 27.68			\$ 30.47

Job Duties: Researches grants that match the goals and objectives of the nonprofit organization. Writes grant proposals for government, corporate, and foundation funds. Develops and maintains effective, long-term working relationships with grantors to facilitate approval of grants. Follows up with grantors to determine/monitor grant status. Ensures compliance with grant requirements and data collection.

Qualifications: Bachelor's degree; 4 to 6 years of experience

Reports to: Department Head

Alternative Titles: Prospect Research Manager, Grants and Contracts Manager

Program Director

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	38	59	\$ 29.00	\$ 32.45	\$ 38.46	\$ 44.60	\$ 61.00	\$ 40.53
Base Salary - Annual (FTE 1)	38	59	\$ 60,320.00	\$ 67,496.00	\$ 79,996.80	\$ 92,768.00	\$ 126,880.00	\$ 84,299.93
Service Area - Hourly								
Children Services	8	21	\$ 27.59	\$ 33.89	\$ 37.67	\$ 41.18	\$ 44.19	\$ 36.99
Community/Economic Development	10	16	\$ 25.46	\$ 27.68	\$ 33.09	\$ 36.64	\$ 40.52	\$ 32.71
Domestic Violence Prevention	4	10			\$ 32.21			\$ 32.74
Education	13	26	\$ 27.24	\$ 31.25	\$ 36.45	\$ 43.23	\$ 46.08	\$ 37.09
Family Counseling/ Behavioral Health	7	22	\$ 27.98	\$ 32.69	\$ 37.23	\$ 42.12	\$ 44.74	\$ 36.87
Health/Clinics	4	9			\$ 37.35			\$ 39.72
Housing/Shelter	14	26	\$ 28.90	\$ 28.90	\$ 28.90	\$ 28.90	\$ 28.90	\$ 39.51
Youth Services	10	19	\$ 27.24	\$ 29.71	\$ 36.00	\$ 42.55	\$ 58.00	\$ 38.18
Workforce Development	4	8			\$ 29.36			\$ 30.19
Annual Revenue - Hourly								
Below 5 million	25	36	\$ 27.17	\$ 31.25	\$ 34.13	\$ 42.41	\$ 48.51	\$ 36.69
Between 5 - 15 million	9	10			\$ 50.72			\$ 53.84
15+ million	4	13	\$ 32.40	\$ 37.23	\$ 39.20	\$ 43.45	\$ 55.42	\$ 40.93

Job Duties: Provides overall management and direction to one or more programs, including managing the department budget, developing program procedures, supporting grant administration, and service coordination. Ensures compliance with applicable standards and regulations. Supervision is often provided through a team of subordinate managers.

Qualifications: Master's degree; at least 10 years of experience, including some prior management experience

Reports to: Executive

Alternative Title: Program Administrator

Program Manager

	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg
Base Salary - Hourly	32	62	\$ 25.15	\$ 27.37	\$ 30.75	\$ 37.63	\$ 47.40	\$ 33.60
Base Salary - Annual (FTE 1)	32	62	\$ 52,305.76	\$ 56,929.60	\$ 63,960.00	\$ 78,260.00	\$ 98,592.00	\$ 69,882.97
Service Area - Hourly								
Children Services	7	21	\$ 26.50	\$ 28.15	\$ 32.00	\$ 34.17	\$ 37.71	\$ 31.61
Community/Economic Development	9	12	\$ 23.55	\$ 25.87	\$ 28.06	\$ 30.61	\$ 33.64	\$ 28.40
Education	10	18	\$ 25.95	\$ 26.90	\$ 29.01	\$ 32.80	\$ 41.37	\$ 31.01
Family Counseling/ Behavioral Health	5	19	\$ 26.00	\$ 26.90	\$ 33.33	\$ 34.17	\$ 38.77	\$ 32.36
Health/Clinics	4	9			\$ 26.90			\$ 29.97
Housing/Shelter	10	27	\$ 25.80	\$ 28.00	\$ 33.04	\$ 38.47	\$ 45.60	\$ 33.37
Youth Services	8	17	\$ 24.60	\$ 26.65	\$ 28.29	\$ 33.06	\$ 41.20	\$ 30.44
Annual Revenue - Hourly								
Below 5 million	21	30	\$ 24.67	\$ 27.21	\$ 28.97	\$ 31.25	\$ 39.75	\$ 30.25
Between 5 - 15 million	8	15	\$ 26.01	\$ 30.61	\$ 40.86	\$ 55.36	\$ 58.12	\$ 41.70
15+ million	3	17	\$ 26.32	\$ 26.32	\$ 26.32	\$ 26.32	\$ 26.32	\$ 32.35

Job Duties: Supports at least one program, including supervising staff, managing budgets, supporting data collection, and coordinating services. Ensure the quality of services provided. Assists in the development of customized solutions for individual client needs.

Qualifications: Bachelor's degree; at least 6 years of experience

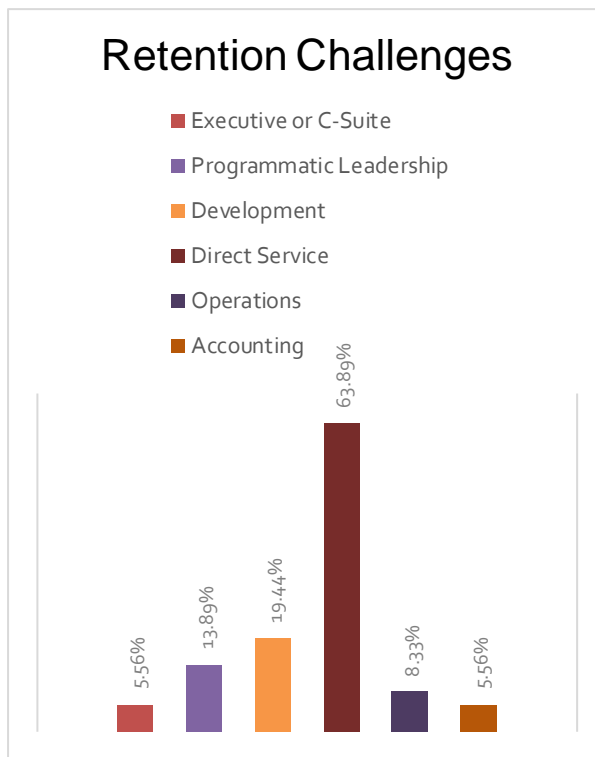
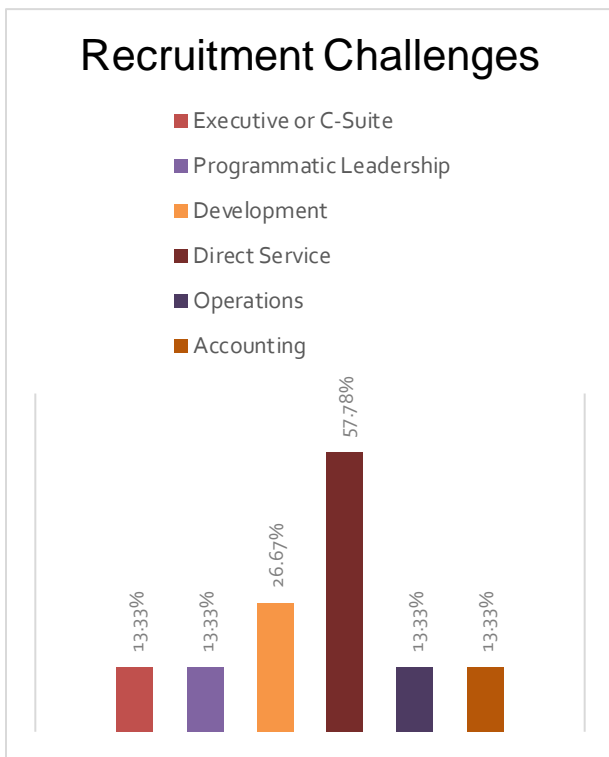
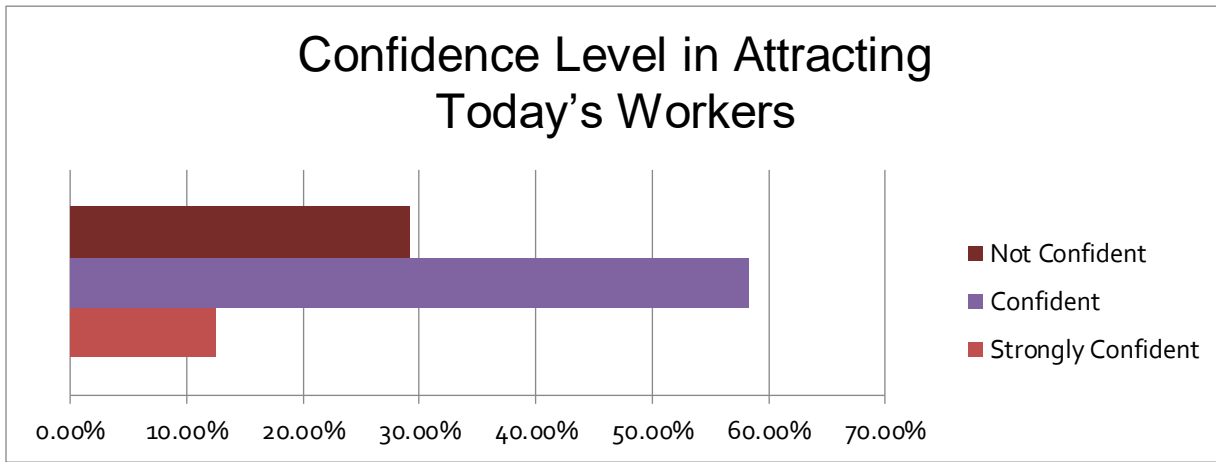
Reports to: Department Head

Alternative Titles: Program Administrator

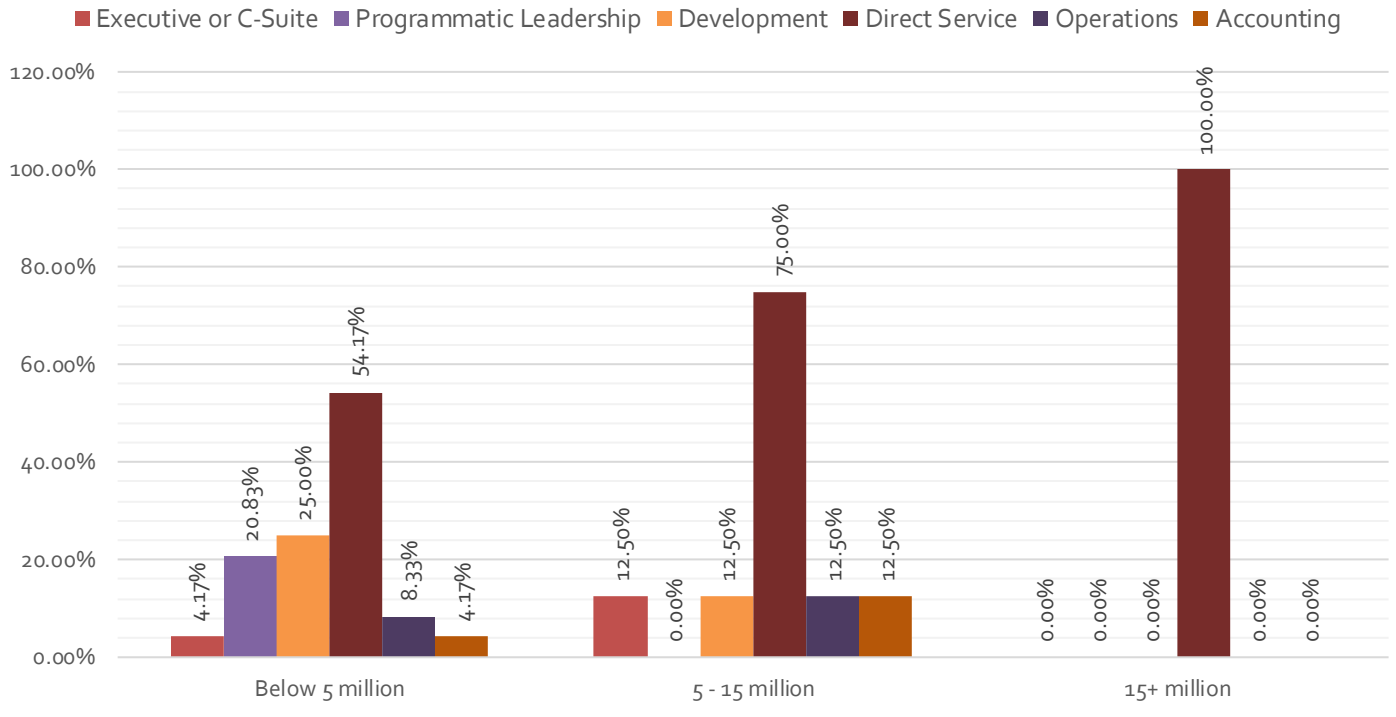
Employer Outlook

Nonprofits reported challenges in recruiting and retaining staff in multiple positions during 2022 – 2023, especially Direct Services staff.⁴ Examples of challenges included declined offers and turnover in less than 90 days.

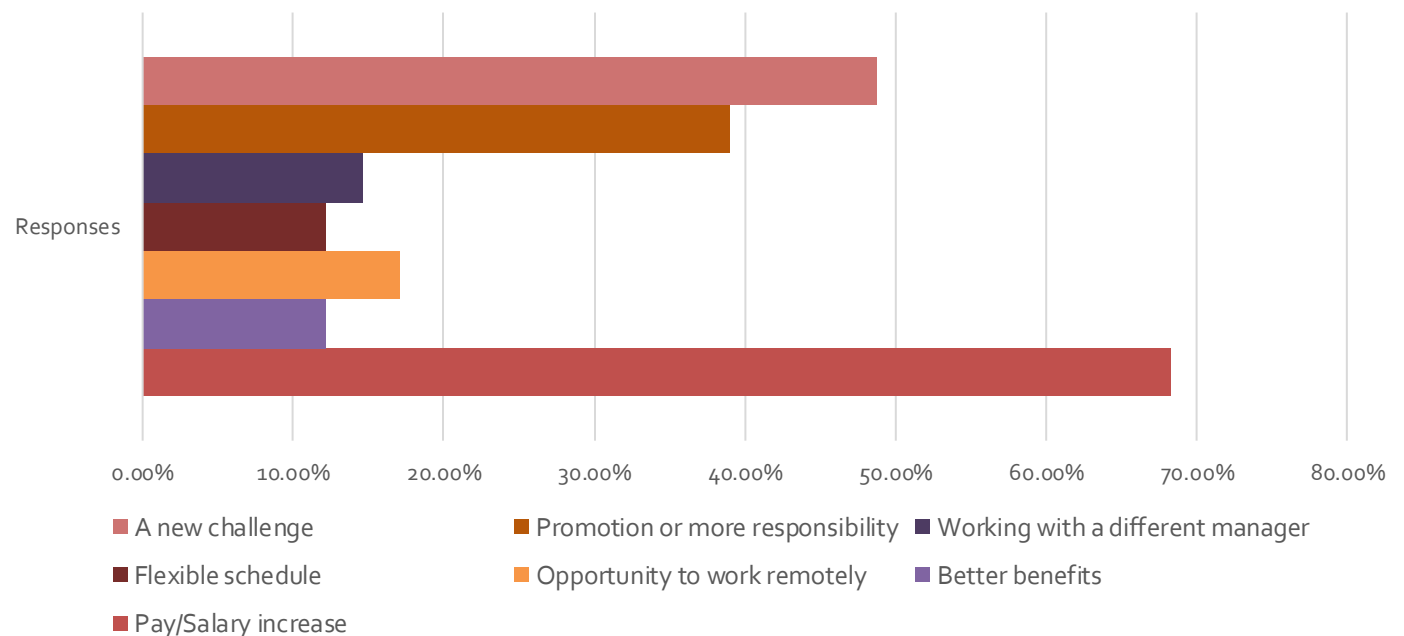
Respondents claim pay is the most common reason employees seek new opportunities. Only nonprofits with an annual revenue of 15+ million expressed relative confidence in retaining executive, administrative, and development staff. Going into 2024, however, survey respondents expressed confidence in their organization’s ability to attract today’s workers.



In 2022 - 2023, which positions have been challenging to retain?



Why did employees seek new opportunities?





Compensation and Recognition Practices

Compensation Practices

The following chart overviews pay increases and bonuses provided by respondent organizations⁵ from January 1, 2023, to December 18, 2023. Various percentiles are reported for each range based on a percentage of the employee's annual salary.

Pay Increases – 2023		
Yes	91.49%	43
No	8.51%	4
	Answered	47
	Skipped	2

Increase Method		
Merit Increase	78.57%	33
Cost-of-Living Adjustment	50.00%	21
Across-the-Board Increases (all employees received the same % or flat amount increase)	26.19%	11
External Market Labor Factors	28.57%	12
Internal Job Equity Labor Factors	26.19%	11
Length of Service	9.52%	4
Team Performance	2.38%	1
Other		4
	Answered	42
	Skipped	7

In the Other category, respondents shared that increases were based on a reorganization or were not organization-wide.

Compensation Increase (% of salary) – 2023						
Answered	10th	25th	50th Median	75th	90th	Avg
42	2.65%	3%	4%	7%	10%	5.63%

Bonuses – 2023		
Yes	45.65%	21
No	54.35%	25
	Answered	46
	Skipped	3

Bonus Increase (% of salary) – 2023						
Answered	10th	25th	50th Median	75th	90th	Avg
17	0.82%	2%	5%	6.34%	10.50%	4.79%

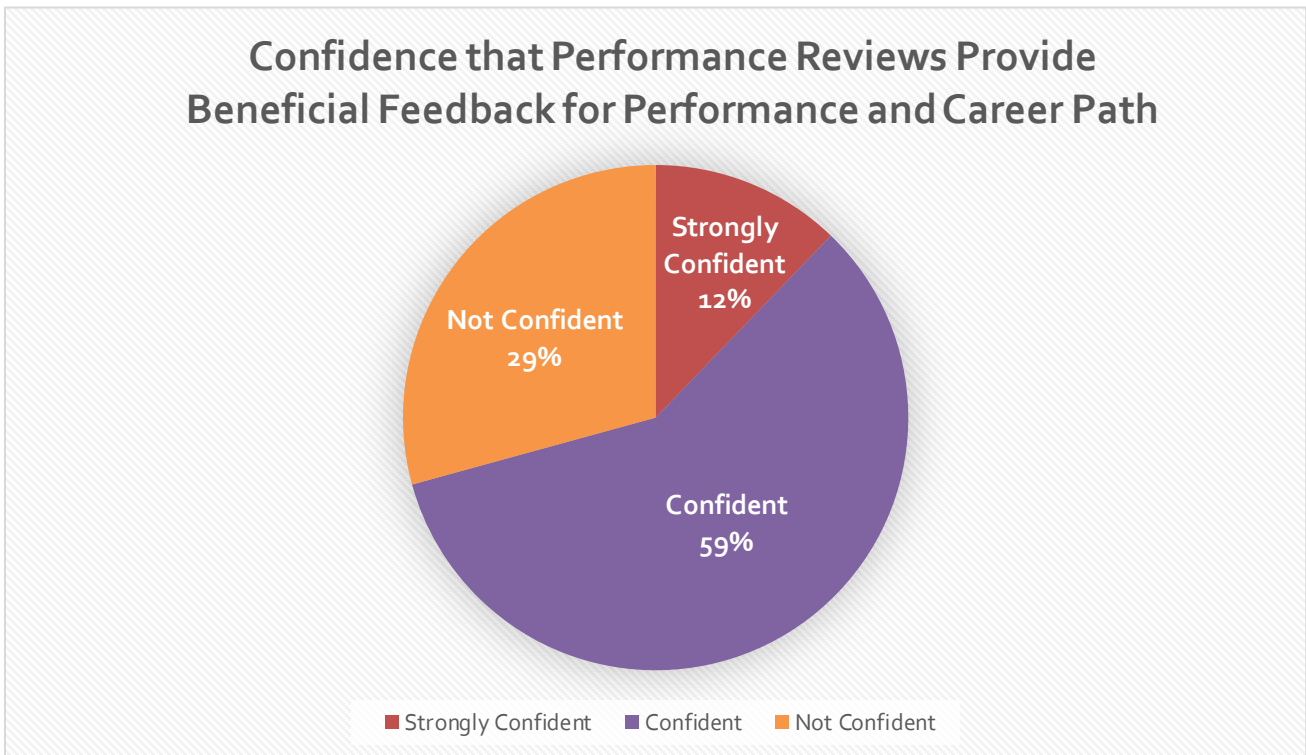
Performance Feedback – General

The following tables depict respondents' engagement and use of the performance review process from January 1, 2023, to December 18, 2023, including the frequency at which the organization conducts the performance review and their general confidence in the benefit of the process.

Performance Reviews - 2023		
Yes	91.11%	41
No	8.89%	4
	Answered	45
	Skipped	4

Frequency of Performance Reviews		
Annual	85.37%	35
Quarterly	12.20%	5
Performance reviews are conducted for some work groups only (e.g., part-time staff are excluded from the review cycle)	12.20%	5
Other		6
	Answered	41
	Skipped	8

In the Other category, respondents shared that they provide performance reviews on a semi-annual or monthly basis. One organization did not have a set frequency.



Performance Feedback – New Hire/Coaching

Several nonprofit organizations continue to rely on introductory periods in early employment. While this approach is used by over 60% of respondent organizations, only 13 out of 27 report that they provide the new hire written feedback at the completion of the introductory period. Over 70% of organizations use Performance Improvement Planning to guide discussions when employee performance is not meeting expectations.

Introductory or Probationary Period at Hire		
Yes	60.00%	27
No	40.00%	18
	Answered	45
	Skipped	4

Introductory or Probationary Period Length		
90 days	85.19%	23
6 months	7.41%	2
Other	7.41%	2
	Answered	27
	Skipped	22

In the Other category, respondents shared that the introductory period was 60 or 120 days.

Are employees given written feedback at the end of the introductory or probationary period?		
Yes	48.15%	13
No	51.85%	14
Other		3
	Answered	27
	Skipped	22

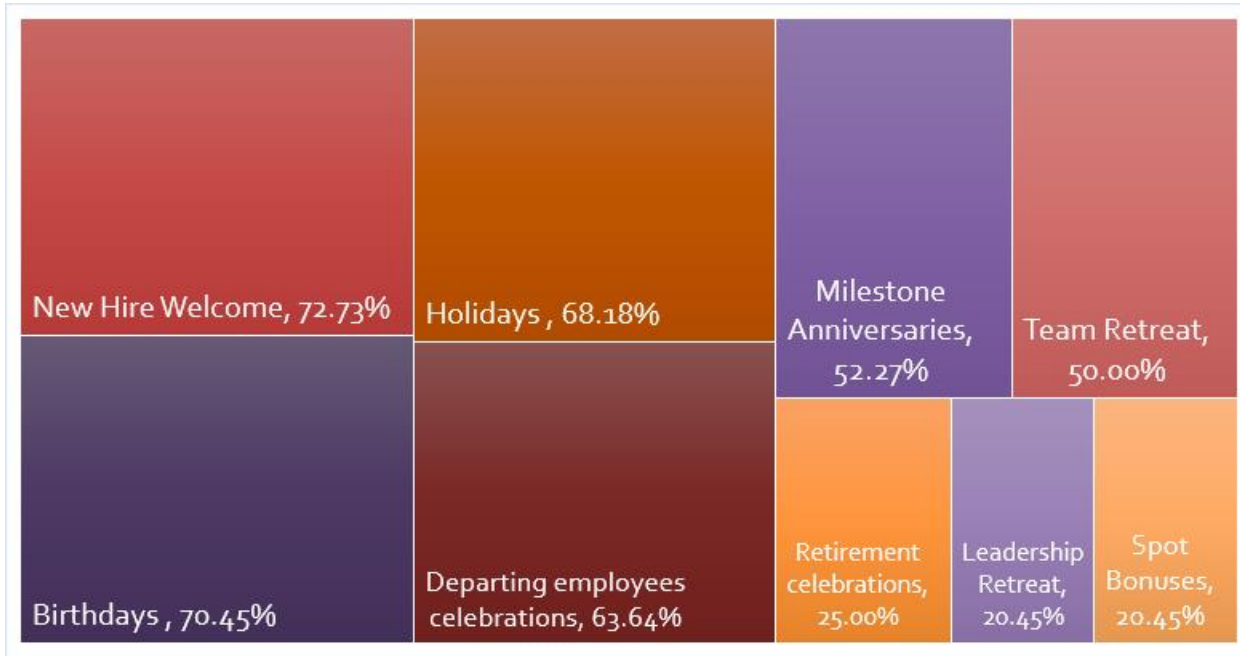
In the Other category, respondents shared that verbal feedback is provided.

Apply Performance Improvement Plan and Procedure		
Yes	70.45%	31
No	29.55%	13
Other		2
	Answered	44
	Skipped	5

In the Other category, respondents shared that Performance Improvement Plans have yet to be needed or that extensive coaching is provided beforehand.

Employee Recognition

The following chart and tables show the most common employee recognition practices among respondent organizations. Respondents also shared engagement in team building activities, how mentorship happens, and the frequency at which they conduct all-staff meetings. In the chart below, two respondents report incorporating “shout-outs for a job well done” into meetings and intranet communications.



Employee Mentors or Coaches		
No	33.33%	15
Happens informally	62.22%	28
Formal program	4.44%	2
Other		1
	Answered	45
	Skipped	4

All Staff Gatherings Frequency		
Monthly	60.00%	24
Quarterly	30.00%	12
Annually	10.00%	4
	Answered	40
	Skipped	9

Teambuilding Assessments (e.g., Myers Briggs, DiSC, StrengthsFinder) 2022 - 2023		
Yes, at an organization-wide level	15.56%	7
Yes, certain teams within the organization	24.44%	11
No, but planning for in 2023 - 2024	13.33%	6
No	46.67%	21
	Answered	45
	Skipped	4



Pay Equity

Moving Toward Equity

Three Changes Your Organization Can Make
for Better Pay Equity in 2024



The Pay Equity Survey, administered to RVA nonprofit employees from October 9, 2023, to January 15, 2024, had two aims:

1. Evaluate the pay of nonprofit employees performing similar or comparable work and identify any gaps or disparities based on gender, race, ethnicity, or other protected characteristics.
2. Learn nonprofit employees' perception of their employer's pay, benefits, and promotion practices.

The following Pay Equity report analyzes the survey's data based on these goals. **So, what did we learn?**

First, there is a lot to applaud! A good portion of the data shows that nonprofits pay their staff equitably, especially in rewarding salaries based on years of education and career level. See *Pay Equity – Education* and *Pay Equity – Career Level* charts on pages 36 and 38, respectively.

Equally notable are employees' perceptions of their employer's practices. For example, over 75% of employees agree or strongly agree that their employer evaluates their job performance fairly. See page 40.

Second, there is still work to be done. For instance, there is a significant difference in pay between the White and Black or African American categories for those individuals holding between 15 and 40 years of work experience. See page 37.

How can we move forward together? I am glad you asked because here are three strategic changes your nonprofit can make this year for better pay equity. I promise all these changes are within your nonprofit's reach.

1) Refrain from negotiating candidates' pay based on salary history.

Negotiating can set the wage bar for the rest of a career, perpetuating any initial inequity (e.g., for pay at the next job, merit increases, or cost of living adjustments).⁶ The risk is that you can import pay equity issues, which can then compound over a lifetime of a career. Research shows that the "average woman worker loses more than \$407,760 over the course of a 40-year career. For women of color; the losses are even worse: \$944,800 for black women; \$1,121,440 for Latinas."⁷ The compound effect is also evident within this report. See *Pay Equity – Work Experience* charts on

page 37. The NPC Survey shows that 74% of respondent organizations already refrain from discussing salary histories during recruitment. Let's keep that going!

2) Publish pay ranges within your job postings.

Transparency is equity's best friend. Research shows when employers post wages, they better hold internal pay equity in their organizations.⁸ We must praise our RVA nonprofits because 92% of respondent organizations say they are already doing this (see NPC Survey).

Publishing pay ranges also promotes better communication during the recruitment process. This practice benefits both employees and employers as it provides a better understanding of expectations related to the scope of experience and necessary skill sets from the beginning instead of going through an entire interview process to learn the salary range is not in line with their level of experience. Ensure the salary ranges for your job postings align with the level of experience you are seeking in candidates.

3) Continue learning how to advance equity in the RVA community.

Attend the YMCA of Greater Richmond's Diversity, Equity, and Inclusion (DEI) Community Conversations in 2024. In these spaces, you will connect with peers from various industries to learn how to improve practices, policies, and procedures to ensure your organization is more equitable for both employees and those you serve. Often, equity is rooted in a personal learning journey, challenging yourself to get curious and broaden your perspective of how current operations may be leaving people behind, disconnected, or uninvited. The DEI Community Conversations are spaces to have these courageous conversations with action-oriented outcomes to support RVA-based organizations along their equity journeys. Our Community Conversation will be followed by the bi-annual DEI Symposium in 2025. To learn more and to register, check out our LinkedIn page [here](#).

Article from:

Sidney Edwards

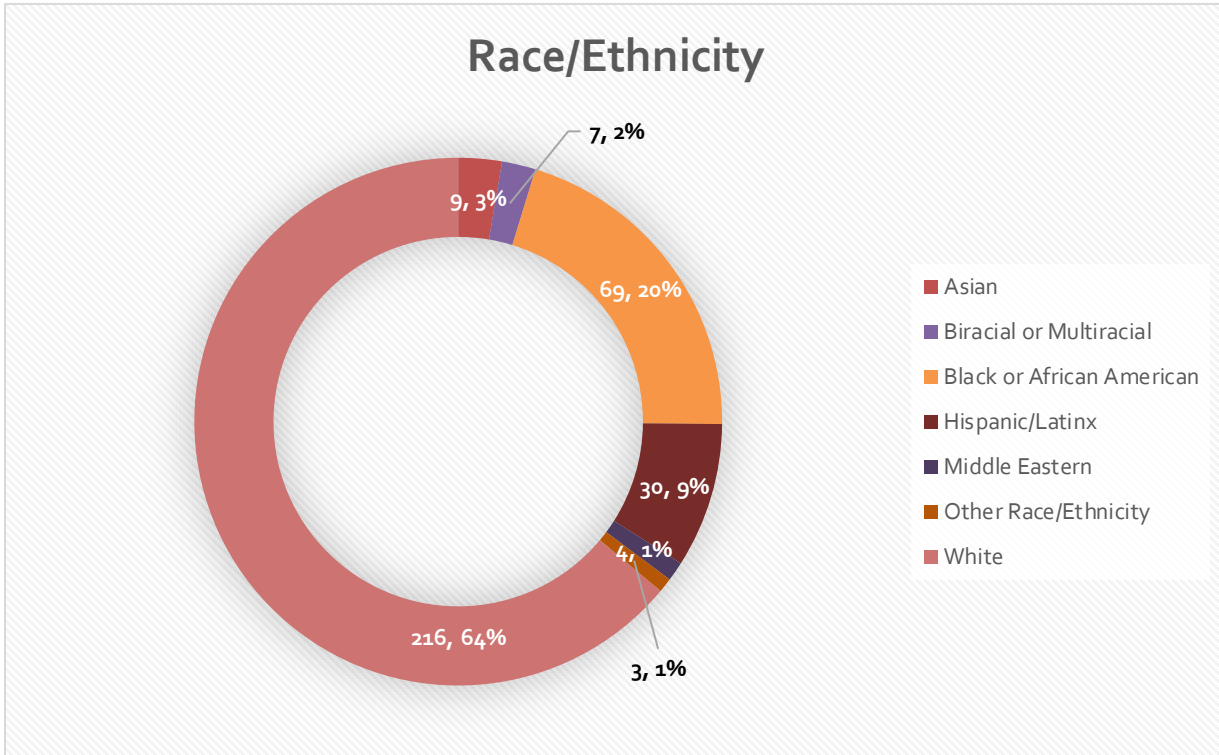
Vice President for Diversity,
Equity, and Inclusion

YMCA of Greater Richmond

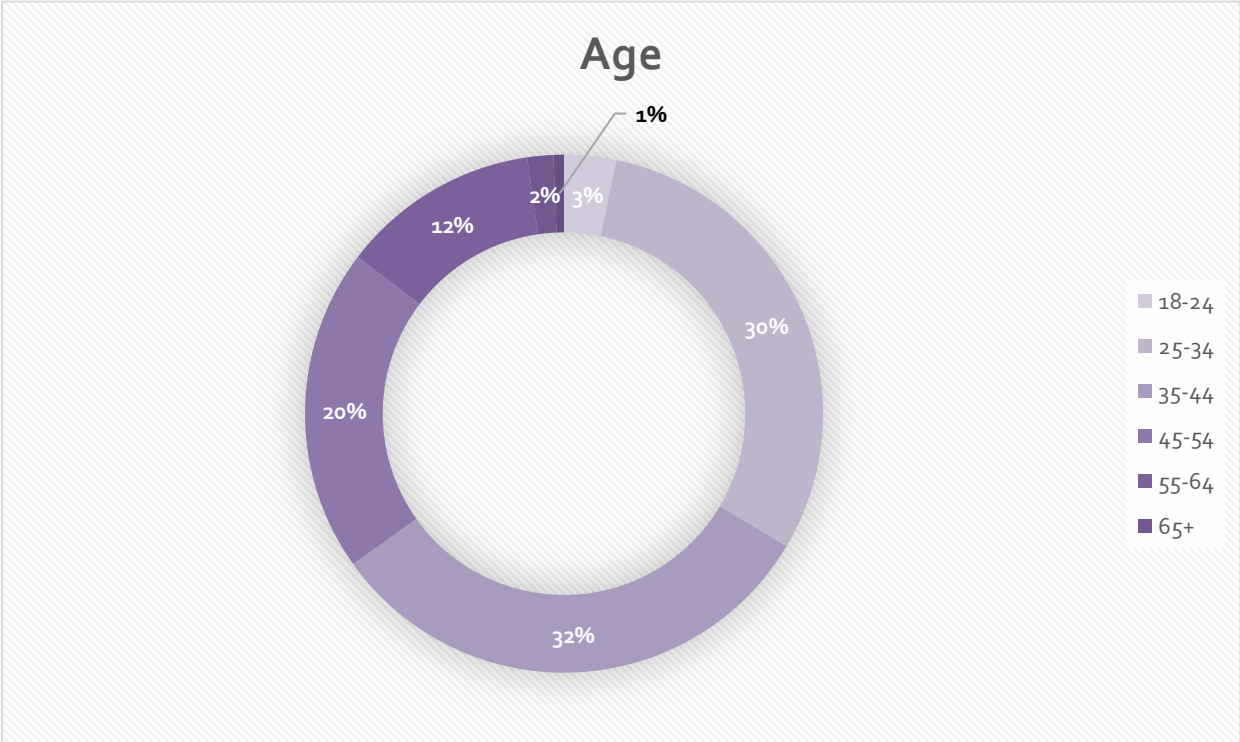
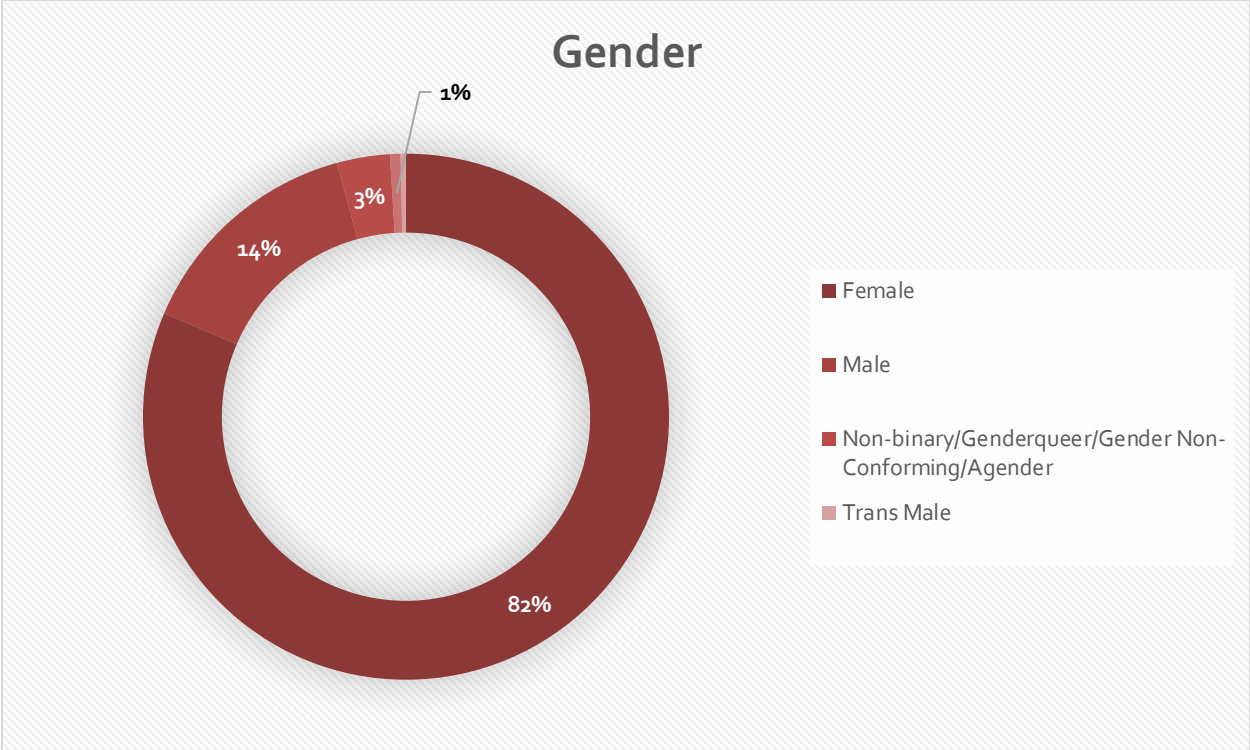


Demographic Data

The following charts overview the demographic information from the Pay Equity Survey, administered from October 9, 2023, to January 15, 2024.⁹



Respondents were able to select from the following categories: Black or African American, American Indian and Alaska Native, Asian, Middle Eastern, Native Hawaiian and Other Pacific Islander, Other Race/Ethnicity, Biracial or Multiracial, White, or Prefer Not to Say. Hispanic/Latinx racial allocation was 17% Biracial or Multiracial, 24% Other Race/Ethnicity, 52% White, and 7% Prefer Not to Say.



One percent (1%) of respondents selected "Prefer Not to Say" for gender and age.

Do you identify as LGBTQ+?		
Yes	20.10%	79
No	76.34%	300
Prefer Not to Say	3.56%	14
	Answered	393
	Skipped	35

Are you a 1st generation immigrant?		
Yes	7.12%	28
No	92.88%	365
	Answered	393
	Skipped	35

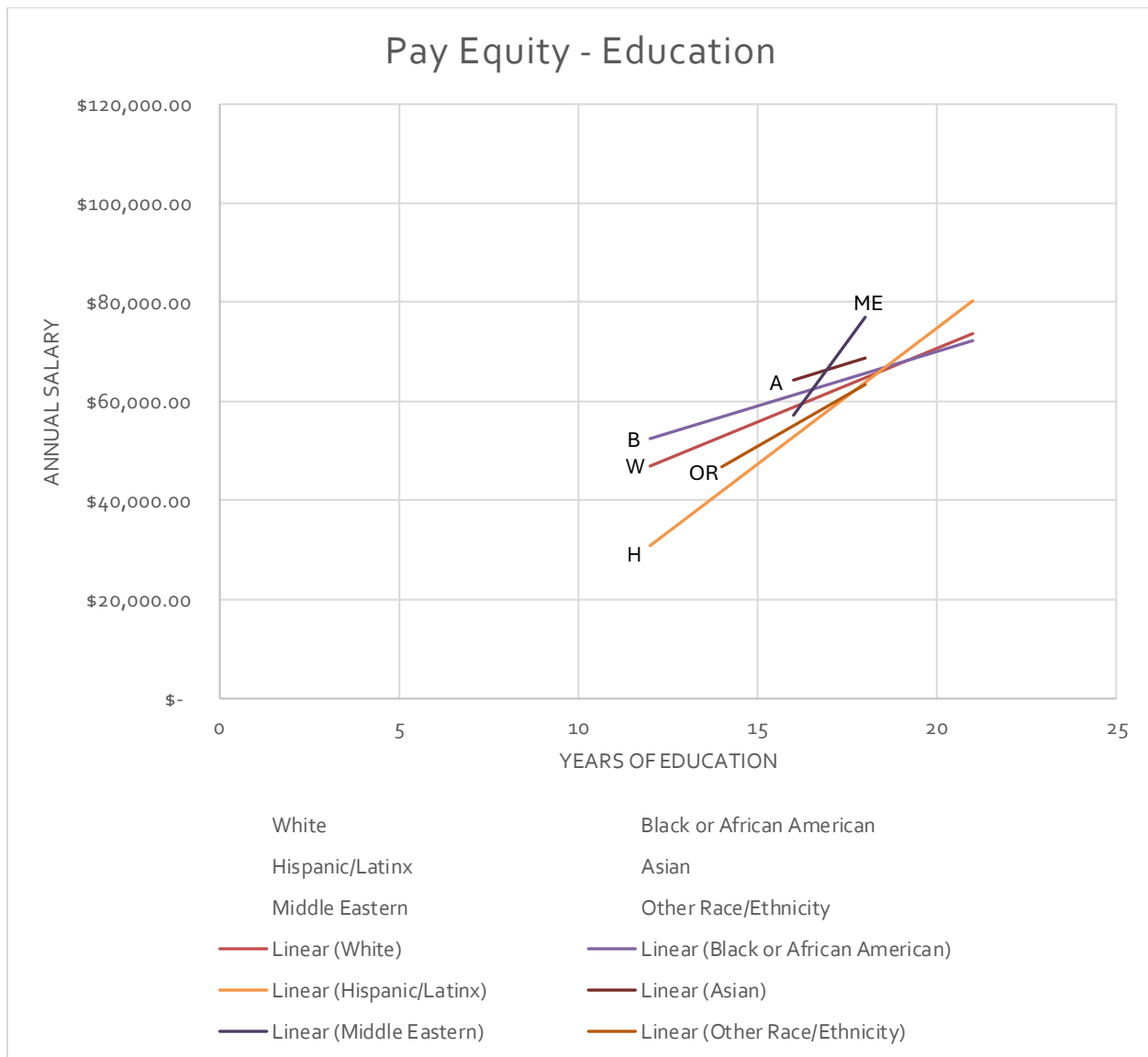
Are you a 2nd generation immigrant?		
Yes	8.51%	33
No	91.49%	355
	Answered	388
	Skipped	40

Do you have a disability?		
Yes, I have a disability or have had one in the past	13.71%	54
No, I do not have a disability and have not had one in the past	81.47%	321
Prefer not to say	4.82%	19
	Answered	394
	Skipped	34

Pay Equity Comparisons

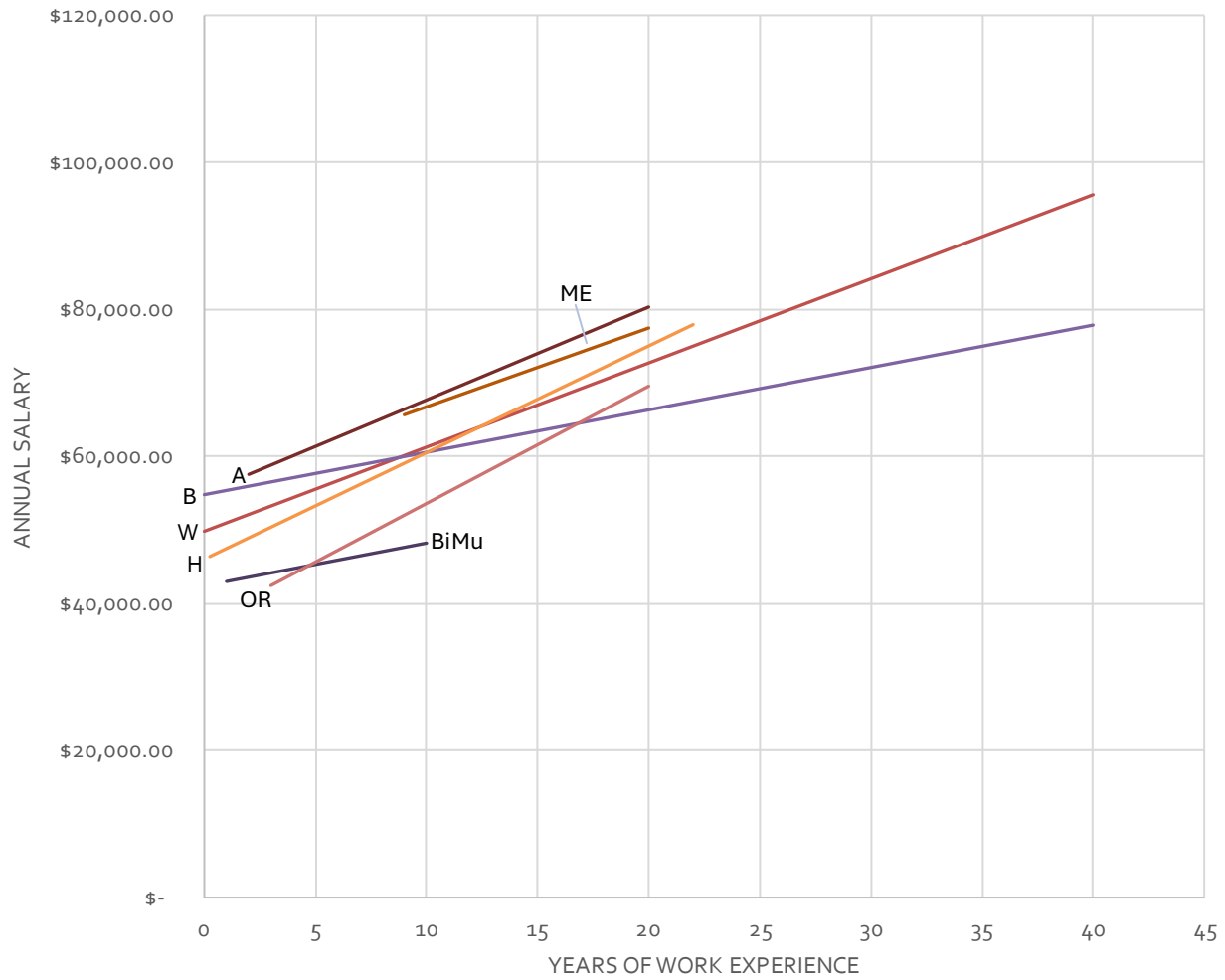
The following charts took the race/ethnicity, pay ranges, years of education, years of relevant work experience, and job title data reported by participants of the Pay Equity Survey to determine the correlation between education level, work experience, career level, and pay. Trend lines were then determined for each category.

These charts are followed by a Pay Equity chart based on gender and career level, which relied on the same process.



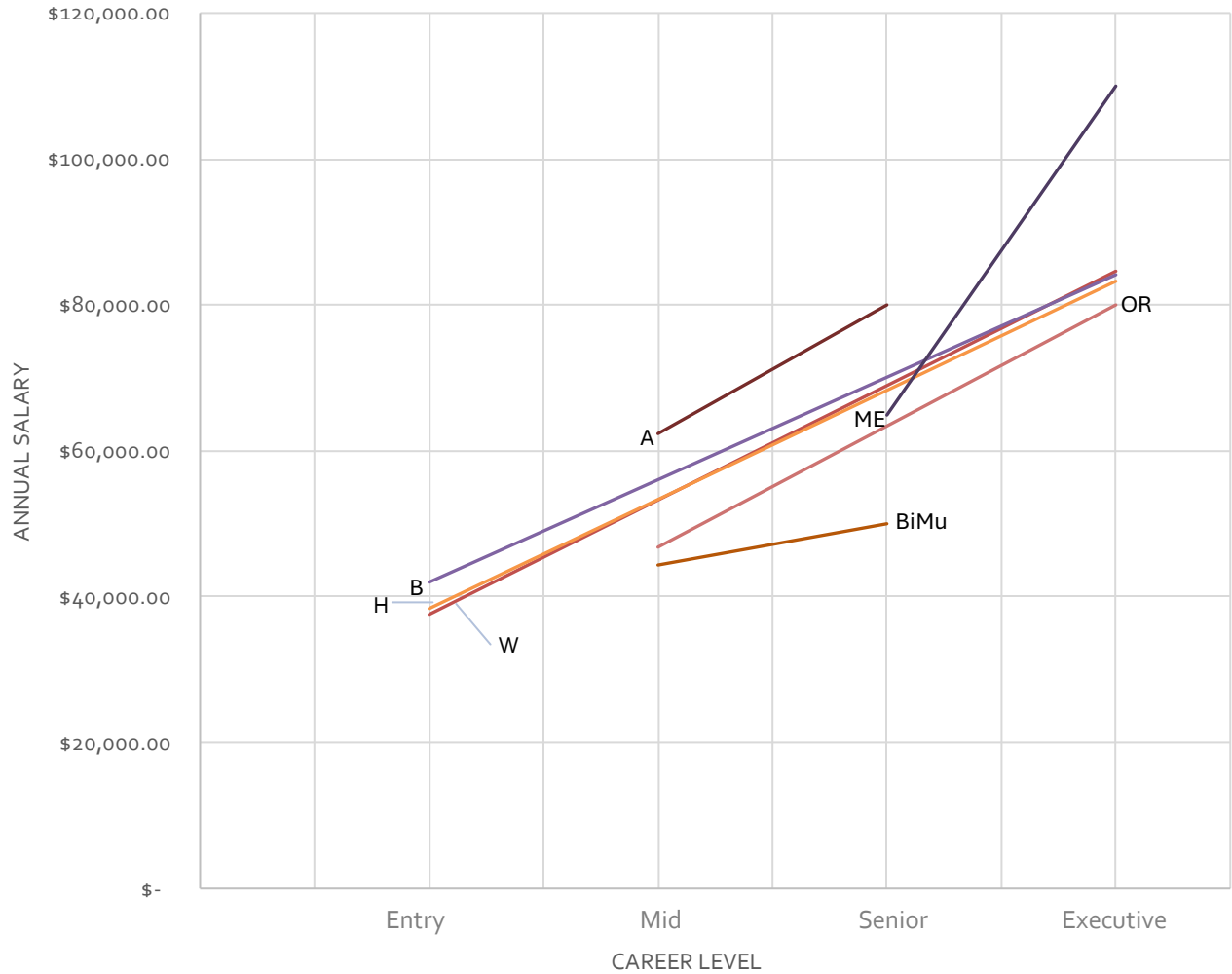
The chart demonstrates a positive correlation between educational attainment and pay for all categories. The most progressive trend line is for Hispanic/Latinx.

Pay Equity - Work Experience



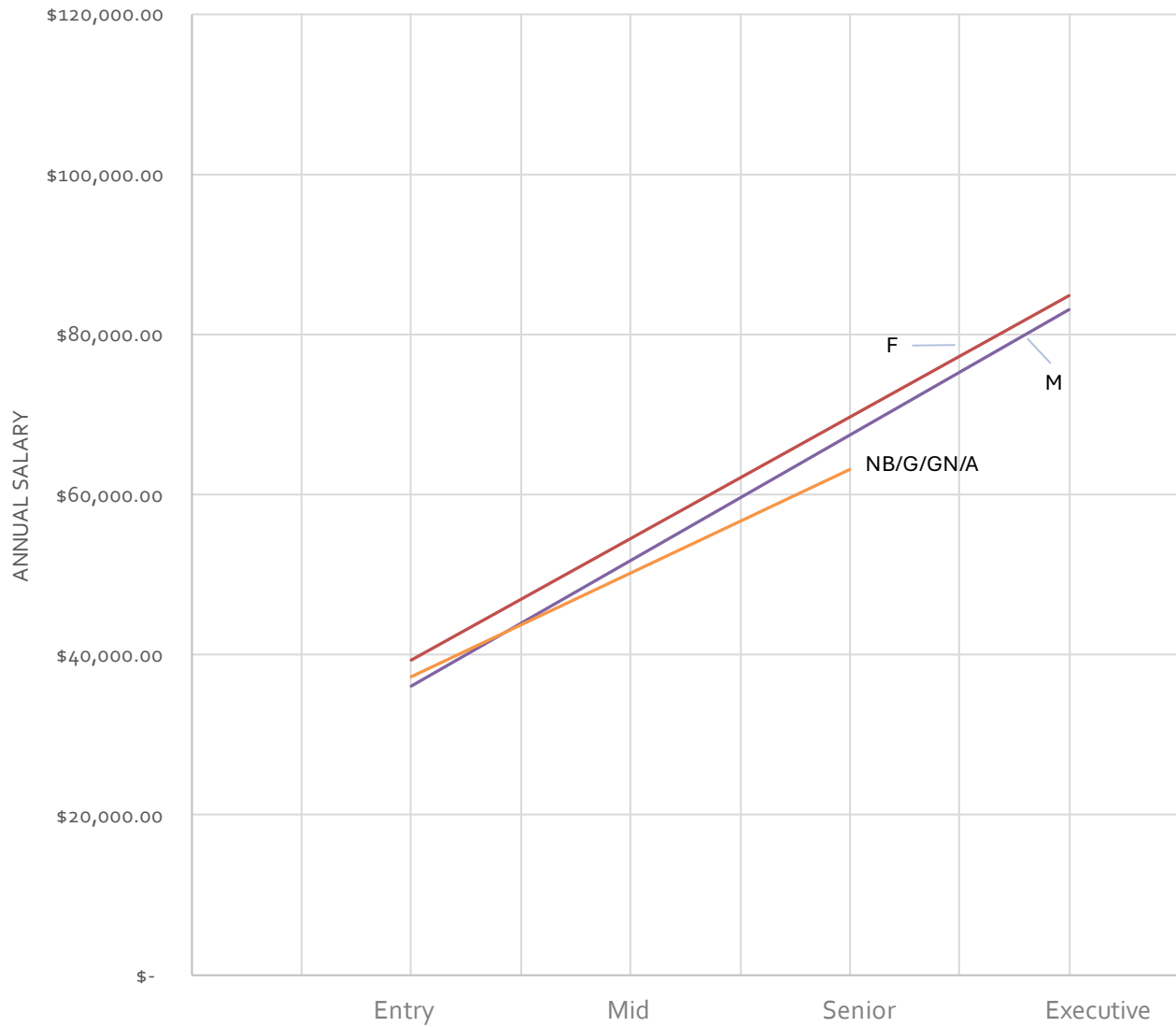
The chart demonstrates a positive correlation between years of work experience and pay for all categories. However, there is a significant difference in pay between the White and Black or African American categories for those individuals holding between 15 and 40 years of work experience. While multiple factors are likely the cause, research shows that pay differentials compound over the lifetime of a career. See the article from Sidney Edwards, Vice President of Diversity, Equity, and Inclusion (YMCA of Greater Richmond) on page 31 to learn more.

Pay Equity - Career Level



The chart demonstrates a positive correlation between career level and pay for all categories. There is limited data for the Middle Eastern, Biracial/Multiracial, and Other Race/Ethnicity categories.

Pay Equity - Gender



- Female
- Male
- Non-binary/Genderqueer/Gender Non-Conforming/Agender
- Linear (Female)
- Linear (Male)
- Linear (Non-binary/Genderqueer/Gender Non-Conforming/Agender)

The chart demonstrates a positive correlation between career level and pay for all categories.¹⁰

Employee Perceptions – Pay Equity

The following tables share the survey participants' perceptions of pay and performance evaluations.

Promotion decisions are fair at my organization.		
Strongly agree	14.94%	59
Agree	40.25%	159
Neither agree nor disagree	30.38%	120
Disagree	13.42%	53
Strongly disagree	1.01%	4
	Answered	395
	Skipped	33

My performance is evaluated fairly under current management.		
Strongly agree	26.45%	105
Agree	47.10%	187
Neither agree nor disagree	16.62%	66
Disagree	8.06%	32
Strongly disagree	1.76%	7
	Answered	397
	Skipped	31

My compensation is fair relative to similar roles in my organization.		
Strongly agree	13.42%	53
Agree	39.49%	156
Neither agree nor disagree	25.82%	102
Disagree	17.22%	68
Strongly disagree	4.05%	16
	Answered	395
	Skipped	33

My compensation is fair relative to similar roles in my local job market.		
Strongly agree	9.72%	38
Agree	28.39%	111
Neither agree nor disagree	20.72%	81
Disagree	31.97%	125
Strongly disagree	9.21%	36
	Answered	391
	Skipped	37



Time Off

Small but Mighty

Overview of Paid Parental Leave Benefits among RVA Nonprofits

Almost half (48.89%) of respondents offer an employer-funded paid parental leave benefit.¹¹ Thirty-one percent (31.11%) of respondents provide unpaid parental leave with wage replacement options such as short-term disability coverage. Multiple organizations allowed employees to combine paid parental and short-term disability coverage. Of respondents offering employer-funded parental leave, 56.25% had an annual revenue of 5 million or less.

The range of paid parental leave plans varied from 2 to 16 weeks, with an average of 6.4 weeks. Most plans covered their employees' salary at 100%. Two employers covered their employees' salary at 80%.

Paid parental leave plans varied in their eligibility requirements. Several employers required 12 months of consecutive employment. One plan included an increase from 2 to 4 weeks of paid parental leave after 2 years of service. One employer offered paid parental leave to part-time staff working 20+ hours per week.

Applaud RVA nonprofits! Be proud that this percentage (48.89%) far exceeds the national average (the Bureau of Labor Statistics reports that 27% of civilian workers had access to paid family leave).

Take Caution: While paid parental leave is a discretionary benefit, take care to ensure that your policy and your organization's administration of the benefit are legally compliant. For example, Estée Lauder settled with the EEOC for \$1.1 million over a parental leave policy that applied differently to men versus women.¹²

PTO and Vacation Accruals

The following table reports percentiles for paid days off assigned at hire.¹³ Policy comparisons follow. All rates are reported in days/year.

Time Off Type	# of Orgs	10th	25th	50th Median	75th	90th	Avg	Lowest	Highest
Vacation Days	22	8.6	11.5	15	15	18.8	13.36	2	21
Sick Days	22	5.0	6.5	12	12	14.6	10.19	5	15
PTO Days	19	13.0	15.0	18	24	25.0	19.26	10	30
Holidays	44	8.0	10.0	11	13	15.5	11.68	2	19

The most common combination reported by employers was 15 vacation and 12 sick days and for this reason, it is found within the 50th and 75th percentile range.

Vacation and Sick Leave – Policy Comparisons

Vacation and Sick Leave Accrual Begins	
Immediately	100.00%

First Increase in Vacation Accrual Rate		
After 1 year of service	21.05%	4
After 2 years of service	21.05%	4
After 3 years of service	15.78%	3
After 4 years of service	5.26%	1
After 5 years of service	31.57%	6
After 7 years of service	5.26%	1
	Answered	19

Several employers do not increase vacation accrual based on years of service.

Rate of First Increase (how many additional vacation days off)		
1 day per year	15.78%	3
2 days per year	10.52%	2
3 days per year	5.26%	1
4 days per year	31.57%	6
5 days per year	36.84%	7
	Answered	19

PTO – Policy Comparisons

PTO Accrual Begins		
Immediately	95.24%	20
After 3-month introductory period	4.76%	1
After 6 months	0.00%	0
Other		2
	Answered	21

PTO First Increase		
After 1 year of service	26.66%	4
After 2 years of service	6.66%	1
After 2 years of service	20%	3
After 5 years of service	46.66%	7
	Answered	15

Other employers do not increase PTO accrual. One employer provides an incremental increase during the first year of service. Two employers provide unlimited PTO.

Rate of First Increase (how many additional paid days off)		
1 day per year	15.38%	2
3 days per year	30.76%	4
5 days per year	38.46%	5
6 days per year	15.38%	2
	Answered	13



Retirement and Health Benefits

Retirement

The following tables overview retirement plan offerings, contribution match levels, and waiting periods among respondent organizations.¹⁴

Retirement Plan Type		
401K	27.27%	12
403B	43.18%	19
IRA/SEP-IRA/Simple IRA plan	20.45%	9
No or none of the above	9.09%	4
	Answered	44
	Skipped	5

Employer's Matching Contribution		
The organization contributes a guaranteed percentage based on employee contribution	72.50%	29
The organization contributes a guaranteed percentage regardless of employee contribution	20.00%	8
No	7.50%	3
	Answered	40

Employer Match Waiting Period		
Match begins at hire	30.30%	10
Eligible for match after 6 months of employment	9.09%	3
Eligible for match after 1 year of employment	60.61%	20
Other (please specify)		4
	Answered	33
	Skipped	16

Employer Match % by Percentile								
# of Orgs	10th	25th	50th Median	75th	90th	Avg	Lowest	Highest
33	3%	3%	4%	5%	5%	4.14%	2%	12%

The 457(b) (f) Option

Only 11.36% of respondents offer a 457(b) or 457(f) retirement option. If your organization offers retirement benefits and you are unfamiliar with this retirement option, it is worth considering, as it can boost your organization's competitive edge when recruiting executive-level staff.

The 457(b) and 457(f) retirement plans are for highly compensated or select management working in 501(c) nonprofit organizations. In 2024, eligible employees can defer up to \$23,000. For eligible employees, an additional 457(b) contribution of up to \$7,500 is allowed for the three years prior to retirement age. The plan accepts employee and employer contributions and may be provided in addition to other retirement options, including a 403(b) and 401(k).¹⁵

Benefits for Part-time Employees

A Rising Trend

The Nonprofit Compensation, Benefits, and Work Culture survey data show 85.71% of respondent employers have part-time staff. On average, part-time employees comprise 28% of each organization's total employee count. Some employers offer part-time staff benefits on a full or prorated basis. The offerings included health-related, paid time off, and retirement benefits. Benefits for part-time employees are a rising trend and have been shown to improve recruitment effectiveness.

Take Caution: The ERISA and the SECURE 2.0 Act have current and changing requirements that may apply to your organization's long-term part-time employees.¹⁶

Health Plans

The following tables overview respondents' health insurance plan types and tier levels. Note that many employers offer multiple tiers.¹⁷

PPO Plan

Organizations Offering PPO Plan (Preferred Provider Organization)		
Yes	47.73%	21
No	52.27%	23
	Answered	44
	Skipped	5

PPO Tier Options		
Bronze		6
Silver		16
Gold		18
Platinum		5
	Answered	21
	Skipped	28

POS Plan

Organizations Offering POS Plan (Point of Service)		
Yes	40.91%	18
No	59.09%	26
	Answered	44
	Skipped	5

POS Tier Options		
Bronze		3
Silver		6
Gold		12
Platinum		3
	Answered	17
	Skipped	32

HMO Plan

Organizations Offering HMO Plan (Health Maintenance Organization)		
Yes	13.64%	6
No	86.36%	38
	Answered	44
	Skipped	5

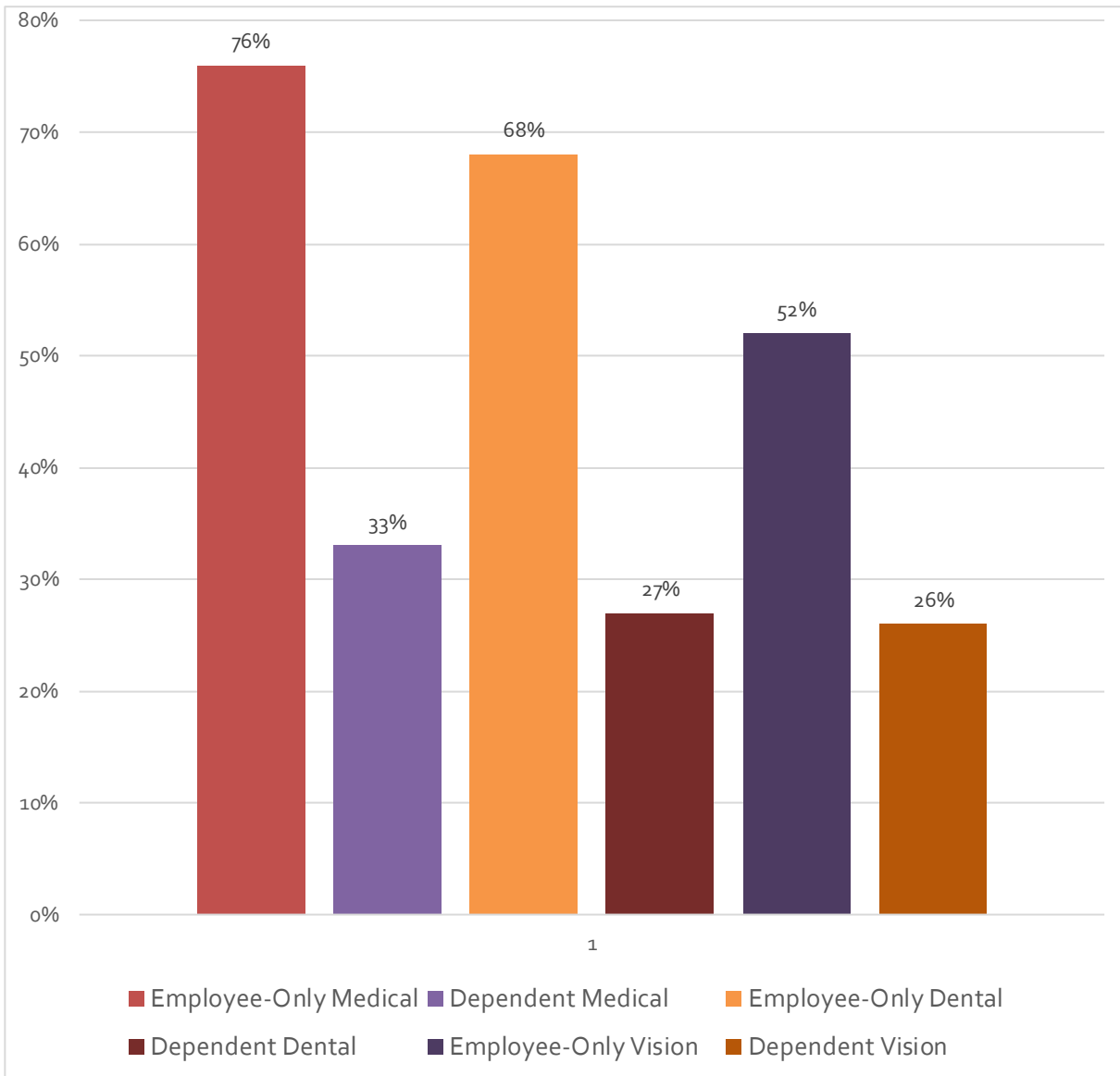
HMO Tier Options		
Bronze		0
Silver		3
Gold		1
Platinum		2
	Answered	4
	Skipped	45

High Deductible

High Deductible Option		
Yes	50.00%	22
No	50.00%	22
	Answered	44
	Skipped	5

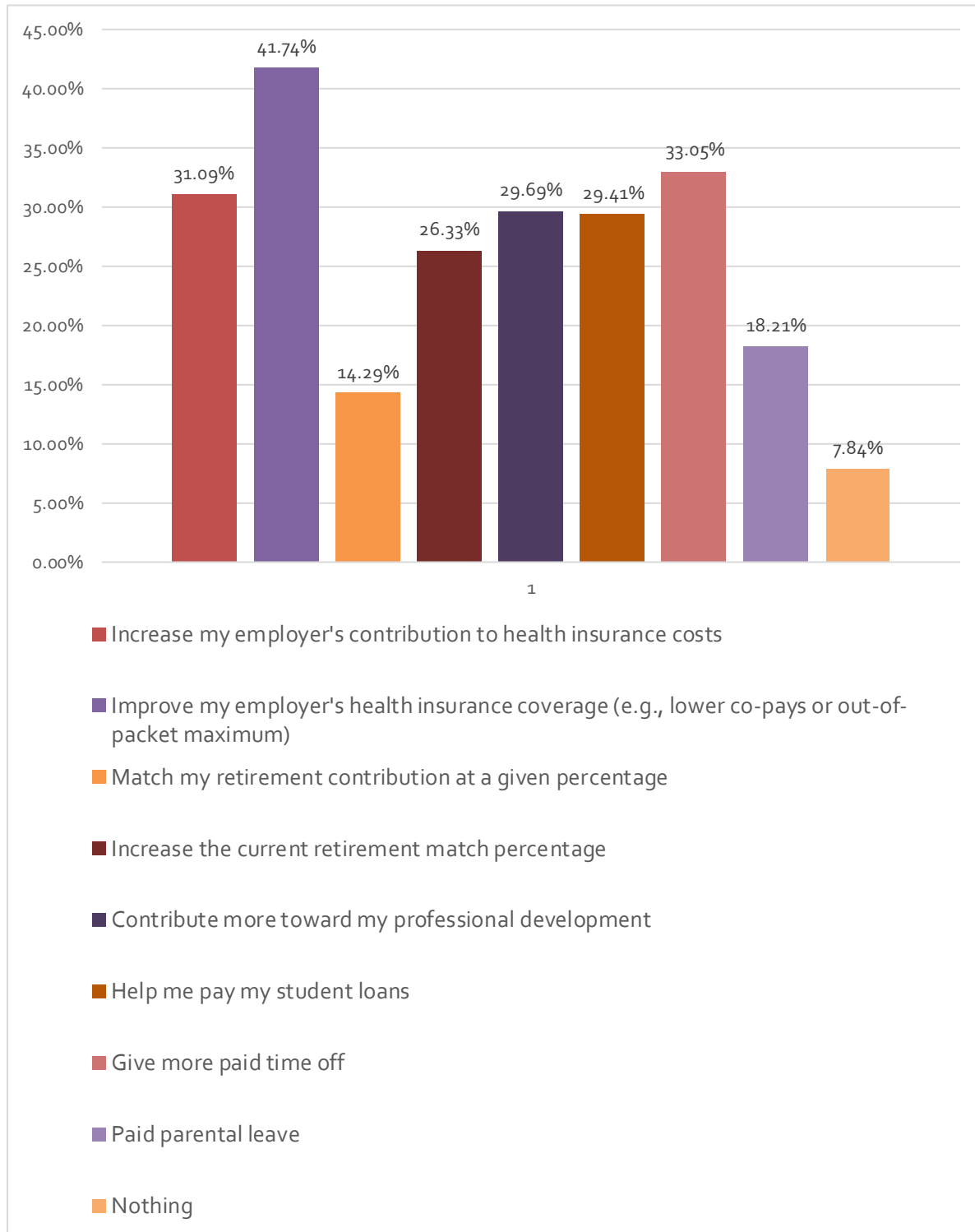
Employer Contribution to Insurance Premiums

This chart shows the average percentage of the employer's contribution to monthly premium costs for health, dental, and vision coverage.¹⁸ (Dependent care % coverage for health insurance premiums varied greatly. The range extended from 15% to 85% coverage by employer. The median was 40%.)



Employee Perception of Employer Benefits

The following chart provides insight into current employee perceptions about their benefits and what they would improve or add.¹⁹





The Direct Service Provider

The Direct Service Provider

Direct Service Providers serve the most vulnerable families and individuals as they navigate serious economic, housing, and life situations. During the pandemic, Direct Service Providers supported clients' complex needs while adapting to their own life circumstances and fears. Racial violence and unrest compounded and intensified these challenges.

In rising to the need, RVA nonprofits focused on employee mental well-being and equity. Today, we recognize that many of the adaptations in response to the pandemic, including the lessons and practices learned, "may be valuable strategies to manage the persistent stress and trauma inherent in direct service work."²⁰

This portion of the report is in honor of and dedicated to our Direct Service Providers. Below, you will find information on salary, best practices, and mental health support specific to Direct Service Providers.

Salary by Position – Direct Service Providers

The tables below present nonprofit salary data submitted through the Direct Service Provider survey.²¹ The average, 10th, 25th, 50th, 75th, and 90th percentiles were calculated based on full-time base salary rates. Job descriptions for each position follow. The nonprofit industry has long competed with private health care and government for Case Managers. Therefore, this report provides comparison charts with salary data from these sectors to support a complete understanding of the local job market.²² Within each comparison column, the **red** identifies where the local managed health care/government industry is paying at a higher rate, and the **green** identifies where nonprofits pay at a higher rate.

Nonprofit (Survey)

Position	# of Emps	10th	25th	50th - Median	75th	90th	Avg	Rate
Case Manager/ Social Worker (MSW)	20	\$ 20.66	\$ 24.59	\$ 29.54	\$ 35.98	\$ 39.94	\$ 30.05	Base Salary - Hourly
		\$42,970.68	\$ 51,136.80	\$ 61,432.80	\$ 74,838.40	\$ 83,079.36	\$ 62,503.47	Base Salary - Annual (FTE 1)
Case Manager/Social Worker	37	\$ 20.28	\$ 21.84	\$ 24.76	\$ 26.35	\$ 28.70	\$ 24.62	Base Salary - Hourly
		\$42,188.74	\$ 45,435.96	\$ 51,499.92	\$ 54,800.04	\$ 59,700.62	\$ 51,200.79	Base Salary - Annual (FTE 1)
Case Manager/Social Worker Behavioral Health	8			\$ 24.27			\$ 24.42	Base Salary - Hourly
				\$ 50,481.60			\$ 50,785.80	Base Salary - Annual (FTE 1)
Intake Worker	8			\$ 19.76			\$ 19.89	Base Salary - Hourly
				\$ 41,100.02			\$ 41,372.43	Base Salary - Annual (FTE 1)

Manage Health Care (Payfactors)

Job Title	25th	25th Comparison	50th	50th Comparison	75th	75th Comparison
Social Worker (MSW)	\$60,400.00	\$ 9,263.20	\$ 66,200.00	\$ 4,767.20	\$ 73,100.00	\$ (1,738.40)
Social Worker (BS)	\$51,600.00	\$ 6,164.04	\$ 58,200.00	\$ 6,700.08	\$ 65,800.00	\$ 10,999.96
Case Manager--Behavioral Health	\$61,400.00		\$ 70,200.00	\$ 19,718.40	\$ 77,100.00	

Rates are reported in Base Salary - Annual (FTE 1)

Government (Payfactors)

Job Title	25th	25th Comparison	50th	50th Comparison	75th	75th Comparison
Social Worker (MSW)	\$51,600.00	\$ 463.20	\$ 56,500.00	\$ (4,932.80)	\$ 62,400.00	\$ (12,438.40)
Social Worker (BS)	\$44,100.00	\$ (1,335.96)	\$ 49,700.00	\$ (1,799.92)	\$ 56,200.00	\$ 1,399.96
Case Manager--Behavioral Health	\$52,400.00		\$ 60,000.00	\$ 9,518.40	\$ 65,900.00	

Rates are reported in Base Salary - Annual (FTE 1)

Case Manager/Social Worker (MSW)

Job Duties: Counsels and aids individuals and families requiring social service assistance. Interviews and evaluates applicants for services, formulates and implements treatment plans of action and goals, and assists applicants in applying for and obtaining services.

Qualifications: Master's degree in social work; 3 or more years of experience.

Reports to: Department Head

Alternative Titles: Care/Service/Program Coordinator, Housing/Employment Specialist, Counselor, Advocate

Case Manager/Social Worker

Job Duties: Counsels and aids individuals and families requiring social service assistance. Interviews and assesses applicants for services. Supports the client's plans and goals. Makes referrals. Supports clients in applying for and obtaining services. Serves as a liaison between client and their network of service providers.

Qualifications: Bachelor's degree in psychology, social work, or related field; 0 to 4 years of experience; certifications may be required.

Reports to: Manager or Department Head

Alternative Titles: Care/Service/Program Coordinator, Housing/Employment Specialist, Counselor, Advocate

Case Manager/Social Worker, Behavioral Health

Job Duties: Manages patient case duties for a behavioral health agency/unit. Assesses treatment needs and develops care plans. Maintains accurate patient records. Serves as a liaison between the patient and mental health care providers.

Qualifications: Bachelor's degree in psychology, behavioral science, or related field; 4 to 6 years of experience; certifications may be required.

Reports to: Manager or Department Head

Alternative Titles: Counselor, Clinician, Mental Health Specialist, Care/Service/Program Coordinator, Advocate

Intake Worker

Job Duties: Interviews clients to determine their eligibility for a wide range of social service programs. Assists with initial application and/or referral to assistance programs. Frequently manages intake through a hotline number. Maintains accurate and timely records. Adept at working with clients in crisis.

Qualifications: High School diploma; 0 to 2 years of experience.

Reports to: Manager

Alternative Titles: Eligibility Specialist, Intake Specialist

Supervision – Direct Service Provider

Supervision or case conference meetings provide an opportunity to discuss the client's progress in the case manager's care and talk through any support needed, issues, or achievements. These meetings happen in groups or one-on-one within clinical and non-clinical settings.

Half (50%) of respondents offer biweekly group supervision meetings, with the remainder holding them weekly or not at all. The duration of these meetings varies from 30 minutes to over 3 hours. One-on-one supervision occurs mostly on a weekly or biweekly basis (37.50% for both categories). The one-on-one meetings are usually 1 hour long.

Over a third (33.33%) of respondent organizations provide clinical supervision for certain roles. Of those that do, two-thirds (66.66%) of organizations cover the full cost of clinical supervision.

When respondents were asked what they felt was going right in their supervision meeting, they reported being solution-oriented and consistent, having clear communication on expectations, maintaining an open-door policy, and, for religious organizations, incorporating prayer.

When asked what could go better, respondents expressed challenges around meeting tracking needs, incorporating annual evaluations, and wanting to create more opportunities for formal training.

Training – Direct Service Provider

Formal training can be key in supporting Direct Service Providers. We asked respondents to identify which training topics they were providing at hire and annually thereafter.²³

Training Offered at Hire	
Safe Home Visit	42.86%
De-escalation	50.00%
Stress Management	50.00%
Infection Control	57.14%

Offer Training Annually	
Safe Home Visit	40.00%
De-escalation	60.00%
Stress Management	75.00%
Infection Control	60.00%

Well-Being/Work & Life Balance

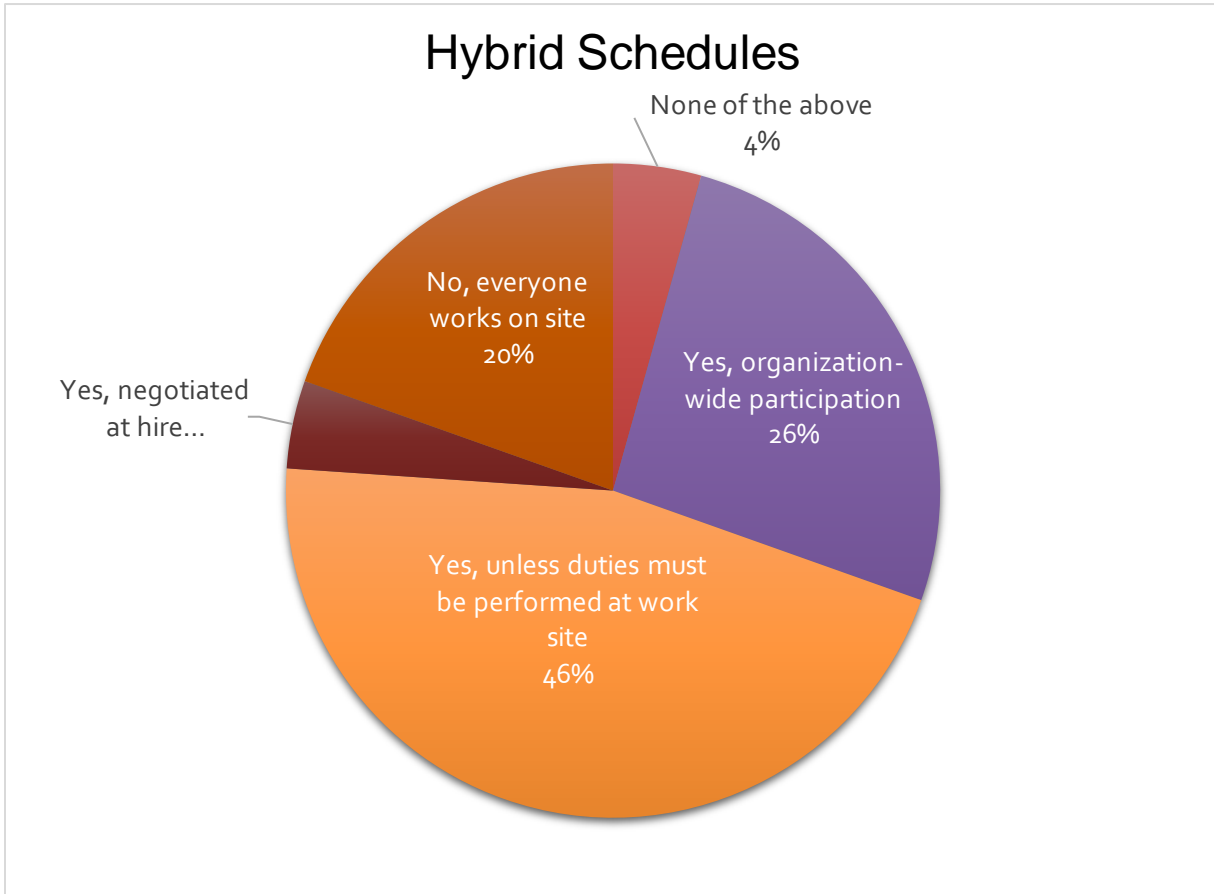
The following chart shares how RVA nonprofit employers are supporting employee well-being.²⁴

Organizations with Employee Assistance Program		
Yes	56.82%	25
No	43.18%	19
Other		5
	Answered	44
	Skipped	5

How Organizations Support Work/Life Balance		
Wellness days	15.91%	7
Self-care initiatives	31.82%	14
4-day work week	11.36%	5
Personal days	68.18%	30
Emails are limited to business hours	20.45%	9
Flex-time	61.36%	27
	Answered	44
	Skipped	5

Hybrid Schedules

This pie chart shows the percentage of employers offering hybrid schedules and to which employees.



Hybrid Schedule Types		
4 days home/ 1 day office	3.13%	1
3 days home/ 2 days office	12.50%	4
2 days home/ 3 days office	21.88%	7
No formal arrangements, varies by person and work duties each week	62.50%	20
Other		2
	Answered	32
	Skipped	17

Final Reflections – Mental Health & Employer Support

We asked respondents to share what else they were doing for employee mental health and wellbeing.²⁵

Here are the highlights:

- Safe space chat with one of the licensed clinicians. We provide employee recognition, sometimes focused on self-care, and after intense training, we offer a mindful minute.
- Encourage team members to use flexible schedules to achieve work-life balance, leading by example from top leadership.
- Ensure the team takes personal days as needed.
- Training and reflections
- Our mental health policy is not tied to our leave policy, which includes up to four months off for mental health crises at 80% of their salary. If they still need support after the four months, they then are transitioned onto short-term disability.
- Extended paid mental health leave is offered when needed; the office closes for a week four times per year.
- Health insurance covers mental health. We also encourage staff to enter therapy and talk with internal mentors. We encourage the use of PTO for mental health days.
- Encourage people to take breaks to walk or go outside, even during the workday, if possible, based on the work of the day.
- United Concierge Medicine - unlimited counseling sessions for employees and dependents. No expense to the employee
- We offer restorative practices, flexible and generous time off, and check in regularly with staff to see how they feel.
- Staff meetings/fun activities
- Yoga and meditation 1x per month, and enrichment-level professional development courses (CPR/First Aid, Financial Literacy, etc.)
- Monthly Wellness Wednesday communications
- Open-door policy to discuss any need for flexibility for personal needs
- Model life/work balance
- Four weeks PTO (flex time)
- Not questioning the need for PTO / sick days
- We have been holding various mental health sessions.

Appendix

Definitions

Annual Revenue

Expected revenue in a 12-month period based on the organization's fiscal year.

Cost-of-Living Adjustment (COLA)

A COLA increase considers the change in the cost of living and is frequently determined by the percentage increase in the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W). Generally, employers give COLA increases across the board, regardless of length of service, performance, or market wage. The COLA for 2023 is 8.7%.

Employee Assistance Program (EAP)

A workplace service that helps employees, and often their families, cope with a crisis or other stress-related situation. An employer with a licensed counselor on staff may administer the service independently, but most companies outsource it to a third-party professional.

Executive 457(b) or 457(f)

The 457(b) is the most common 457 plan and is offered to state and local government employees and nonprofits. It is a retirement savings plan that offers tax advantages to participants. The 457(f) plan is offered only to highly compensated executives in tax-exempt organizations.

External Market Labor Factors

External market based pay is a compensation method that uses external data to compare the pay rates of similar jobs in the same industry or region. The idea is to align your pay with the market value of the skills and competencies that your employees bring to the table.

Flex Time

Flex time is an arrangement that allows employees to alter the starting and ending times of their workday. Employees still work the same number of scheduled hours per week as they would on a traditional schedule.

Formal Supervision Practices

Collaborative meetings, both individual and group, are designed to support caseworkers in their service delivery.

Internal Job Equity Labor Factors

Internal equity means equal pay within an organization. Employees with similar positions, skill sets, and experience within a company are paid similarly. This includes salary, benefits, and other forms of pay.

Introductory/Probationary Period

The employer uses the period to evaluate whether the employee is a good match for the position and the organization. Introductory periods usually extend from 90 days to 6 months from the date of hire. Typically, employees are in training and more closely evaluated during this time.

Length of Service

Length of service means the total of all periods of time during which an employee has been in active employment, including periods of time when the employee was on leave or on vacation.

Mental Health Program

Mental health programming includes an employer's initiatives to support mental health education and awareness, policies, and access to employee mental health resources. Mental health initiatives can be a stand-alone program or an area of focus within a wellness program.

Merit Increase

A merit increase is a pay raise given to an employee based on performance. When implemented well, a merit increase can be used as a retention, productivity, and performance management tool.

Paid Parental Leave

Paid parental leave is an employee benefit in addition to an employer's paid time off or vacation and sick leave benefits. It is generally triggered by the birth, adoption, or foster placement of a child. Employees are paid in full or at a percentage of their regular pay. The benefit can be time-bound (e.g., "within 6 months of birth") and run concurrently with FMLA leave, if applicable.

The term "parental leave" may include maternity, paternity, and adoption leave.

Paid Time Off (PTO)

PTO is personal time that employees take to spend out of the office (and not working) while still receiving pay for regular wages. PTO is a flexible approach to managing time off that combines various types of leave such as vacation leave, sick leave, and personal leave.

Pay Equity

Pay equity is the concept of compensating employees the same when they perform the same or similar job duties while accounting for other factors, such as experience level, job performance, and tenure with the employer. More recently, the definition has evolved to include an employer's transparency about pay metrics and legislative initiatives (e.g., salary history ban).

Pay Percentile

Pay percentiles identify which wage values fall below or above a certain percentage of employee pay for a given position.

Example:

The chart below shows that 10% of employees earn less than \$12.00 per hour. Therefore, the remaining 90% earn more than \$12.00 per hour.

Percentile	10th	25th	50th Median	75th	90th
Hourly Wage	\$12.00	\$15.00	\$20.00	\$24.00	\$29.00

Performance Review

A performance review is a formal, regulated assessment in which managers and other key stakeholders evaluate an employee's work performance. Employees learn more about their strengths and weaknesses and participate in a rich two-way conversation with their manager that may include constructive feedback, skill development, and goal setting. Performance reviews generally have a component of self-evaluation.

Performance Improvement Plan (PIP)

A performance improvement plan is a document that aims to help employees who are not meeting job performance goals. A PIP covers specific areas of performance deficiencies, identifies skills or training gaps, and sets clear expectations for an associate's future conduct. PIPs are generally time-bound, and if the employee does not meet the performance goals, the PIP period is extended or the employee is discharged on the basis of unsatisfactory performance.

Self-Care

Self-care refers to activities and practices that employees engage in on a regular basis to reduce stress and maintain and enhance short- and longer-term health and well-being.

Wellness Program

A wellness program is intended to improve and promote health and fitness and is usually offered through the workplace, although insurance plans can offer them directly to their enrollees. The programs usually provide cash rewards, gym memberships, and other incentives to participate.

Legal Disclaimer

The material in this report is for informational purposes only and not for the purpose of providing legal advice. You should always contact your attorney to determine if this information and your interpretation of this information is appropriate to your particular situation.

Data Reporting Rules

Pay Equity Survey

All survey responses were collected by the third-party administrator, Warren Whitney. There is no way to track participation levels at your organization. Participants were informed the survey was voluntary; their responses were anonymous and completely separate from any personally identifiable information; and they were free to decline to answer any particular question.

Compensation, Benefits, and Work Culture Surveys (including Direct Service Provider Supplement)

All survey responses were collected by the third-party administrator, Warren Whitney. A minimum number of responses was required for each statistic to ensure confidentiality. Four organizational wages were required to report the median in any data subset. The 10th, 25th, 75th, and 90th percentiles are reported from samples of at least 12 employee wages. Where there is insufficient data, no data is reported.

Sources/Endnotes

¹ Respondents could select more than one service area (e.g., a respondent could select “Children Services” and “Youth Services”).

² The *Salary by Position* section starts on page 8.

³ Note that not meeting the position’s educational requirements does not automatically disqualify the job match, so long as an 80% match is achieved based on the position’s duties and responsibilities.

⁴ All charts within the *Employer Outlook* section are based on participants’ responses to the NPC Survey (Nonprofit Compensation, Benefits, and Work Culture survey administered from October 9, 2023, to December 18, 2023).

⁵ Information for this section is based on participants’ responses to the NPC Survey.

⁶ Vicky Peakman and Ruth Thomas, “Webinar: How to Build Fair Compensation Policies That Support Pay Equity,” PayScale Inc., August 10, 2022. <https://www.slideshare.net/Payscale/webinar-how-to-build-fair-compensation-policies-that-support-pay-equity>.

⁷ In reference to Institute for Women’s Policy Research 2020 data. See Peakman and Thomas, “Webinar: How to Build Fair Compensation Policies That Support Pay Equity.”

⁸ Chabeli Carrazana, “Does sharing salaries in job postings help address the gender pay gap?,” PBS News Hour, March 16, 2022, <https://www.pbs.org/newshour/economy/does-sharing-salaries-in-job-postings-help-address-the-gender-pay-gap>.

⁹ The Pay Equity Survey had 428 participants in total. All responses were voluntary. Participants could select “Prefer Not to Say” or skip any questions. The charts on pages 33 - 34 and 36 - 39 show data from the participants who shared their pay, years of education, years of relevant work experience, job title, race/ethnicity, gender identity, and age information (338/428 participants). All participants worked at nonprofit organizations in Central Virginia.

¹⁰ With only one data point, a trend line could not be provided for Trans Males.

¹¹ Information for this section is based on participants’ responses to the NPC Survey.

¹² “Estée Lauder Companies to Pay \$1.1 Million to Settle EEOC Class Sex Discrimination Lawsuit,” US EEOC, accessed February 22, 2024, www.eeoc.gov/newsroom/estee-lauder-companies-pay-11-million-settle-eeoc-class-sex-discrimination-lawsuit.

¹³ Information for this section is based on participants’ responses to the NPC Survey.

¹⁴ Information for this section is based on participants’ responses to the NPC Survey.

¹⁵ “2024 Retirement Plan Contribution Limits (401K, 457 & More),” MissionSquare Retirement, accessed February 21, 2024, www.missionsq.org/plan-sponsors/plan-rules/contribution-limits.

¹⁶ “Part Time Benefits: Offering Benefits to Part Time Employees,” ADP, accessed February 7, 2024, www.adp.com/resources/articles-and-insights/articles/p/part-time-benefits.aspx.

¹⁷ Information for this section is based on participants’ responses to the NPC Survey.

¹⁸ Information for this section is based on participants' responses to the NPC Survey.

¹⁹ Information is from the Pay Equity Survey (428 Nonprofit employee participants, administered from October 9, 2023, to January 15, 2024).

²⁰ Michelle K. Derr, "Supporting Mental Wellness for Program Staff and Participants: Strategies for Temporary Assistance for Needy Families (TANF) Leaders," OPRE Report # 2022-63 (Washington, DC: Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services, 2022).

²¹ Direct Service Provider Survey (DSP Survey) administered from October 9, 2023, to December 18, 2023. Eight agencies participated.

²² PayFactors/Payscale Report, Feb 1, 2024 - Richmond Metro area.

²³ Information for this section is based on participants' responses to the DSP Survey.

²⁴ Information for this section is based on participants' responses to the NPC Survey.

²⁵ Information for this section is based on participants' responses to the NPC Survey.