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The **Virginia Nonprofit Employers’ 2026 Mid-Year Legal Update** appears directly after this report as one consolidated document.

Provided by:



Purpose

This report shares data from three (3) online surveys offered to Richmond-based nonprofit organizations from January 5 – March 13, 2026.

Collectively, the surveys and this report serve 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.

For information on specific surveys, check out the Survey Participation and Overview sections on pages 7 (Nonprofit Compensation, Benefits and Work Culture survey), 51 (Direct Service Provider survey), and 60 (Pay Equity and Work Experience survey).

What's New This Year!

We've made several enhancements to this year's survey based on your feedback. Here's what's new:

Legal Update for Virginia Nonprofits

Woods Rogers has graciously contributed a legal update for Virginia-based nonprofit employers, highlighting key changes from this year's General Assembly session. Each topic includes practical employer takeaways for current and proposed legislative updates as of April 14, 2026.

Employer Takeaways in Every Section

In response to feedback from last year's survey, we've added "Employer Takeaways" throughout the report. While prior data helped organizations understand their competitive positioning, many of you asked for more guidance on applying insights beyond salary adjustments. This addition is designed to meet that need.

"The Conversation Ahead" Article

This new section explores how shifts in public funding and volatility in community needs are impacting nonprofit organizations across the RVA region. It incorporates perspectives from both employers and employees to provide a more comprehensive view of current challenges and opportunities.

A Look Back to Look Forward

This year's report includes multiple comparison points between the 2023–2024 and 2025–2026 survey data. To make this easier to navigate, data from 2023–2024 headers are labeled in soft brown, while 2025–2026 data appears in light green, aligned with the report's cover design. Throughout this report, the original survey is referred to as the 2023 survey and the current one as the 2025 survey. (Please note that all endnotes and sources can be found on page 83.)

Finally, we evaluated pay for 12 new positions in the 2025 surveys. *Check out the Table of Contents for specific roles.*

We hope you find this year's report—and these new features—valuable. Thank you!

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, with a minimum and maximum 17% above and below). Other organizations prefer the flexibility of setting pay 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.

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* charts (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.¹

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

Review all non-matching components in your job description and determine if any of them should impact pay (e.g., managerial responsibilities, credentials, education, technical skills, or 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 \$23.50/ hour to \$25.98/hour at the 50th percentile. *Check out the Guide to Salary by Position Charts on page 9.*

Pay Profile:

- Administrative Assistant – 85% match to job summary
- Pay percentile – 50th
- Service Area - Children's Services
- Organization's Annual Revenue – Above \$7 million but below \$25 million
- Organization's Full-Time Employee Count – 45

#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 on compensation, such as the Bureau of Labor Statistics Compensation Database.

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 align with your salary range from this report, 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 can vary significantly by region, especially in areas 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, as well as those 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 \$63,856 per year appears internally equitable.

Job Match Analysis

Administrative Assistant

Survey Report's Job Summary:

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.

Your Organization's Job Description:

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.

<i>Item Analysis:</i>	<i>Match:</i>
Provides assistance to the nonprofit organization's executive, directors, and senior staff team.	90%
Clerical duties include managing reception, file management, and data entry.	85%
May make appointments and travel arrangements or coordinate activities.	100%
Manages minutes and puts together board packets.	100%
Communicates on behalf of the Executive Director with different management levels.	60%
Responsibilities involve exposure to sensitive information.	85%
Bachelor's degree; 0 - 2 years of experience.	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 (4 out of the 5 job components match within the listed job duties).

Nonprofit Compensation, Benefits, and Work Culture Survey and Participation Overview

The **Nonprofit Compensation, Benefits, and Work Culture Survey** (NPC Survey) included 65 nonprofit participants who answered 130 questions, reporting 549 wages across 23 job positions. This survey was offered to Richmond-based nonprofit organizations from January 5 to March 11, 2026.

NPC Survey Service Area ²	# of Nonprofits	% of Nonprofits
Animal Welfare	2	3.08%
Children Services	16	24.62%
Community/Economic Development	5	7.69%
Conservation/Museums	6	9.23%
Domestic Violence Prevention	4	6.15%
Education	12	18.46%
Environmental Advocacy	4	6.15%
Family Counseling/Behavioral Health	6	9.23%
Health/Clinics	11	16.92%
Housing/Shelter	12	18.46%
Social/Human Services	26	40.00%
Political Advocacy	2	3.08%
Research	2	3.08%
Youth Services	5	7.69%
Workforce Development	4	6.15%
Other ³	9	13.85%

NPC Revenue Ranges	# of Nonprofits	% of Nonprofits
Below \$1.5 million	19	29.23%
Above \$1.5 million but below \$7 million	25	38.47%
Above \$7 million but below \$25 million	17	26.15%
Above \$25 million+	4	6.16%

NPC Full-time Employee Count	# of Nonprofits
0-49	47
50+	18

Please note: Charts showing percentages that exceed 100% reflect questions where respondents were able to select multiple answers. In some cases, totals may also slightly exceed 100% due to rounding. The number of responses for each option are provided but are not totaled. If the total number of responses in a chart does not equal 65, it indicates that some survey participants skipped the question.



Nonprofit Salary by Position

Guide to Salary by Position Charts

Each *Salary by Position* sheet includes the position's job title, wage data chart, job duties, qualifications, reporting structure, and alternative titles. The image below explains the column and row headers.

All Organizations	# of Orgs	# of Emps	10th
Base Salary - Hourly	27	30	\$17.12
Base Salary - Annual (FTE 1)	27	30	\$ 35,618
Service Area - Hourly	# of Orgs	# of Emps	10th
Children Services	7	10	
Education	5	5	
Conservation/Museums	4	4	
Family Counseling/Behavioral Health	4	4	
Housing/Shelter	7	7	
Other Social/Human Services	12	15	\$15.72
Annual Revenue - Hourly	# of Orgs	# of Emps	10th
Below 1.5 mil	6	6	
Above \$1.5 mil but below \$7 mil	9	9	
Above \$7 mil but below \$25 mil	11	14	\$15.65
Above \$25 mil but below \$50 mil	1	1	

Number of organizations submitting pay data

Number 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 and average in any data subset. The 10th, 25th, 75th, and 90th percentiles are reported from samples of at least 12 employee wages.

Accounting Clerk

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	18	19	\$21.42	\$23.22	\$25.00	\$28.85	\$33.00	\$26.14	\$24.10
Base Salary - Annual (FTE 1)	18	19	\$44,553	\$48,297	\$52,000	\$60,008	\$68,640	\$54,371	\$50,128
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	8	8			\$24.52			\$23.93	
Education	5	5			\$24.00			\$24.13	
Family Counseling/Behavioral Health	4	4			\$23.51			\$24.85	
Housing/Shelter	4	4			\$25.74			\$30.25	
Other Social/Human Services	10	10			\$25.74			\$26.17	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	2	2							
Above \$1.5 mil but below \$7 mil	5	6			\$25.12			\$28.56	
Above \$7 mil but below \$25 mil	9	9			\$25.59			\$26.50	
Above \$25 mil but below \$50 mil	2	2							
Full-time Employee Count- Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	9	10			\$25.30			\$27.01	
50+	9	9			\$23.80			\$25.17	

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

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	24	27	\$27.26	\$32.00	\$34.62	\$43.35	\$52.76	\$37.52	\$31.37
Base Salary - Annual (FTE 1)	24	27	\$56,692	\$66,560	\$72,009	\$90,168	\$109,740	\$78,034	\$65,249
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	7	10			\$35.26			\$35.35	
Education	4	5			\$34.62			\$33.62	
Family Counseling/Behavioral Health	5	6			\$34.14			\$32.72	
Housing/Shelter	8	9			\$38.46			\$41.43	
Other Social/Human Services	13	14	\$27.16	\$27.93	\$36.52	\$43.39	\$55.99	\$37.31	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	2	2							
Above \$1.5 mil but below \$7 mil	6	6			\$34.33			\$35.40	
Above \$7 mil but below \$25 mil	13	15	\$27.33	\$32.20	\$35.90	\$43.35	\$54.40	\$38.07	
Above \$25 mil but below \$50 mil	3	4							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	11	11			\$32.31			\$34.63	
50+	13	16	\$32.10	\$33.65	\$35.33	\$43.39	\$51.54	\$39.50	

Job Duties: Manages daily activities of the nonprofit organization's accounting functions. Implements and maintains the accounting system. Manages monthly closings. Supports the preparation of business activity reports and annual budgets. 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

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	27	30	\$17.12	\$21.23	\$25.73	\$32.20	\$34.95	\$26.28	\$21.76
Base Salary - Annual (FTE 1)	27	30	\$ 35,618	\$ 44,148	\$ 53,518	\$ 66,981	\$ 72,696	\$54,652	\$45,250
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	7	10			\$23.50			\$25.30	
Education	5	5			\$25.50			\$24.53	
Conservation/Museums	4	4			\$22.66			\$25.41	
Family Counseling/Behavioral Health	4	4			\$24.00			\$25.00	
Housing/Shelter	7	7			\$32.00			\$30.10	
Other Social/Human Services	12	15	\$15.72	\$20.46	\$25.99	\$32.82	\$36.96	\$26.84	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	6	6			\$23.50			\$25.55	
Above \$1.5 mil but below \$7 mil	9	9			\$24.00			\$26.48	
Above \$7 mil but below \$25 mil	11	14	\$15.65	\$21.17	\$25.98	\$30.93	\$36.52	\$26.05	
Above \$25 mil but below \$50 mil	1	1							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	18	21	\$16.17	\$20.23	\$24.00	\$28.35	\$33.47	\$24.35	
50+	9	9			\$32.00			\$30.78	

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 assembles 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

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	18	19	\$26.00	\$28.85	\$30.29	\$38.46	\$40.16	\$32.88	\$31.00
Base Salary - Annual (FTE 1)	18	19	\$54,080	\$60,008	\$63,003	\$79,997	\$83,533	\$68,389	\$64,480
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Education	4	4			\$33.66			\$33.33	
Health/Clinics	4	4			\$33.43			\$34.42	
Housing/Shelter	4	4			\$32.50			\$32.96	
Other Social/Human Services	7	7			\$29.14			\$31.16	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	4	4			\$33.43			\$33.94	
Above \$1.5 mil but below \$7 mil	6	6			\$28.85			\$29.48	
Above \$7 mil but below \$25 mil	5	5			\$40.00			\$35.66	
Above \$25 mil but below \$50 mil	3	4							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	13	13	\$24.80	\$27.88	\$29.00	\$38.00	\$41.20	\$31.60	
50+	5	6			\$36.00			\$34.70	

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

Operations Director

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	29	29	\$39.00	\$43.27	\$56.73	\$73.80	\$83.41	\$58.59	\$49.62
Base Salary - Annual (FTE 1)	29	29	\$81,120	\$90,002	\$117,998	\$153,504	\$173,493	\$121,868	\$103,210
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	8	8			\$63.62			\$64.79	
Education	6	6			\$59.87			\$60.86	
Family Counseling/Behavioral Health	4	4			\$75.84			\$73.90	
Health/Clinics	4	4			\$60.69			\$62.23	
Housing/Shelter	8	8			\$59.01			\$58.09	
Other Social/Human Services	14	14	\$38.54	\$45.36	\$66.33	\$80.53	\$88.97	\$63.71	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	2	2							
Above \$1.5 mil but below \$7 mil	15	15	\$37.67	\$40.31	\$46.02	\$56.87	\$75.07	\$51.10	
Above \$7 mil but below \$25 mil	10	10			\$71.64			\$70.50	
Above \$25 mil but below \$50 mil	2	2							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	19	19	\$38.08	\$40.86	\$50.00	\$62.08	\$72.60	\$52.16	
50+	10	10			\$75.37			\$76.22	

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

Human Resources Generalist/Manager

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	18	19	\$26.41	\$28.85	\$30.29	\$36.41	\$40.00	\$31.85	NEW POSITION
Base Salary - Annual (FTE 1)	18	19	\$54,933	\$60,008	\$63,003	\$75,733	\$83,200	\$66,238	
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	6	7			\$30.40			\$31.88	
Education	5	6			\$29.81			\$30.63	
Family Counseling/Behavioral Health	5	6			\$30.35			\$31.13	
Other Social/Human Services	11	11			\$31.25			\$32.52	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	1	1							
Above \$1.5 mil but below \$7 mil	4	4			\$34.37			\$33.90	
Above \$7 mil but below \$25 mil	12	12	\$26.44	\$28.02	\$30.05	\$37.90	\$40.70	\$32.18	
Above \$25 mil but below \$50 mil	1	2							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	10	10			\$29.24			\$30.45	
50+	8	9			\$31.25			\$33.39	

Job Duties: Supports the organization by implementing and administering human resources programs or policies. Implements recruiting and staffing, administration of compensation and benefits programs, training and development, employee or labor relations, and equal employment opportunity compliance. Completes personnel transactions and maintains associated records. Collects and analyzes internal and external information in order to compare the organization's HR practices to those prevailing in the market. Ensure compliance with applicable labor laws or regulations. May supervise HR or administrative staff. May be the sole HR person in a small organization.

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

Reports to: Department Head or Executive

Alternative Titles: HR Specialist, HR Business Partner, Personnel Manager, HR Coordinator

Human Resources Director

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	14	14	\$38.46	\$46.17	\$55.15	\$59.25	\$83.28	\$55.57	NEW POSITION
Base Salary - Annual (FTE 1)	14	14	\$79,997	\$96,028	\$114,702	\$123,245	\$173,222	\$115,589	
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	4	4			\$51.77			\$50.53	
Family Counseling/Behavioral Health	4	4			\$51.77			\$50.53	
Other Social/Human Services	7	7			\$58.97			\$62.54	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	1	1							
Above \$1.5 mil but below \$7 mil	2	2							
Above \$7 mil but below \$25 mil	8	8			\$57.79			\$62.06	
Above \$25 mil but below \$50 mil	3	3							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	4	4			\$57.99			\$58.61	
50+	10	10			\$53.65			\$54.36	

Job Duties: Directs and oversees all of the organization's human resources functions. Develops and implements organizational human resources policies, ensuring compliance with federal, state, and local legislation (including EEO, FMLA, and FLSA). Directs recruiting and onboarding for new employees, develops and deploys training and career development programs, approves salary structures or wage schedules, and negotiates benefits packages. Evaluates and selects HR-related vendors or service providers. Assists the senior management team in developing human resource strategies. Supervision is often provided through a team of subordinate managers and directors.

Qualifications: Bachelor's degree; at least 10 years of experience.

Reports to: Executive

Alternative Titles: Chief of Staff, People Operations Director, Director of Administration

Executive Director

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	58	58	\$52.29	\$61.97	\$81.25	\$99.35	\$149.35	\$86.61	\$68.85
Base Salary - Annual (FTE 1)	58	58	\$108,753	\$128,903	\$169,000	\$206,643	\$310,644	\$180,150	\$143,208
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	14	14	\$51.00	\$59.96	\$71.29	\$132.78	\$164.16	\$90.67	
Community/Economic Development	5	5			\$60.00			\$81.79	
Conservation/Museums	5	5			\$83.00			\$82.27	
Domestic Violence Prevention	4	4			\$73.15			\$76.22	
Education	12	12	\$56.33	\$66.64	\$80.33	\$84.85	\$136.19	\$82.13	
Family Counseling/Behavioral Health	5	5			\$127.47			\$124.04	
Health/Clinics	9	9			\$84.00			\$79.24	
Housing/Shelter	11	11			\$99.04			\$99.46	
Other Social/Human Services	23	23	\$56.82	\$62.50	\$91.44	\$127.47	\$165.17	\$95.88	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	17	17	\$40.30	\$48.06	\$60.15	\$79.31	\$86.00	\$62.31	
Above \$1.5 mil but below \$7 mil	23	23	\$59.77	\$62.69	\$74.52	\$99.04	\$138.23	\$84.43	
Above \$7 mil but below \$25 mil	15	15	\$78.31	\$81.73	\$92.31	\$127.47	\$157.78	\$105.81	
Above \$25 mil but below \$50 mil	3	3							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	44	44	\$48.06	\$60.09	\$72.12	\$89.49	\$106.70	\$75.84	
50+	14	14	\$78.08	\$85.00	\$110.87	\$159.09	\$174.16	\$120.45	

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

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	24	24	\$49.64	\$58.50	\$65.55	\$78.68	\$99.87	\$69.49	\$56.95
Base Salary - Annual (FTE 1)	24	24	\$103,241	\$121,685	\$136,344	\$163,649	\$207,719	\$144,544	\$118,456
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	5	5			\$62.50			\$65.21	
Housing/Shelter	8	8			\$70.61			\$74.56	
Other Social/Human Services	13	13	\$48.81	\$59.56	\$66.40	\$81.17	\$101.95	\$71.63	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	0	0							
Above \$1.5 mil but below \$7 mil	8	8			\$65.87			\$62.36	
Above \$7 mil but below \$25 mil	13	13	\$53.37	\$59.56	\$64.00	\$81.17	\$101.95	\$70.94	
Above \$25 mil but below \$50 mil	3	3							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	12	12	\$48.26	\$56.00	\$65.55	\$69.27	\$78.66	\$63.48	
50+	12	12	\$52.43	\$59.24	\$67.50	\$87.78	\$115.69	\$75.51	

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

Communications Manager

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	20	20	\$24.13	\$25.00	\$29.65	\$35.56	\$47.66	\$31.48	NEW POSITION
Base Salary - Annual (FTE 1)	20	20	\$50,184	\$52,000	\$61,662	\$73,965	\$99,141	\$65,473	
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Housing/Shelter	7	7			\$36.22			\$34.64	
Other Social/Human Services	11	11			\$30.65			\$32.73	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	4	4			\$28.65			\$29.00	
Above \$1.5 mil but below \$7 mil	9	9			\$29.00			\$30.45	
Above \$7 mil but below \$25 mil	7	7			\$30.65			\$34.21	
Above \$25 mil but below \$50 mil	0	0							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	14	14	\$25.00	\$26.94	\$29.65	\$33.14	\$39.20	\$31.33	
50+	6	6			\$27.83			\$31.82	

Job Duties: Manages the communications duties of an organization. Administers the dissemination of the nonprofit's information or messaging internally and externally. Manages the work of a team of communications representatives that draft corporate messages; reviews and edits messages to ensure that they are clear, thorough, on-brand, and seek to preserve the company's image. Evaluates message content and target audience, and suggests appropriate delivery channels. Collects data on the performance of specific communications or campaigns. Supports the creation of the annual report. May supervise supporting communications staff.

Qualifications: Bachelor's degree; 6 or more years of experience.

Reports to: Department Head or Executive

Alternative Title: Communications Officer, Public Relations Manager

Communications Director

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	18	18	\$33.50	\$34.80	\$37.50	\$61.66	\$70.60	\$45.70	NEW POSITION
Base Salary - Annual (FTE 1)	18	18	\$69,688	\$72,379	\$78,000	\$128,248	\$146,850	\$95,061	
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Other Social/Human Services	7	7			\$69.66			\$58.10	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	3	3							
Above \$1.5 mil but below \$7 mil	8	8			\$35.88			\$37.40	
Above \$7 mil but below \$25 mil	7	7			\$69.66			\$59.54	
Above \$25 mil but below \$50 mil	0	0							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	12	12	\$32.80	\$34.67	\$36.95	\$45.75	\$70.51	\$42.77	
50+	6	6			\$49.30			\$51.56	

Job Duties: Directs and oversees the organization's communication function. Executes communication strategies designed to disseminate the nonprofit's information or messaging internally and externally. Reviews and edits messages to ensure that they are clear, thorough, and on-brand, and seek to preserve the organization's image. Develops message content and channels of communication that reflect the information being communicated and the audience being targeted. Defines performance metrics and measures the success of specific communications or campaigns. May assist in the selection and implementation of communications-related tools or infrastructures. May act as spokesperson for the organization within the community. Supports creation of the annual report. 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.

Qualifications: Bachelor's degree; 10 or more years of experience.

Reports to: Executive

Alternative Title: Chief Communications Officer

Marketing Manager

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	14	14	\$24.04	\$26.67	\$29.78	\$31.18	\$36.10	\$29.57	NEW POSITION
Base Salary - Annual (FTE 1)	14	14	\$50,003	\$55,468	\$61,932	\$64,860	\$75,078	\$61,515	
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children	4	4			\$27.72			\$27.80	
Other Social/Human Services	7	7			\$29.74			\$30.10	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	2	2							
Above \$1.5 mil but below \$7 mil	3	3							
Above \$7 mil but below \$25 mil	8	8			\$29.74			\$29.62	
Above \$25 mil but below \$50 mil	1	1							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	9	9			\$28.00			\$27.84	
50+	5	5			\$31.00			\$32.69	

Job Duties: Manages the development and implementation of online marketing strategies. Uses written, multimedia, and video storytelling to create engaging content. Conducts keyword research and curates content with the marketing team based on keywords to drive traffic and generate sales. Plans and implements search engine marketing campaigns. Creates analytical reports pertaining to campaign performance to present to the Executive team.

Qualifications: Bachelor's degree; 6 or more years of experience.

Reports to: Department Head or Executive

Alternative Titles: Marketing Operations Managers, Marketing Officer

Volunteer Coordinator

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	13	16	\$20.27	\$23.51	\$26.78	\$28.70	\$32.26	\$26.19	NEW POSITION
Base Salary - Annual (FTE 1)	13	16	\$42,151	\$48,890	\$55,692	\$59,701	\$67,101	\$54,479	
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	4	7			\$27.73			\$28.79	
Housing/Shelter	5	5			\$27.73			\$25.95	
Other Social/Human Services	11	11			\$27.03			\$27.07	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	1	4							
Above \$1.5 mil but below \$7 mil	6	6			\$24.02			\$24.31	
Above \$7 mil but below \$25 mil	6	6			\$27.13			\$25.50	
Above \$25 mil but below \$50 mil	0	0							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	8	11			\$26.52			\$26.71	
50+	5	5			\$27.03			\$25.06	

Job Duties: Recruits, trains, and supervises volunteers for an organization or program. Develops and implements volunteer recruitment strategies. Assigns volunteers with appropriate roles and responsibilities. Provides training and orientation to volunteers. Coordinates volunteer schedules and activities. Recognizes volunteer service on a regular basis, both formally and informally.

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

Reports to: Department Head or Manager

Alternative Titles: Volunteer Engagement Specialist, Volunteer Liaison

Volunteer Manager

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	19	19	\$25.00	\$26.92	\$30.90	\$32.36	\$39.00	\$30.37	NEW POSITION
Base Salary - Annual (FTE 1)	19	19	\$52,000	\$55,994	\$64,272	\$67,309	\$81,120	\$63,167	
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Health/Clinics	5	5			\$27.40			\$27.52	
Housing/Shelter	5	5			\$31.25			\$31.40	
Other Social/Human Services	10	10			\$29.19			\$31.80	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	3	3							
Above \$1.5 mil but below \$7 mil	8	8			\$26.92			\$28.34	
Above \$7 mil but below \$25 mil	6	6			\$31.67			\$33.23	
Above \$25 mil but below \$50 mil	2	2							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	12	12	\$22.55	\$25.54	\$27.09	\$30.10	\$36.68	\$27.93	
50+	7	7			\$32.36			\$34.56	

Job Duties: Manages volunteer programs and policies at an organization. Responsible for recruiting a group of volunteers through various forms of advertisement, including online postings and job fairs. Trains and supervises the volunteer staff in accordance with organizational goals. Collects and analyzes data to evaluate the progress of volunteer programs. Drafts reports documenting staff progress. Creates and maintains volunteer program budgets. Schedules and assigns the activities of volunteer staff members. Recognizes volunteer service on a regular basis, both formally and informally.

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

Reports to: Department Head or Executive

Alternative Title: Volunteer Program Manager

Development/Fundraising Specialist

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	25	25	\$23.93	\$26.37	\$28.00	\$36.38	\$43.13	\$31.14	\$24.00
Base Salary - Annual (FTE 1)	25	25	\$49,779	\$54,839	\$58,240	\$75,660	\$89,702	\$64,762	\$49,920
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	6	6			\$29.96			\$31.94	
Conservation/Museums	4	4			\$28.43			\$32.21	
Education	6	6			\$25.33			\$24.50	
Family Counseling/Behavioral Health	4	4			\$26.57			\$27.22	
Housing/Shelter	4	4			\$40.50			\$38.99	
Other Social/Human Services	10	10			\$33.33			\$33.80	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	5	5			\$33.00			\$35.62	
Above \$1.5 mil but below \$7 mil	9	9			\$27.00			\$27.99	
Above \$7 mil but below \$25 mil	10	10			\$31.09			\$32.22	
Above \$25 mil but below \$50 mil	1	1							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	17	17	\$22.31	\$25.33	\$28.00	\$33.33	\$46.40	\$30.71	
50+	8	8			\$27.91			\$32.04	

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

Development/Fundraising Manager

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	23	30	\$28.54	\$30.62	\$37.10	\$44.11	\$49.49	\$37.90	\$32.00
Base Salary - Annual (FTE 1)	23	30	\$59,353	\$63,684	\$77,158	\$91,749	\$102,939	\$78,841	\$66,560
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Conservation/Museums	4	7			\$33.65			\$35.16	
Education	5	5			\$33.32			\$33.31	
Housing/Shelter	5	5			\$33.65			\$36.97	
Other Social/Human Services	7	10			\$40.92			\$42.36	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	5	5			\$31.25			\$32.34	
Above \$1.5 mil but below \$7 mil	7	10			\$33.77			\$36.37	
Above \$7 mil but below \$25 mil	10	14	\$29.04	\$32.33	\$40.92	\$46.73	\$56.95	\$40.83	
Above \$25 mil but below \$50 mil	1	1							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	16	21	\$28.10	\$29.04	\$33.65	\$39.58	\$48.09	\$35.41	
50+	7	9			\$45.67			\$43.72	

Job Duties: Manages one or more functions within fundraising and development, such as foundation or corporate grants/funds, direct mail, communications, gifts, etc. May supervise grant writers and administrative/support staff. **Focus areas:** major donors, municipalities, stewardship, membership, corporate events, major gifts, and annual giving.

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

Reports to: Department Head

Development Director

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	33	33	\$38.51	\$42.58	\$55.93	\$66.63	\$76.30	\$56.40	\$45.00
Base Salary - Annual (FTE 1)	33	33	\$80,097	\$88,556	\$116,334	\$138,580	\$158,712	\$117,311	\$93,600
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	7	7			\$57.69			\$54.59	
Education	7	7			\$57.69			\$54.45	
Health/Clinics	8	8			\$53.45			\$53.01	
Housing/Shelter	7	7			\$59.42			\$62.36	
Other Social/Human Services	13	13	\$37.52	\$43.34	\$58.58	\$74.23	\$78.75	\$58.23	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	6	6			\$42.19			\$45.41	
Above \$1.5 mil but below \$7 mil	12	12	\$38.50	\$41.25	\$51.88	\$58.99	\$73.37	\$52.42	
Above \$7 mil but below \$25 mil	12	12	\$38.79	\$54.08	\$64.77	\$75.38	\$79.77	\$62.78	
Above \$25 mil but below \$50 mil	3	3							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	22	22	\$38.50	\$41.00	\$53.45	\$60.47	\$74.69	\$53.04	
50+	11	11			\$65.93			\$63.12	

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 of potential sources of, and applies for, grants and public funding. 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: Vice President of Development

Grant Writer

All Organizations	# of Orgs	# of Emps	50th - Median	Avg	50th - Median 2023 Survey
Base Salary - Hourly	8	8	\$38.64	\$37.73	NEW POSITION
Base Salary - Annual (FTE 1)	8	8	\$80,371	\$78,473	
Service Area - Hourly	# of Orgs	# of Emps	50th - Median	Avg	
Other Social/Human Services	5	5	\$38.82	\$37.64	
Annual Revenue - Hourly	# of Orgs	# of Emps	50th - Median	Avg	
Below \$1.5 mil	1	1			
Above \$1.5 mil but below \$7 mil	0	0			
Above \$7 mil but below \$25 mil	6	6	\$38.82	\$41.30	
Above \$25 mil but below \$50 mil	1	1			
Full-time Employee Count - Hourly	# of Orgs	# of Emps	50th - Median	Avg	
0 – 49	4	4	\$38.64	\$35.28	
50+	4	4	\$42.30	\$40.18	

Job Duties: Creates and submits grant proposals for research, programmatic, and institutional funding requests. Researches, writes, and edits persuasive, high-quality grant proposals for submission to federal, state, corporate, and foundation funders. Collaborates with principal investigators and program staff to gather technical content, write narratives, and ensure alignment with funding priorities. Coordinates with pre-award staff to develop budgets, justifications, and complete application packages, and ensures all proposals meet agency guidelines and institutional policies. Monitors changes in federal and sponsor guidelines and communicates updates to internal stakeholders.

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

Reports to: Department Head or Manager

Grants Contracts Manager

All Organizations	# of Orgs	# of Emps	50th - Median	Avg	50th - Median 2023 Survey
Base Salary - Hourly	6	6	\$37.05	\$38.54	NEW POSITION
Base Salary - Annual (FTE 1)	6	6	\$77,053	\$80,156	

Job Duties: Provides pre- and post-award funds management for the organization's grants program. Establishes standards and deadlines for grant proposals or applications, and reviews proposals or applications for completeness and compliance with grant terms. Reviews and approves awards and develops processes for delivering funding. Pays funds to recipients, ensuring that expenditures are within allowable amounts. Maintains records related to fund sources, balances, and disbursements. Assists recipients or applicants with proposals, applications, or program budgeting and reporting.

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

Reports to: Department Head or Executive

Alternative Titles: Grants Compliance Manager, Grants Administration Manager

Policy Analyst

All Organizations	# of Orgs	# of Emps	50th - Median	Avg	50th - Median 2023 Survey
Base Salary - Hourly	5	5	\$33.52	\$32.85	NEW
Base Salary - Annual (FTE 1)	5	5	\$69,722	\$68,324	POSITION

Job Duties: Researches public policy issues and analyzes the impact of policies on organizational projects, programs, or interests. Conducts research and collects data on legislative, policy, or other issues. Analyzes findings and produces memos, briefs, reports, or other deliverables outlining the impact of policies on the organization or its constituencies. May assist in the development of organizational responses or positions relative to existing or proposed policies, and may develop strategies to mitigate/limit or leverage the impact of policies on the organization's operations or its constituencies.

Qualifications: Bachelor's degree; 4 or more years of experience.

Reports to: Department Head

Alternative Titles: Policy Advisor, Legislative Analyst, Policy Specialist, Research Analyst

Policy Analysis Director

All Organizations	# of Orgs	# of Emps	50th - Median	Avg	50th - Median 2023 Survey
Base Salary - Hourly	8	8	\$47.36	\$47.14	NEW
Base Salary - Annual (FTE 1)	8	8	\$98,498	\$98,056	POSITION

Job Duties: Oversees the policy analysis function for an organization or its constituencies. Directs research goals and strategic planning for policy analysis. Examines the current and potential impacts of policy implementation. Engages with policymakers, academics, or other stakeholders to identify and gather insight. Communicates key findings to decision makers or constituencies. May develop metrics around policy education and planning.

Qualifications: Bachelor's degree; at least 8 years of experience. Master's degree preferred.

Reports to: Executive

Alternative Titles: Director of Government Affairs, Director of Public Policy, Director of Policy and Research

Program Manager

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	44	77	\$25.11	\$27.50	\$30.70	\$35.93	\$38.95	\$31.78	\$30.75
Base Salary - Annual (FTE 1)	44	77	\$52,233	\$57,190	\$63,856	\$74,734	\$81,024	\$66,109	\$63,960
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	9	20	\$25.50	\$29.26	\$33.59	\$37.55	\$42.76	\$33.74	
Community/Economic Development	5	9			\$30.00			\$29.72	
Conservation/Museums	4	4			\$28.57			\$28.22	
Domestic Violence Prevention	4	6			\$29.49			\$31.00	
Education	7	12	\$23.93	\$25.04	\$28.07	\$38.27	\$43.43	\$31.12	
Environmental Advocacy	4	4			\$30.00			\$31.03	
Family Counseling/Behavioral Health	5	5			\$32.22			\$31.99	
Health/Clinics	8	13	\$22.61	\$26.80	\$28.85	\$34.89	\$43.32	\$30.64	
Housing/Shelter	11	22	\$28.14	\$29.93	\$35.39	\$37.53	\$47.17	\$35.33	
Workforce Development	4	12	\$26.70	\$29.28	\$32.27	\$35.66	\$39.09	\$32.55	
Other Social/Human Services	20	37	\$26.04	\$28.83	\$32.09	\$35.82	\$38.95	\$32.25	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	13	19	\$24.00	\$26.37	\$28.85	\$31.73	\$36.00	\$29.13	
Above \$1.5 mil but below \$7 mil	18	32	\$25.07	\$27.65	\$29.39	\$33.00	\$44.09	\$31.19	
Above \$7 mil but below \$25 mil	12	25	\$26.04	\$31.10	\$35.72	\$37.60	\$43.28	\$34.39	
Above \$25 mil but below \$50 mil	1	1							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	35	63	\$24.64	\$27.16	\$29.80	\$34.00	\$38.61	\$31.21	
50+	9	14	\$26.00	\$31.15	\$34.76	\$37.23	\$42.22	\$34.36	

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

Program Director

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	46	66	\$33.65	\$36.05	\$40.59	\$47.32	\$56.53	\$43.40	\$38.46
Base Salary - Annual (FTE 1)	46	66	\$69,992	\$74,974	\$84,427	\$98,415	\$117,582	\$90,265	\$79,997
Service Area - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Children Services	12	19	\$33.71	\$36.15	\$40.43	\$46.67	\$53.37	\$41.62	
Domestic Violence Prevention	4	4			\$39.48			\$40.51	
Education	10	13	\$33.65	\$35.56	\$40.27	\$47.41	\$54.89	\$41.90	
Family Counseling/Behavioral Health	5	7			\$43.27			\$43.39	
Health/Clinics	7	8			\$40.48			\$38.89	
Housing/Shelter	9	16	\$36.77	\$39.95	\$45.78	\$50.36	\$64.44	\$46.65	
Youth Services	4	6			\$37.41			\$37.62	
Other Social/Human Services	21	33	\$33.76	\$36.21	\$40.51	\$47.78	\$56.98	\$43.48	
Annual Revenue - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
Below \$1.5 mil	8	8			\$34.83			\$35.79	
Above \$1.5 mil but below \$7 mil	20	26	\$33.65	\$35.61	\$40.11	\$46.75	\$54.58	\$41.92	
Above \$7 mil but below \$25 mil	16	29	\$35.30	\$36.92	\$45.67	\$53.96	\$59.55	\$46.08	
Above \$25 mil but below \$50 mil	2	3							
Full-time Employee Count - Hourly	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	
0 – 49	32	42	\$32.41	\$35.28	\$40.35	\$46.75	\$55.46	\$42.27	
50+	14	24	\$34.51	\$37.45	\$45.02	\$52.78	\$58.78	\$45.36	

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

Compensation Practices

The following chart provides an overview of pay increases and bonuses reported by survey participants' organizations for 2025. Percentiles are shown for each range, based on a percentage of the employee's annual salary.

Pay Raises

Pay Increases – 2025	%	#
Yes	95.24%	60
No	4.76%	3

Increase Method	2025 - %	#	2023 - %	Difference
Merit Increase	45.76%	27	78.57%	-32.81%
Cost-of-Living Adjustment	55.93%	33	50.00%	5.93%
Across the board increases (all employees received the same % or flat amount increase)	33.90%	20	26.19%	7.71%
External Market Labor Factors	15.25%	9	28.57%	-13.32%
Internal Equity	20.34%	12	26.19%	-5.85%
Length of Service	8.47%	5	9.52%	-1.05%
Team Performance	3.39%	2	2.38%	1.01%

Participants shared that increases were also based on training achievements, additional responsibilities, and a phased-in compensation strategy.

Compensation Increase (% of salary)

Study Yr	# Answered	10th	25th	50th Median	75th	90th	Avg
2025	59	2%	3%	3%	5%	6.57%	3.47%
2023	42	2.65%	3%	4%	7%	10%	5.63%
Difference		-0.65%	—	-1.00%	-2.00%	-3.43%	-2.16%

Bonus/Incentive Pay

Bonuses – 2025	%	#
Yes	59.68%	37
No	40.32%	25

Bonus Increase (% of salary)

Study Yr	# Answered	10th	25th	50th Median	75th	90th	Avg
2025	35	1%	2.25%	4%	4.88%	6.20%	3.95%
2023	17	0.82%	2%	5%	6.34%	10.50%	4.79%
Difference		0.18%	0.25%	-1.00%	-1.46%	-4.30%	-0.84%

Spot Bonus – Eligibility	%	#
Everyone	76.92%	10
Individual contributors (non-management)	15.38%	2
Management	15.38%	2
Executive team	7.69%	1
Executive Director/CEO/President only	0.00%	0

Spot Bonus - Amounts	
Median – Largest Bonus	\$2,500
Median – Smallest Bonus	\$500
Range	\$100 – \$15,000
Average Yearly Budget	\$ 7,293

Annual Incentive Plans – Eligibility	%	#
Everyone	22.22%	2
Employees working in a specific dept	11.11%	1
Executive or Directors team	11.11%	1
Executive Director/CEO/President only	55.56%	5

Annual Incentive Plans – Amounts	
Median – % of salary	5%
Average – % of salary	10.2%
Range – % of salary	3.5% – 30%
Average Yearly Budget	\$42,286

Other Bonus/Incentive Types and Trends: Only 9% of participants reported having a formal service-year retention bonus policy. While structures varied, employees were typically rewarded in five-year increments, with lump-sum amounts ranging from \$150 to \$1,000.

Additionally, only 7.6% of nonprofits reported offering discretionary retention bonuses in 2025. Overall, 65% of organizations indicated they plan to maintain their current level of investment in incentive-based or bonus pay, keeping it consistent with prior fiscal years.

Bilingual Pay

Bilingual pay compensation ranged from \$1,000 – \$8,320 per year, with a median of \$3,120/year (\$1.50/hour) and an average of \$3,760/year (\$1.81/hour).

Language Requirement	%	#
Spanish	100.00%	6
Arabic	16.67%	1
Hindi	16.67%	1
Other	33.33%	2

Language Proficiency	%	#
Conversational	50.00%	3
Fluent	33.33%	2
Professional	16.67%	1

Other languages included Haitian Creole, Dari, Pashto, Farsi (Persian), Swahili, Kirundi, Kinyarwanda, Urdu, French, and Ukrainian. Most are assigned to client-facing roles, including Intake Coordinator, Direct Service Provider, Site Coordinator, Attorney, Paralegal, and Organizer.

On-call Pay

Positions earning on-call pay included Residence Monitor, Nurse, Foster Care Staff, Direct Care Specialist, Case Manager, Court Advocate, and Clinicians.

On-call Pay	%	#
Yes	18.03%	11
No	81.97%	50

Pay Type	Median	Average
Weekly flat stipend	\$100.00	\$83.34
Daily flat stipend	\$45.00	\$56.12
Additional hourly rate	\$2.00	\$2.33

Compensation Practices: Employer Takeaways

Pay increases remain common—but are becoming more constrained

While nearly all organizations (95%) provided some form of pay increase in 2025, the size of those increases declined notably compared to 2023. Median increases dropped from 4% to 3%, and average increases fell by more than 2 percentage points. This suggests that organizations are maintaining commitments to pay increases, but at lower levels—likely reflecting funding uncertainty and tighter budgets.

Shift away from merit-based increases toward cost-of-living adjustments

There has been a significant decline in merit-based increases (–32.8%), alongside a modest rise in cost-of-living and across-the-board adjustments. This indicates a shift toward more standardized and equitable approaches, rather than performance-driven differentiation—potentially due to limited funding flexibility or a desire to support all staff amid inflation.

Market and equity-based pay strategies are being deprioritized

Reductions in increases tied to external labor markets (–13.3%) and internal equity (–5.9%) suggest organizations may be struggling to stay competitive or address pay gaps. Over time, this could create risks related to retention, compression, and talent acquisition, particularly in high-demand roles.

Bonus participation is moderate, and amounts are steady or declining

About 60% of organizations offered bonuses in 2025, and 65% plan to maintain—rather than increase—bonus and incentive spending in 2026. At the same time, bonus amounts have declined across most percentiles since 2023. Together, these trends suggest that while bonuses remain in use, organizations are taking a more conservative approach. With overall compensation growth likely to stay limited in the near term, this may place increased pressure on non-monetary retention strategies.

Incentive structures are limited and often concentrated at the top

Formal incentive plans are relatively rare and, when they exist, are primarily targeted at executive leadership (56%). Broad-based incentive structures for staff are less common, which may limit their effectiveness as a retention or engagement tool across the workforce.

Targeted pay practices (bilingual, on-call) reflect operational needs—but are not widespread

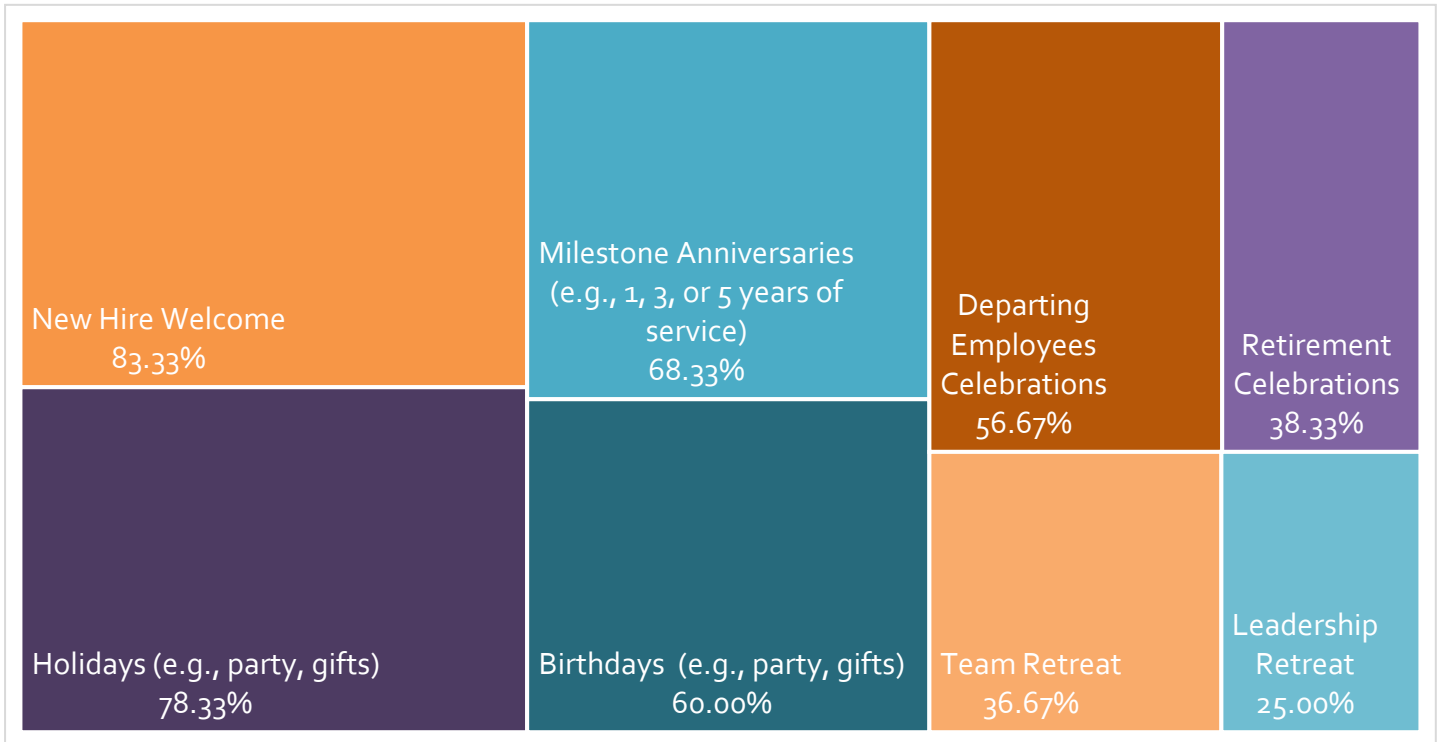
- Bilingual pay is meaningful (median ~\$3,120 annually) and clearly tied to client-facing roles, highlighting the importance of language access in service delivery.
- On-call pay is less common (18% of organizations), but where offered, it follows relatively modest stipend structures.



Employee Recognition & Performance

Employee Recognition

The following chart and tables show the most common employee recognition practices among respondent organizations.



All Staff Gatherings – Frequency	%	#
Weekly	8.20%	5
Every two weeks	6.56%	4
Monthly	36.07%	22
Quarterly	29.51%	18
Twice annually	6.56%	4
Annually	6.56%	4
We do not hold all staff gatherings	6.56%	4

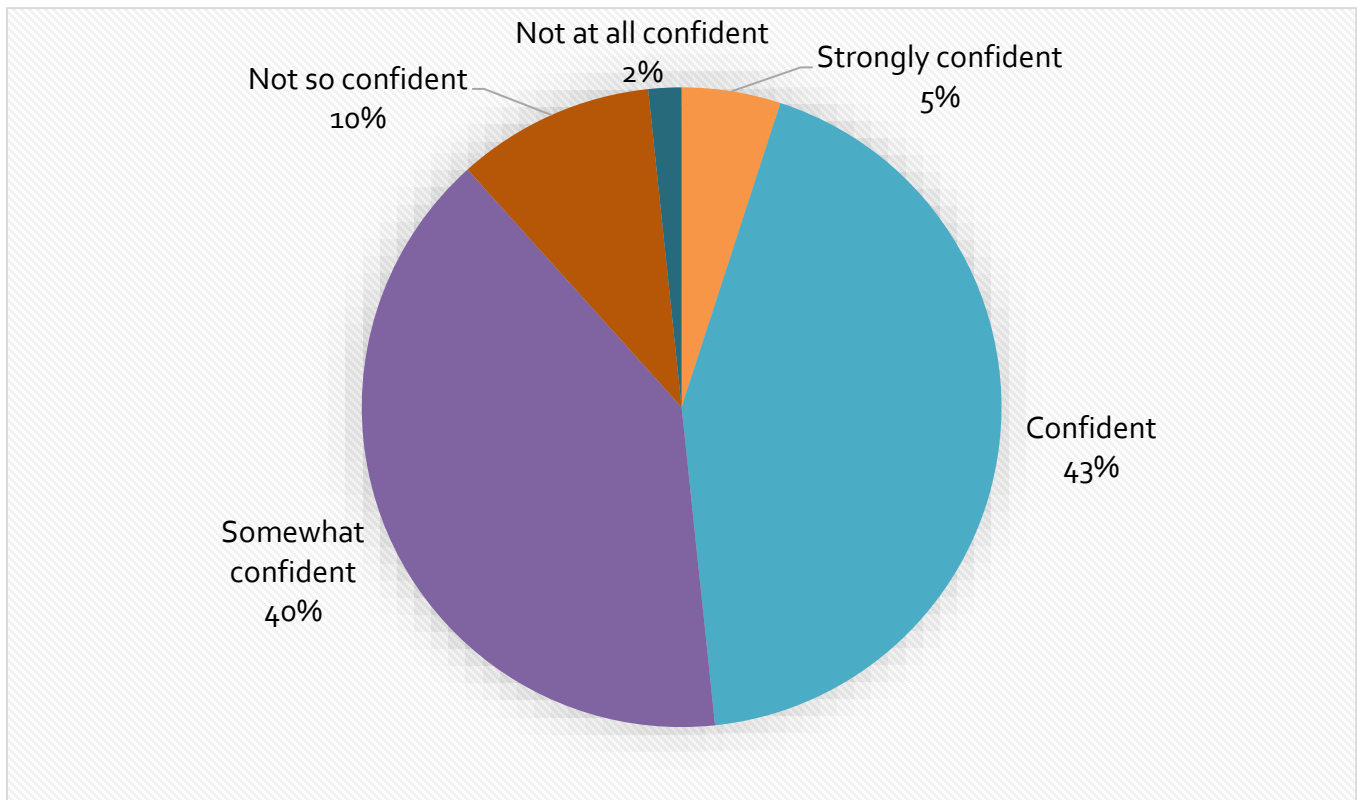
Performance

The following tables depict respondents' engagement and use of the performance review process during 2025, including the frequency with which the organization conducts the performance review and their general confidence in the benefits.

Performance Reviews - 2025	%	#
Yes	98.36%	60
No	1.64%	1

Performance Reviews – Frequency	%	#
Annual	73.58%	39
Biannually	15.09%	8
Quarterly	11.32%	6

Confidence in Performance Feedback's Effectiveness



Employee Recognition & Performance: Employer Takeaways

Regular staff gatherings are common, but cadence varies

Most organizations prioritize all-staff gatherings, with the largest share holding them monthly (36%) or quarterly (30%). However, overall, there is lots of variation.

Employee recognition practices have several clear cornerstones

Recognition tied to new hires (83%), holidays (78%), and work anniversaries (68%) is well established and widely practiced. While staff and leadership retreats are also used, they are less common.

Performance reviews are nearly universal

An overwhelming 98% of organizations conduct performance reviews, signaling strong alignment around the importance of structured evaluation and accountability processes.

Annual performance reviews remain the dominant approach

Most organizations (74%) rely on annual reviews, with fewer incorporating more frequent feedback cycles (biannual or quarterly). This suggests that while performance management is widely adopted, it may still be more of an acknowledgment of achievements than continuous feedback.

Opportunity to strengthen ongoing feedback and engagement

Given the reliance on annual review cycles, there may be an opportunity to enhance real-time feedback, coaching, and recognition practices throughout the year—especially as employees increasingly value timely communication and development support.



Time Off, Well-Being, Work & Life Balance

Time Off

Accruals and Awards

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

Time Off Type	# of Orgs	10th	25th	50th Median	75th	90th	Avg
Vacation Days	29	10	10	14.5	15.75	20.3	14.19
Sick Days	29	5	5.25	10	12	12	9.53
PTO Days	31	10	12.75	16.5	20.25	29.5	17.46
Holidays	61	9	11	12	15	17	12.71

There was no measurable statistical difference in time-off accruals reported in 2023 and 2025.

Vacation – Policy Schedules

Year of First Accrual Increase	%	#
1 year	21.43%	6
2 years	25.00%	7
3 years	10.71%	3
4 years	7.14%	2
5 years	32.14%	9
Other		1
First Increase (vacation days per year)	%	#
1 day	16.67%	5
2 days	6.67%	2
3 days	30.00%	9
5 days	26.67%	8
Other		6

PTO – Policy Schedules

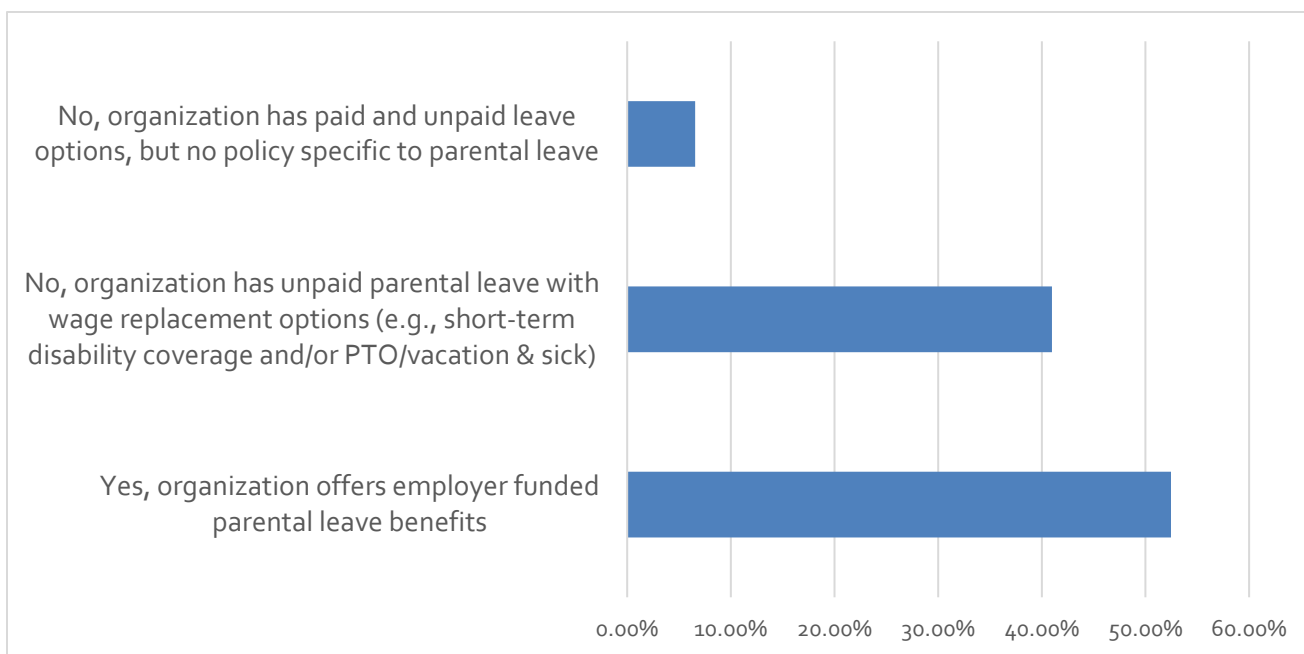
Year of First Accrual Increase	%	#
1 year	25.81%	8
2 years	16.13%	5
3 years	22.58%	7
5 years	19.35%	6
Other		5
First Increase (PTO days per year)	%	#
3 days	17.24%	5
5 days	51.72%	15
6 days	13.79%	4
Other		5

Parental Leave

Parental leave offerings among respondents vary widely, but most organizations provide some level of paid leave for new parents. Paid leave typically ranges from 2 to 12 weeks, with a few more generous policies offering up to 16–20 weeks when combined with short-term disability or additional benefits. While some employers offer full salary continuation, others provide partial pay (commonly 80%). Many organizations structure leave to run concurrently with FMLA and often supplement pay through a mix of employer-paid leave, short-term disability, and accrued PTO. Overall, the data reflects a strong commitment to parental leave, though consistency varies significantly across RVA nonprofit organizations.

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 based on gender.⁴ *Check out current and proposed legislation for paid sick, family, and medical leave programs in the Virginia Nonprofit Employers’ 2026 Mid-Year Legal Update.*

Parental Leave Offerings



Other Time Off Types and Trends: Ninety-six percent (96%) of employers begin accrual immediately. Only 6% of employers offer some form of sabbatical leave.

Well-Being/Work & Life Balance

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

Organizations with an Employee Assistance Program	%	#
Yes	78.33%	47
No	21.67%	13
Other		2

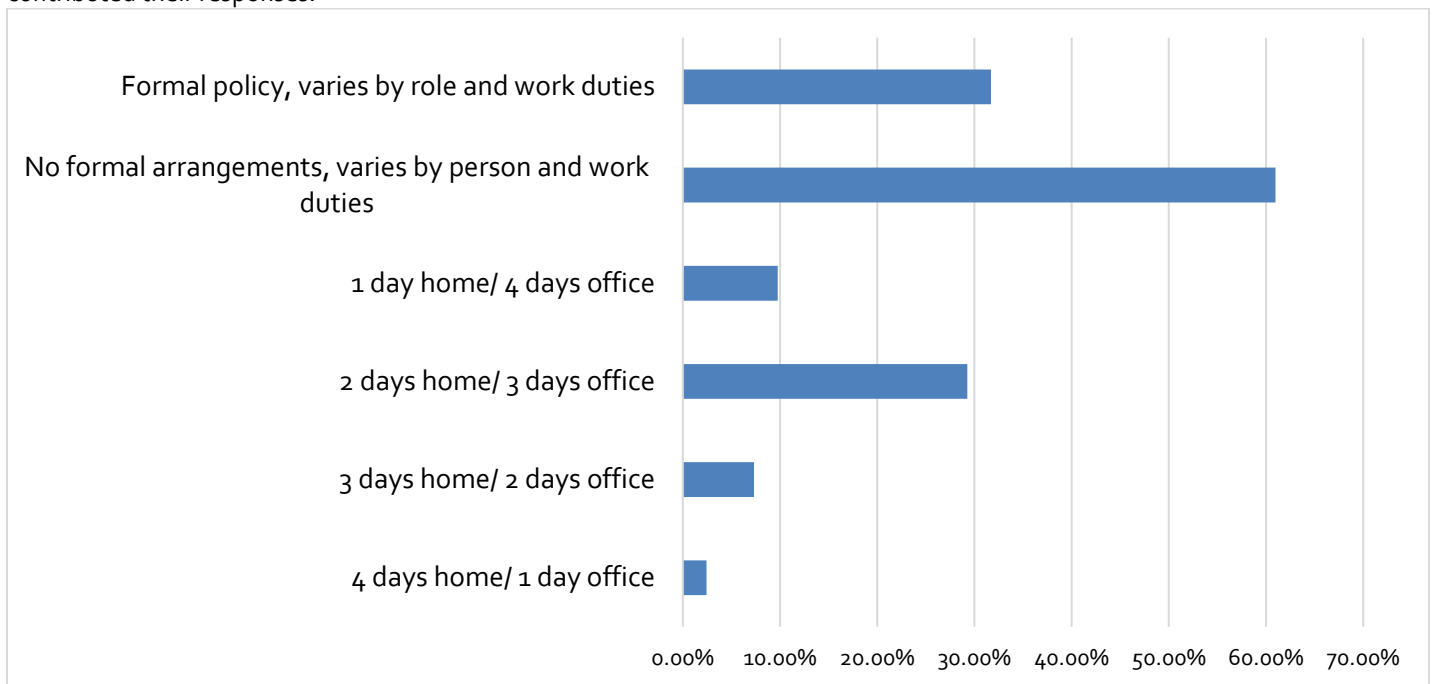
Most organizations report offering some level of mental health and well-being support, with Employee Assistance Programs (EAPs) serving as the primary and most consistent resource. Many employers complement EAP access with wellness initiatives such as seminars, trainings (e.g., compassion fatigue, trauma-informed care), and regular communication about available benefits.

How Organizations Support Work/Life Balance	%	#
Wellness days	18.18%	10
Self-care initiatives	36.36%	20
Personal days	69.09%	38
Emails limited to business hours	32.73%	18
Flex-time	69.09%	38

Beyond formal programs, organizations frequently emphasize workplace culture as a key driver of well-being. Other practices include promoting work-life balance, encouraging the use of PTO and sick leave for mental health, and maintaining open communication through regular check-ins. Some employers have established wellness committees or added resources such as meditation apps and gym memberships.

Hybrid Schedules

This bar chart shows the percentage of employers offering hybrid schedules. Forty-one (41) nonprofit survey participants contributed their responses.



Time Off, Well-Being/Work & Life Balance: Employer Takeaways

Immediate accrual is a clear norm

With 96% of organizations offering immediate accrual, this has effectively become a sector standard and baseline expectation for employees.

Time off offerings remain a must but not differentiating

Most organizations maintain baseline competitiveness but do not use time off as a strategic lever to attract or retain talent.

Early tenure rewards are a competitive opportunity

When increases do occur, they are often meaningful (3–5 additional days); a significant number of organizations delay the increases until year 5. This suggests that organizations are using time-off increases as milestone rewards. Consider how earlier increases may better support retention during the highest turnover period (years 1–3).

Parental leave is a strength yet varies greatly (and that might change down the road)

Nearly all organizations offer some form of parental leave, which is a strong signal of sector commitment to family support. However, wide variation in duration (2 to 20 weeks) and pay structure (partial vs. full salary) may create equity concerns and competitive gaps between organizations. Many organizations rely on combining short-term disability, PTO, and unpaid leave to enhance parental leave offerings. However, all this may change with a state-mandated medical and family leave program. *See the Virginia Nonprofit Employers' 2026 Mid-Year Legal Update for more information on existing and proposed legislation for paid sick, family, and medical leave programs.*

Sabbatical leave could set an employer apart

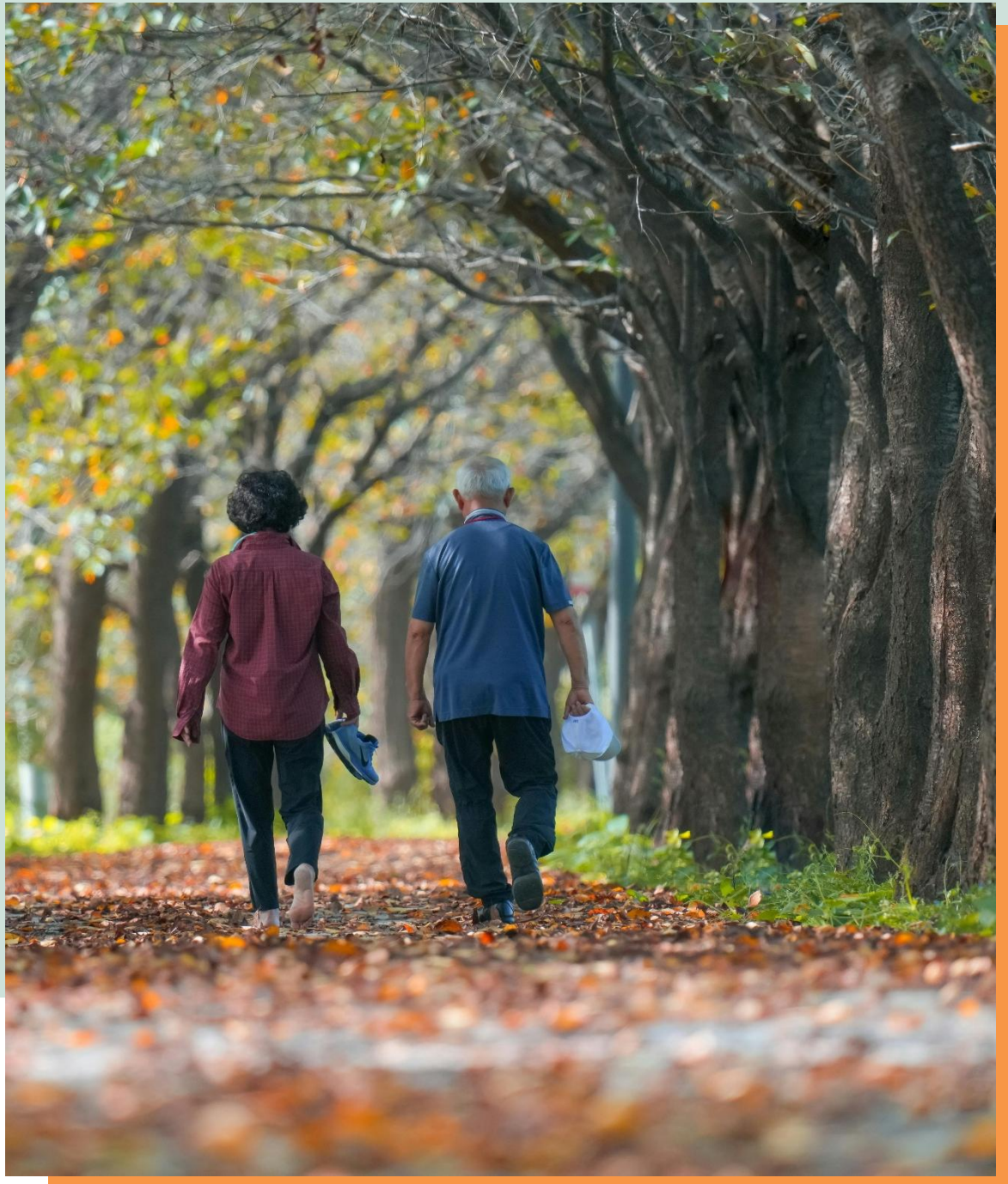
Only 6% of organizations offer sabbaticals, indicating a largely untapped opportunity for long-term retention, leadership development, and burnout prevention—especially in a high-stress sector.

EAPs and flexibility are the well-being strategies of choice

Over 78% of organizations offer an Employee Assistance Program. Flexible work arrangements—particularly flextime (69%) and personal days (69%)—are the most widely used tools to support employee well-being.

Hybrid work remains an important benefit

Hybrid scheduling is a key component of well-being for many organizations, though availability varies—potentially creating differences in flexibility and work-life balance across roles and organizations.



Retirement & Health Benefits

Retirement

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

Retirement Plan Type	%	#
401(k)	21.31%	13
403(b)	55.74%	34
IRA/SEP-IRA/Simple IRA plan	18.03%	11
No or none of the above	4.92%	3

Employer's Matching Contribution	%	#
Yes, organization contributes a guaranteed percentage match based on employee contribution	75.47%	40
Yes, organization contributes a guaranteed percentage match regardless of employee contribution	22.64%	12
No	1.89%	1
Other		8

Employer Match Waiting Periods	%	#
None, match begins at hire	47.73%	21
Eligible for match after 6 months of employment	15.91%	7
Eligible for match after 1 year of employment	36.36%	16
Other		17

Employer Contribution (% match)

# of Orgs	10th	25th	50th Median	75th	90th	Avg
55	3%	3%	4%	5%	8%	5%

Thirteen (13) organizations reported progressive plans that rewarded higher employer match levels for higher employee contribution rates.

Health Benefits

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

Organizations Offering PPO Plan (Preferred Provider Organization)	%	#
Yes	49.15%	29
No	50.85%	30

PPO Tier Options	%	#
Bronze	33.33%	8
Silver	54.17%	13
Gold	75.00%	18
Platinum	41.67%	10

Organizations Offering POS Plan (Point of Service)	%	#
Yes	44.07%	26
No	55.93%	33

POS Tier Options	%	#
Bronze	20.00%	4
Silver	40.00%	8
Gold	65.00%	13
Platinum	30.00%	6

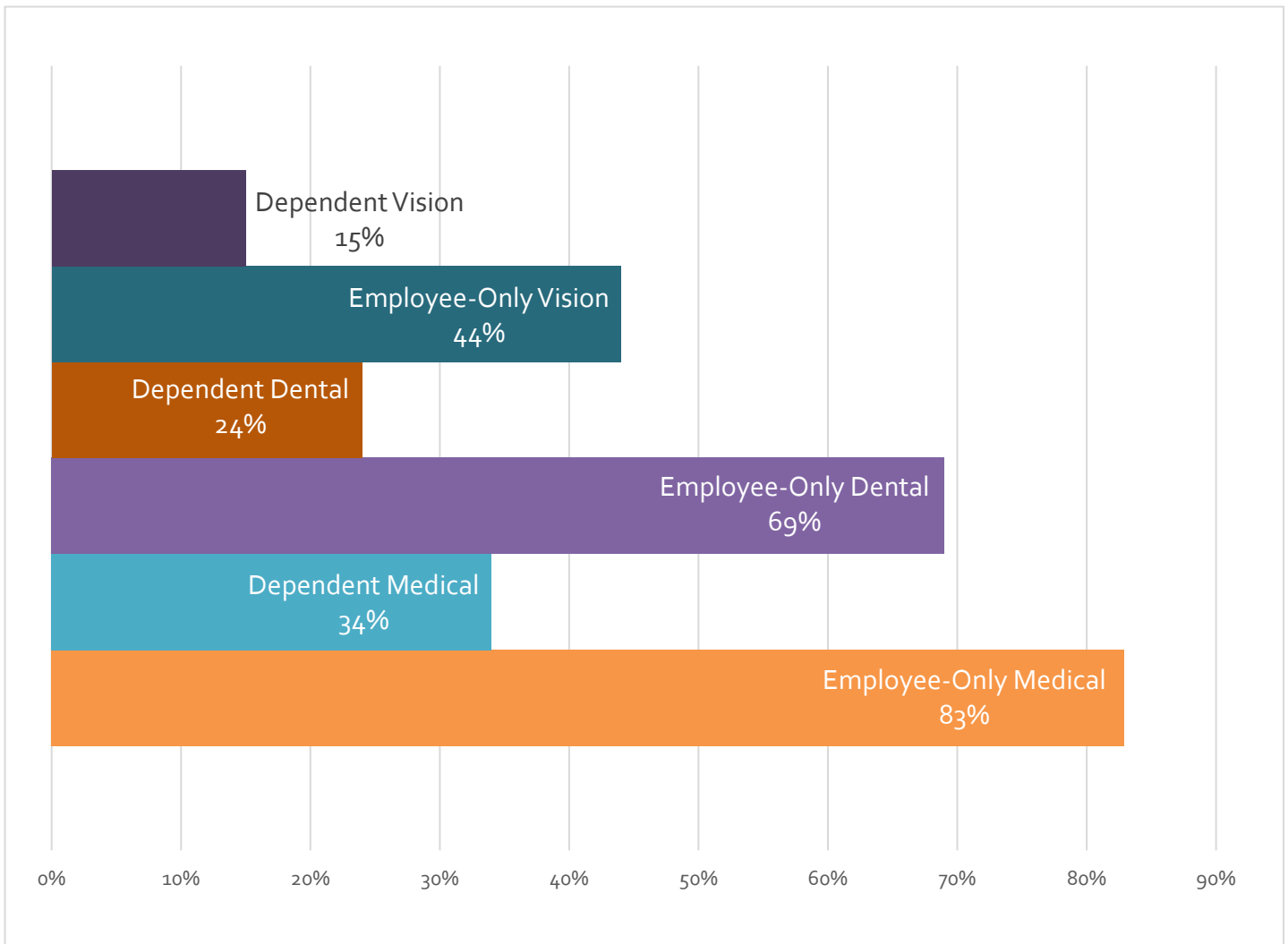
Organizations Offering HMO Plan (Health Maintenance Organization)	%	#
Yes	13.56%	8
No	86.44%	51

HMO Tier Options	%	#
Bronze	62.50%	5
Silver	50.00%	4
Gold	37.50%	3
Platinum	25.00%	2

High-Deductible Option	%	#
Yes	49.15%	29
No	50.85%	30

Employer Contribution to Insurance Premiums

This chart illustrates the average percentage employers contribute to health, dental, and vision insurance premium coverage. Employer contributions for dependent health premiums vary widely, with about 21% covering approximately half of the cost, and 29% contributing between 60% and 91%.



Employee Perception of Employer Benefits

The following chart provides insight into current employee perceptions about their benefits and what they would improve or add.⁵



Retirement and Health Benefits: Employer Takeaways

Baseline expectations

Retirement plans, employer matching, and access to health insurance are now standard offerings across organizations. These benefits are no longer differentiators but foundational components of a competitive total rewards package. What distinguishes employers today is the level of generosity and accessibility—such as offering retirement contributions above the 5% norm, eliminating waiting periods for eligibility, and providing meaningful support for dependent coverage.

The importance of perceived value

Clear communication, education, and alignment with employee needs are essential to ensuring benefits deliver their intended return. A package may be competitive on paper, but if employees do not understand how to use or maximize their benefits, the perceived value declines. For example, while 37.32% of employees report wanting better health insurance, this may reflect gaps in understanding of plan options, coverage details, or how to navigate the system effectively. Employers have an opportunity to close this gap by improving benefits education, implementing decision-support tools, and developing ongoing communication strategies that help employees make more informed choices.

Looking ahead: monitoring change and sustainability

With anticipated shifts in public funding, some employers may face pressure to reevaluate their benefits spending in 2026. While data from the 2025 survey indicated a commitment to maintaining existing benefits at the same level, fiscal strategies for 2026 may be different in response to changing conditions. For example, some employers are exploring a reduction in spending on dependent health care insurance premiums. Employers are encouraged to proactively monitor funding and cost trends, assess the sustainability of their offerings, and be prepared to make strategic adjustments while minimizing the impact on the employee experience.

The Direct Service Provider Survey and Participation Overview

The **Direct Service Provider Survey** (DSP Survey) included 29 participants who completed 17 questions, reporting 149 wages across four direct service provider positions. This survey was offered to Richmond-based nonprofit organizations from January 5 to March 11, 2026.

DSP Survey Service Area ⁶	# of Nonprofits	% of Nonprofits
Children Services	8	28.57%
Domestic Violence Prevention	3	10.71%
Education	9	32.14%
Employment/Workforce Development	6	21.43%
Family Counseling/Behavioral Health	3	10.71%
Health/Clinics	5	17.86%
Housing/Shelter	11	39.29%
Other Social/Human Services	12	42.86%
Youth Services	6	21.43%

DSP Revenue Range	# of Nonprofits	% of Nonprofits
Below \$1.5 million	8	29.63%
Above \$1.5 million but below \$7 million	13	48.15%
Above \$7 million but below \$25 million	6	22.22%
Above \$25 million+	0	0.00%

DSP Full-time Employee Count	# of Nonprofits
0-49	22
50+	6

Please note: Charts showing percentages that exceed 100% reflect questions where respondents were able to select multiple answers. In some cases, totals may also slightly exceed 100% due to rounding. The number of responses for each option are provided but are not totaled. If the total number of responses in a chart does not equal 29, it indicates that some survey participants skipped the question.



The Direct Service Provider

Salary by Position – Direct Service Providers

The tables below present nonprofit salary data submitted through the Direct Service Provider survey. The average, 10th, 25th, 50th, 75th, and 90th percentiles were calculated based on full-time base salary rates. Job summaries for each position follow.

The nonprofit industry has long competed with private health care and government for Case Managers. Therefore, this report also provides comparison charts with salary data from these sectors to support a complete understanding of the local job market.⁷

Licensed Clinical Social Worker

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	4	19	\$31.25	\$34.62	\$40.14	\$45.72	\$55.96	\$41.51	NEW POSITION
Base Salary - Annual (FT)	4	19	\$65,000	\$72,010	\$83,486	\$95,097	\$116,400	\$86,345	

Job Duties: Evaluates the needs of clients and develops treatment plans. Implements counseling and mental health services in accordance with treatment plans. Provides individual, marital, and family psychotherapy. May offer support groups and supervise staff. Maintains accurate and complete client records.

Qualifications: Master's degree, LCSW or LMSW licensure, and 2 to 4 years of post-licensure experience.

Reports to: Department Head

Alternative Titles: Clinician, Counselor, Social Work Manager

Case Manager/Social Worker (MSW)

All Organizations	# of Orgs	# of Emps	50th - Median	Avg	50th - Median 2023 Survey
Base Salary - Hourly	6	9	\$29.71	\$31.83	\$29.54
Base Salary - Annual (FT)	6	9	\$61,797	\$66,213	\$61,443

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

Case Manager/Social Worker

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	10	80	\$22.01	\$24.17	\$25.85	\$28.69	\$32.34	\$26.42	\$24.76
Base Salary - Annual (FT)	10	80	\$45,781	\$50,263	\$53,768	\$59,670	\$67,263	\$54,960	\$51,501

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 the 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

Intake Worker

All Organizations	# of Orgs	# of Emps	10th	25th	50th - Median	75th	90th	Avg	50th - Median 2023 Survey
Base Salary - Hourly	10	41	\$19.76	\$22.16	\$23.84	\$25.61	\$26.98	\$24.06	\$19.76
Base Salary - Annual (FT)	10	41	\$41,097	\$46,093	\$49,587	\$53,258	\$56,114	\$50,044	\$41,101

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

Local Job Market

Job Title	Industry (RVA, March 1, 2026)	25th	50th	75th
Licensed Clinical Social Worker	Health Care Providers & Services	\$67,200	\$75,700	\$85,000
Licensed Clinical Social Worker	Government	\$63,200	\$71,200	\$79,800
Social Worker - MSW	Health Care Providers & Services	\$62,300	\$69,100	\$77,400
Social Worker - MSW	Government	\$58,500	\$65,000	\$72,700
Social Worker - BS	Health Care Providers & Services	\$52,500	\$59,600	\$67,500
Social Worker - BS	Government	\$49,300	\$56,000	\$63,400

Supervision – Direct Service Provider

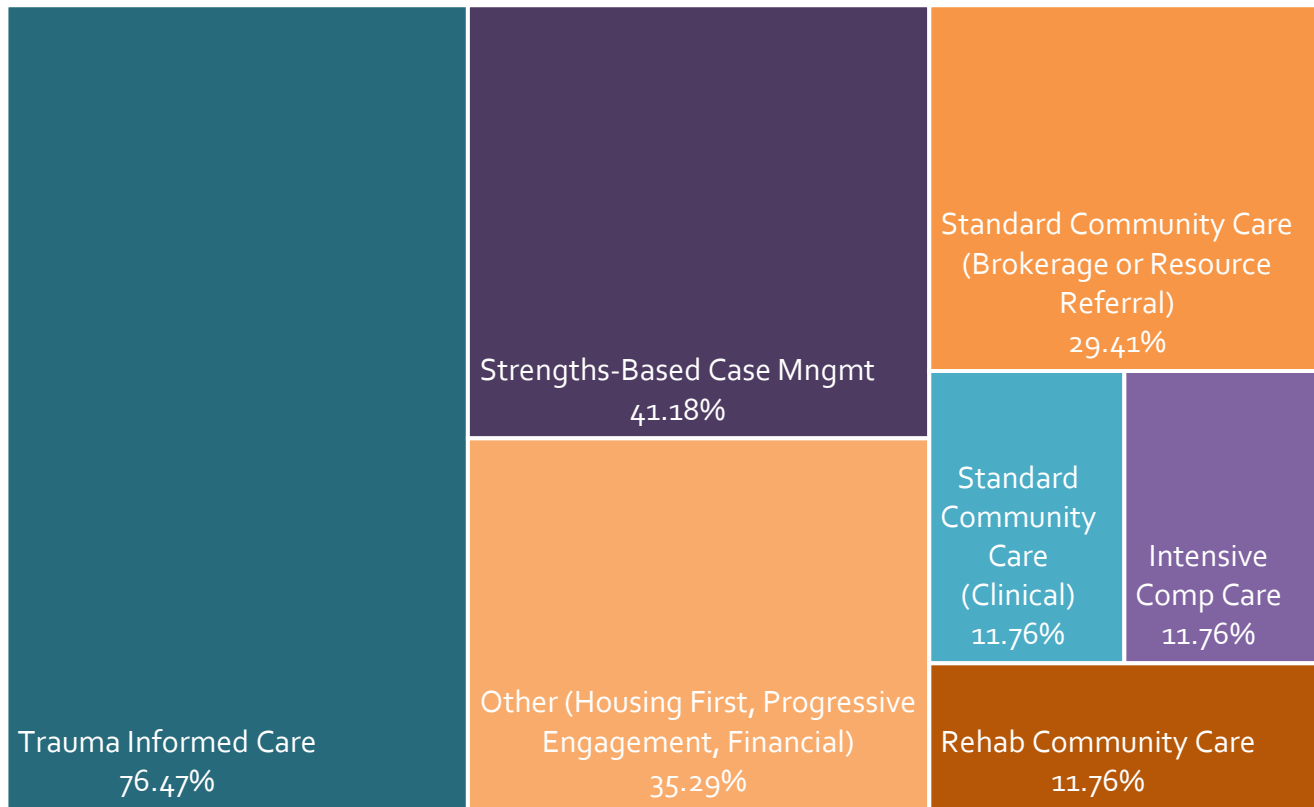
The same Direct Service Provider survey was administered to RVA nonprofit employees in 2023 for the original Moving Toward Equity report (Compensation, Benefits and Work Culture for RVA Nonprofits, April 2024). The 2023 and 2025 survey results suggest evolution in supervision practices, while also highlighting several persistent challenges.

In 2023, supervision was largely described as consistent, communicative, and relationship-driven, with strengths centered on clear expectations, open-door policies, and solution-oriented conversations. However, organizations identified gaps in more formal elements, including tracking meetings, conducting structured evaluations, and expanding training opportunities. This suggests that while foundational supervision practices were strong, they were often informal and lacked standardization.

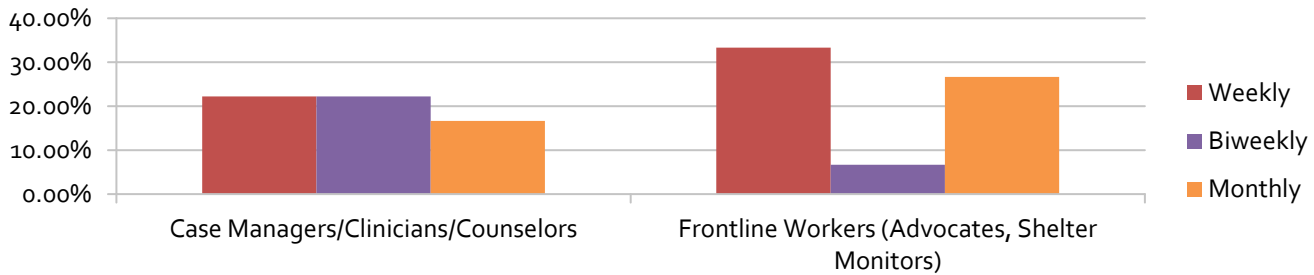
By 2025, supervision has become more intentional and structured, with many organizations introducing regular check-ins, standardized agendas, performance tools, and career development frameworks. There is also a stronger emphasis on aligning supervision with organizational goals, employee development, and well-being, reflecting a shift toward a more strategic and employee-centered approach. Additionally, conversations have expanded to include self-care, transparency, and collaboration. Despite this progress, several challenges remain consistent in the 2025 survey results. Inconsistency across teams and the need for better training continue to surface as key issues, for example.

Overall, the comparison suggests that organizations have made meaningful strides in formalizing and expanding supervision practices. However, it is important to note that the 2025 Direct Service Provider Survey had significantly higher participation, so the findings may reflect a broader, more representative sample (eight participants in the 2023 Direct Service Provider survey vs. 29 in the 2025 survey).

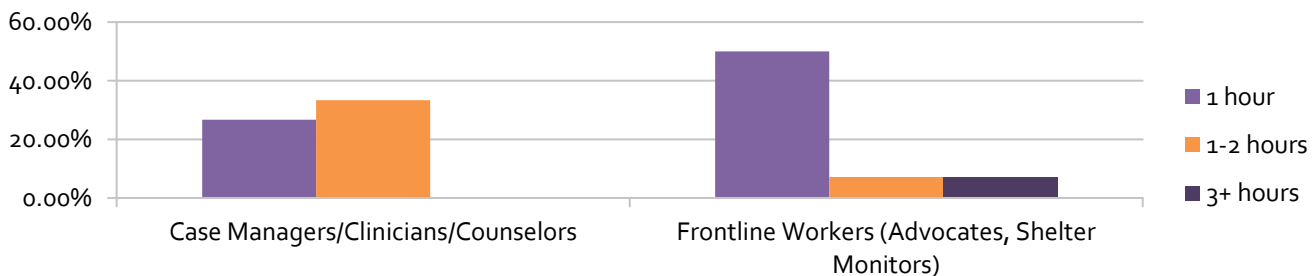
Case Management Models or Frameworks



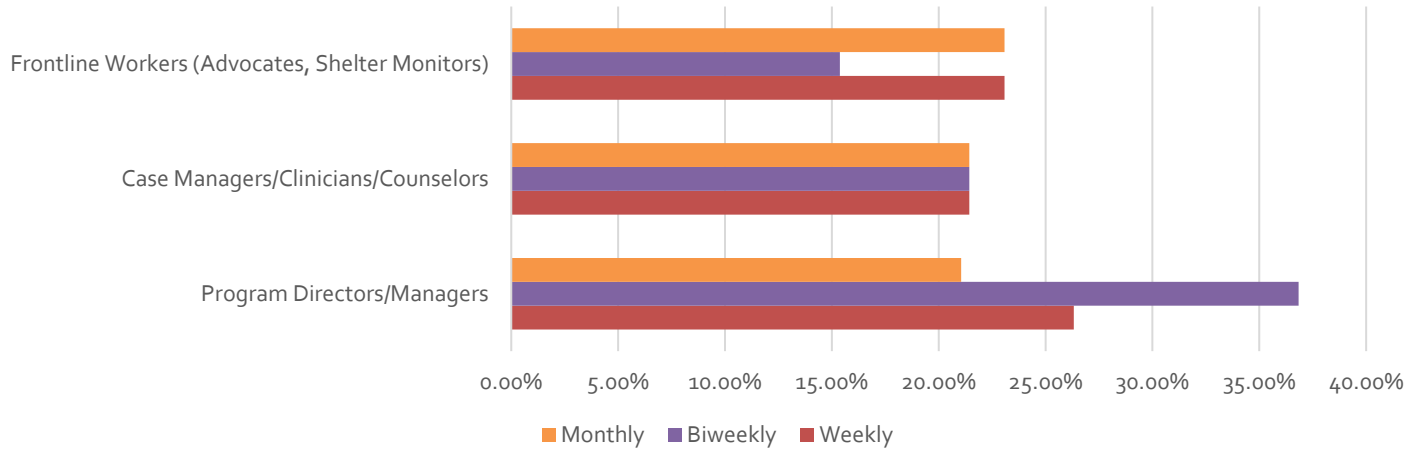
Group Supervision - Frequency



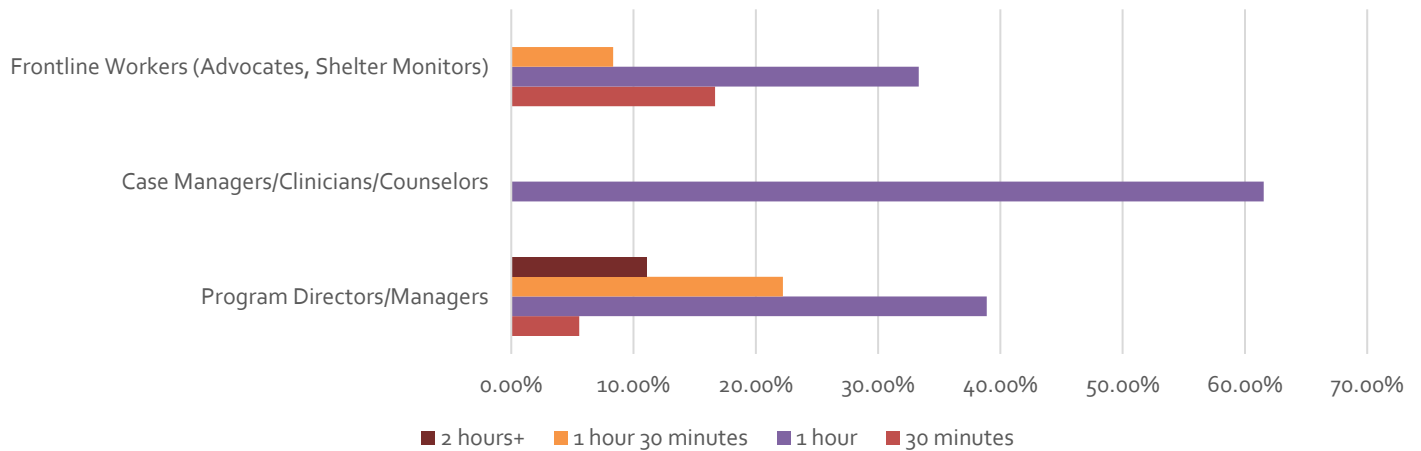
Group Supervision - Duration



1 on 1 Supervision - Frequency



1 on 1 Supervision - Duration



Employees Receive Clinical Supervision for Licensure	%	#
Yes	28.00%	7
No	72.00%	18

Cost of Clinical Supervision Covered By	%	#
Employee	20.00%	1
Employer	80.00%	4

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.

Training Offered at Hire	%
Safe Home Visit	18.18%
De-escalation	58.33%
Stress Management	58.33%
Infection Control	27.27%

Offer Training Annually	%
Safe Home Visit	20.00%
De-escalation	63.64%
Stress Management	50.00%
Infection Control	44.44%

Direct Service Provider: Employer Takeaways

From consistency to intentionality: how supervision models may be shifting

The 2023 and 2025 survey data show both continuity and shifts in how organizations structure supervision and training for direct service providers. In 2023, supervision practices were relatively structured and consistent in cadence, and we observed a similar cadence and variety of supervision approaches in 2025 – both in duration and frequency.

With regard to the content discussed and evaluated, supervision in 2023 was generally relationship-driven but occasionally lacked formal structure, particularly in areas such as documentation, evaluations, and training. In 2025, organizations adopted more intentional, structured approaches, including regular check-ins, standardized tools, and a stronger focus on employee development and well-being. Despite these improvements, issues such as inconsistency across teams and the need for better supervisor training remain.

Trauma-informed care leads

The data shows that Trauma-Informed Care is by far the most widely used framework, reported by 76.47% of respondents. This is followed by Strengths-Based Case Management at 41.18%, and a notable portion (35.29%) using other models such as Housing First, Progressive Engagement, and Financial approaches. More traditional or specialized service types—Standard Community Care (Brokerage/Referral) (29.41%), Clinical Case Management (11.76%), Intensive Comprehensive Care (11.76%), and Rehab Community Care (11.76%)—are less commonly reported. Overall, the data suggests a strong emphasis on trauma-informed practices, with a mix of complementary service models used to support clients.

Rising employer investment in clinical supervision

Among those who do receive clinical supervision, employer financial support has increased, with 80% of organizations covering the cost (up from 66% in 2023). This suggests a slight shift in employers' investment in the employees' educational needs.

Overall, organizations are making intentional investments in quality, relevance, and financial support, particularly in clinical supervision and specialized training.

Again, it is important to note that the 2025 Direct Service Provider Survey had significantly higher participation, so the findings may reflect a broader and more representative sample. (Eight participants in the 2023 Direct Service Provider survey vs. 29 participants in the 2025 survey.)

Nonprofit Pay Equity and Work Experience Survey and Participation Overview

The **Nonprofit Pay Equity and Work Experience Survey** (PEWE Survey) included 327 nonprofit employees who completed 38 questions, yielding 204 reported wage ranges, and collected demographic information. This survey was offered to Richmond-based nonprofit organizations from January 5 to March 13, 2026.

The Pay Equity questions 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.

PEWE Survey Service Area ⁸	# of Nonprofit Employees	% of Nonprofit Employees
Children's Services	38	13.77%
Community/Economic Development	64	23.19%
Conservation/Museum	11	3.99%
Domestic Violence Prevention	12	4.35%
Education	40	14.49%
Environmental Advocacy	10	3.62%
Family Counseling/Behavioral Health	11	3.99%
Health/Clinics	38	13.77%
Other Social/Human Services	100	36.23%
Research	5	1.81%
Youth Services	25	9.06%
Workforce Development	10	3.62%

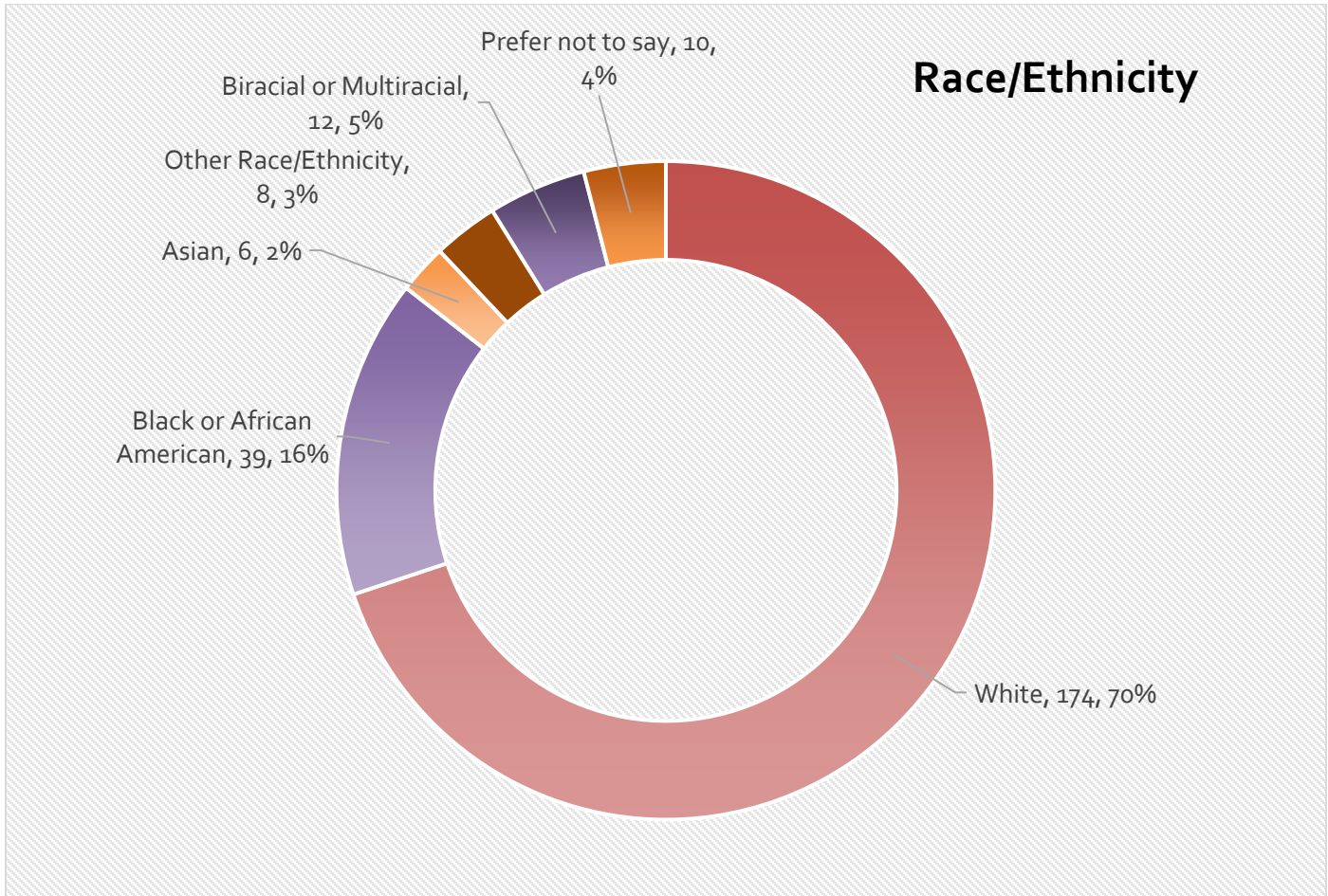
Please note: Charts showing percentages that exceed 100% reflect questions where respondents were able to select multiple answers. In some cases, totals may also slightly exceed 100% due to rounding. The number of responses for each option are provided but are not totaled. If the total number of responses in a chart does not equal 327, it indicates that some survey participants skipped the question.



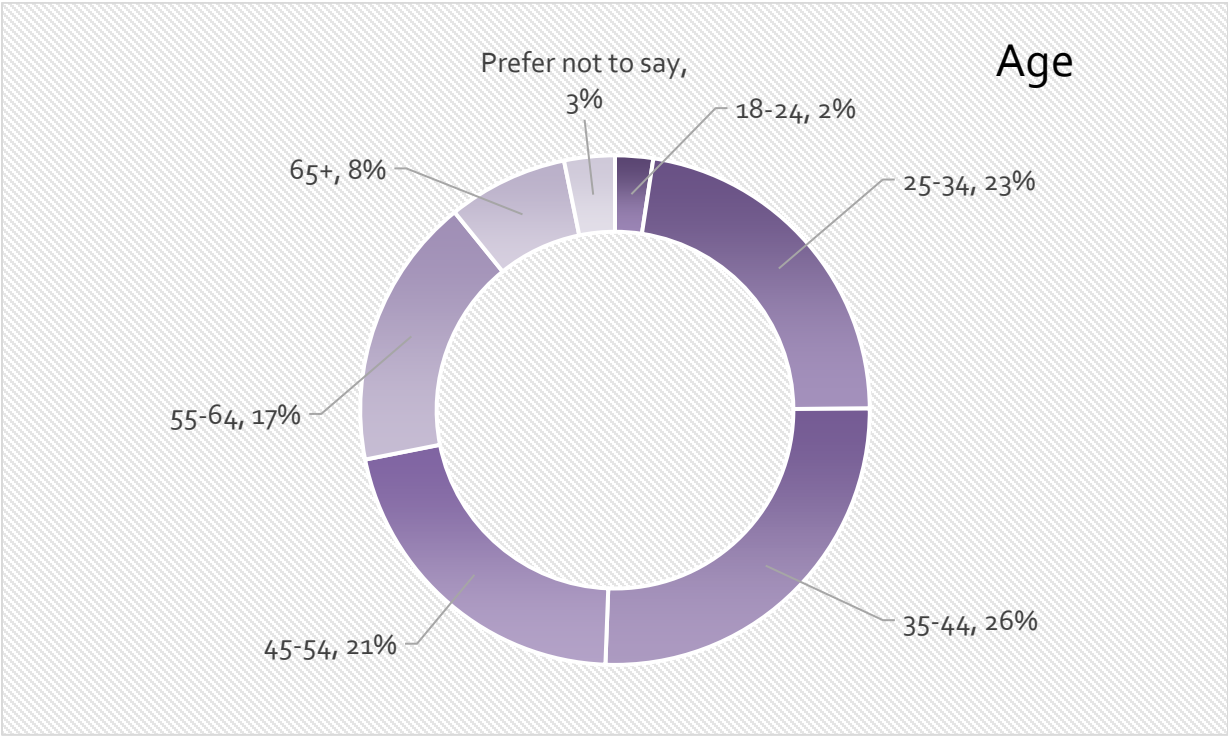
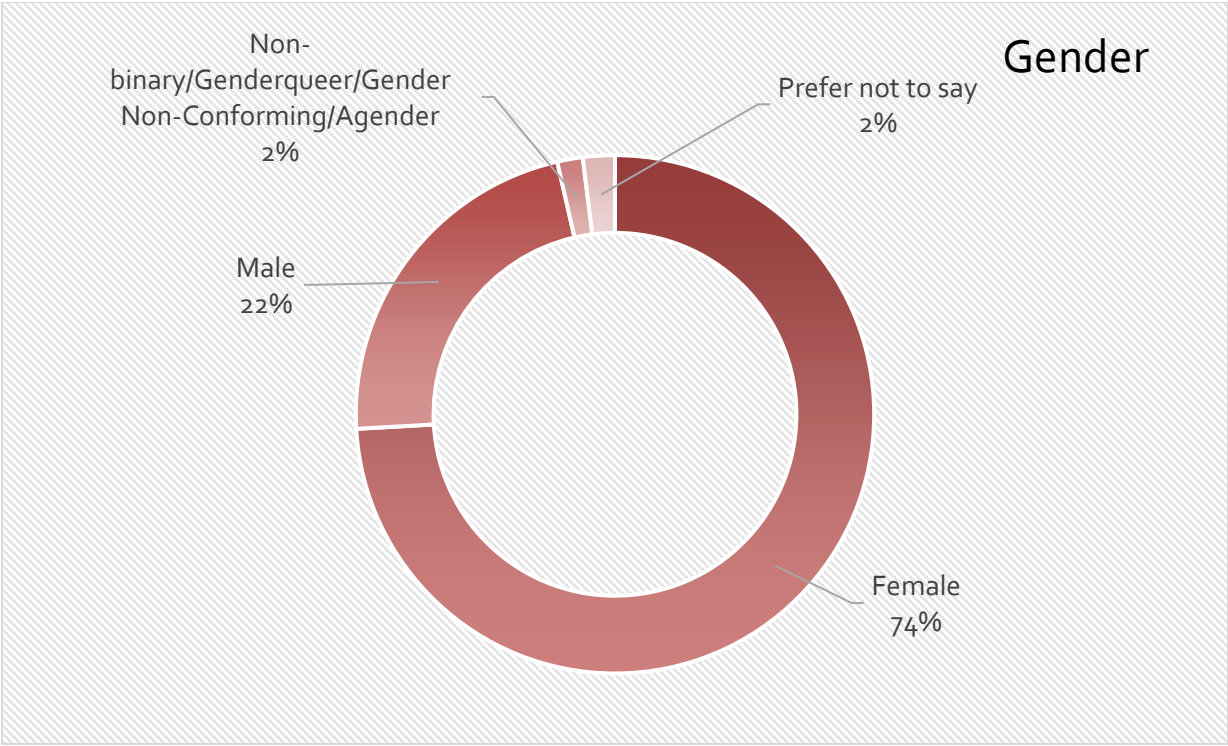
Pay Equity

Pay Equity

The charts on this page and the next show demographic and identity information for participants as voluntarily identified in the 2025 PEWE survey. The charts in the next section were based on the demographics information, pay ranges, years of education, years of relevant work experience, and job title data reported by survey participants to determine the trend line correlation between education level, work experience, career level, and pay.



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 23% Biracial or Multiracial, 31% Other Race/Ethnicity, 38% White, and 8% Black or African American.



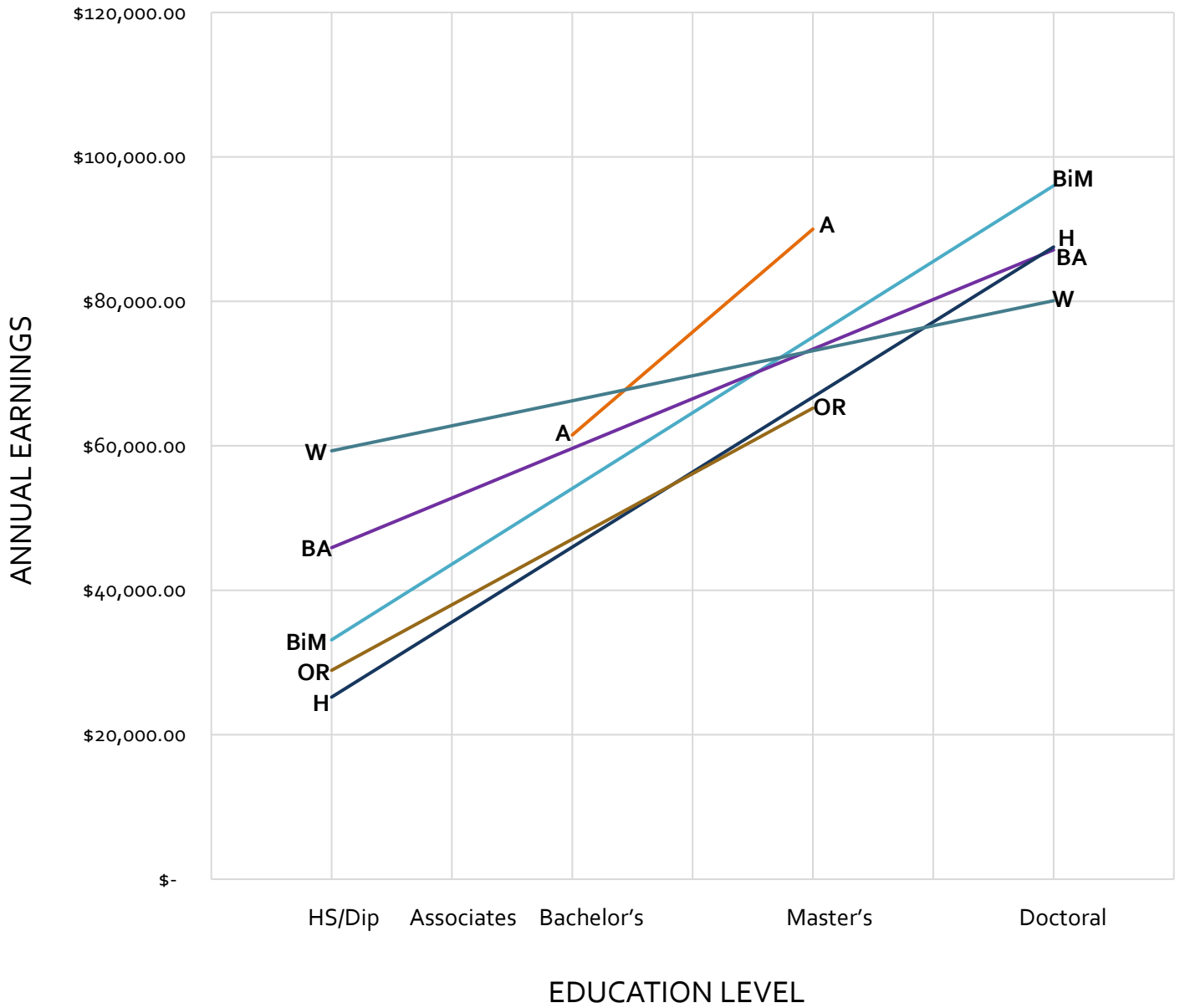
Identify as LGBTQ+	%	#
Yes	15.60%	39
No	81.20%	203
Prefer not to say	3.20%	8

1st Generation Immigrant	%	#
Yes	4.07%	10
No	95.93%	236

2nd Generation Immigrant	%	#
Yes	8.13%	20
No	91.87%	226

Disability	%	#
Yes, I have a disability, or have had one in the past	15.14%	38
No, I do not have a disability and have not had one in the past	80.88%	203
Prefer not to say	3.98%	10

Pay Equity - Education Level

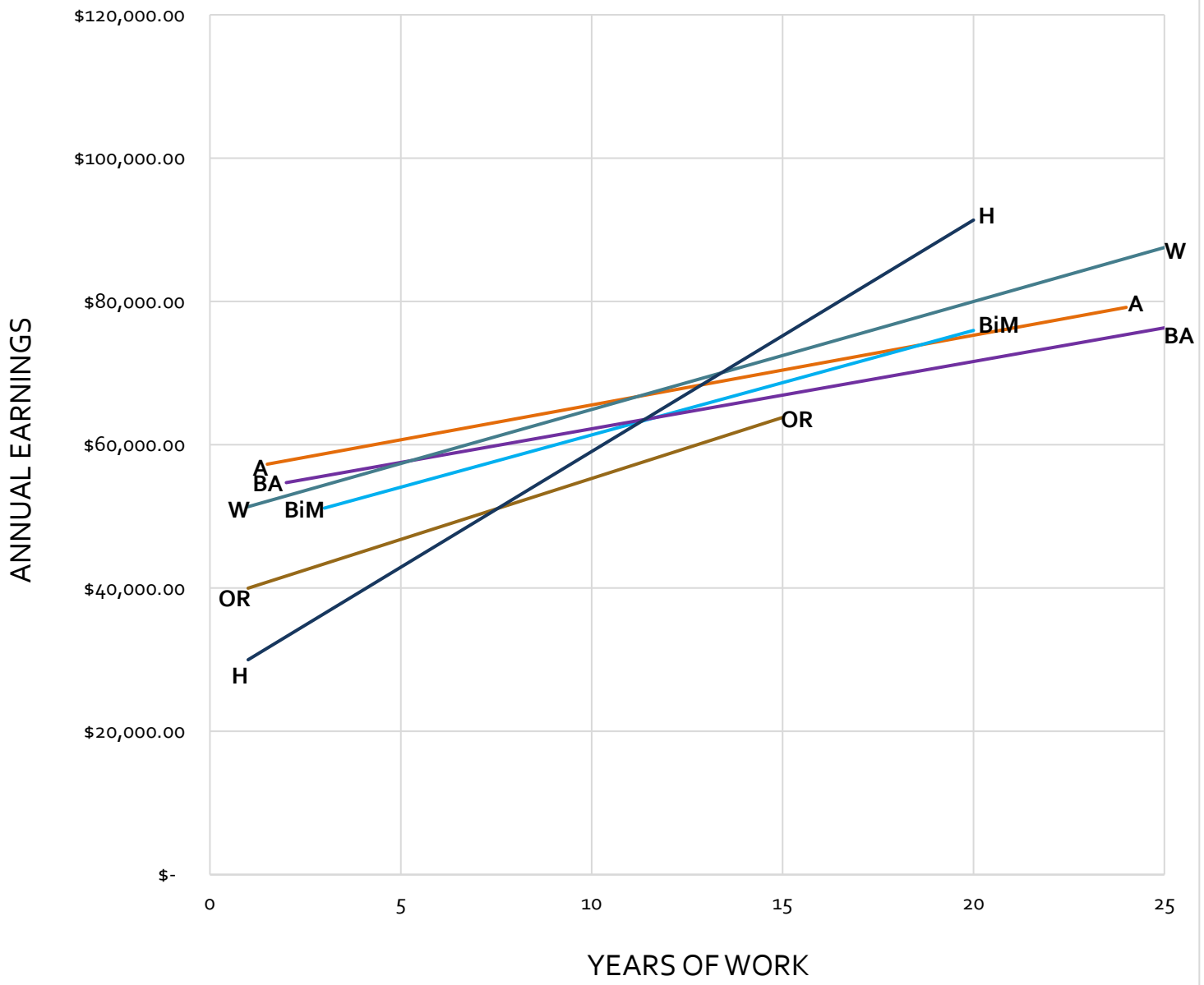


KEY

	Asian (A)
	Biracial or Multiracial (BiM)
	Black or African American (BA)
	White (W)
	Hispanic/Latinx (H)
	Other Race/Ethnicity (OR)

Report notes: The chart indicates a positive relationship between education level and compensation across all groups. It is important to note that data for Asian, Biracial/Multiracial, and Other Race/Ethnicity categories are limited, and findings for these groups should be interpreted with caution.

Pay Equity - Years of Work Experience

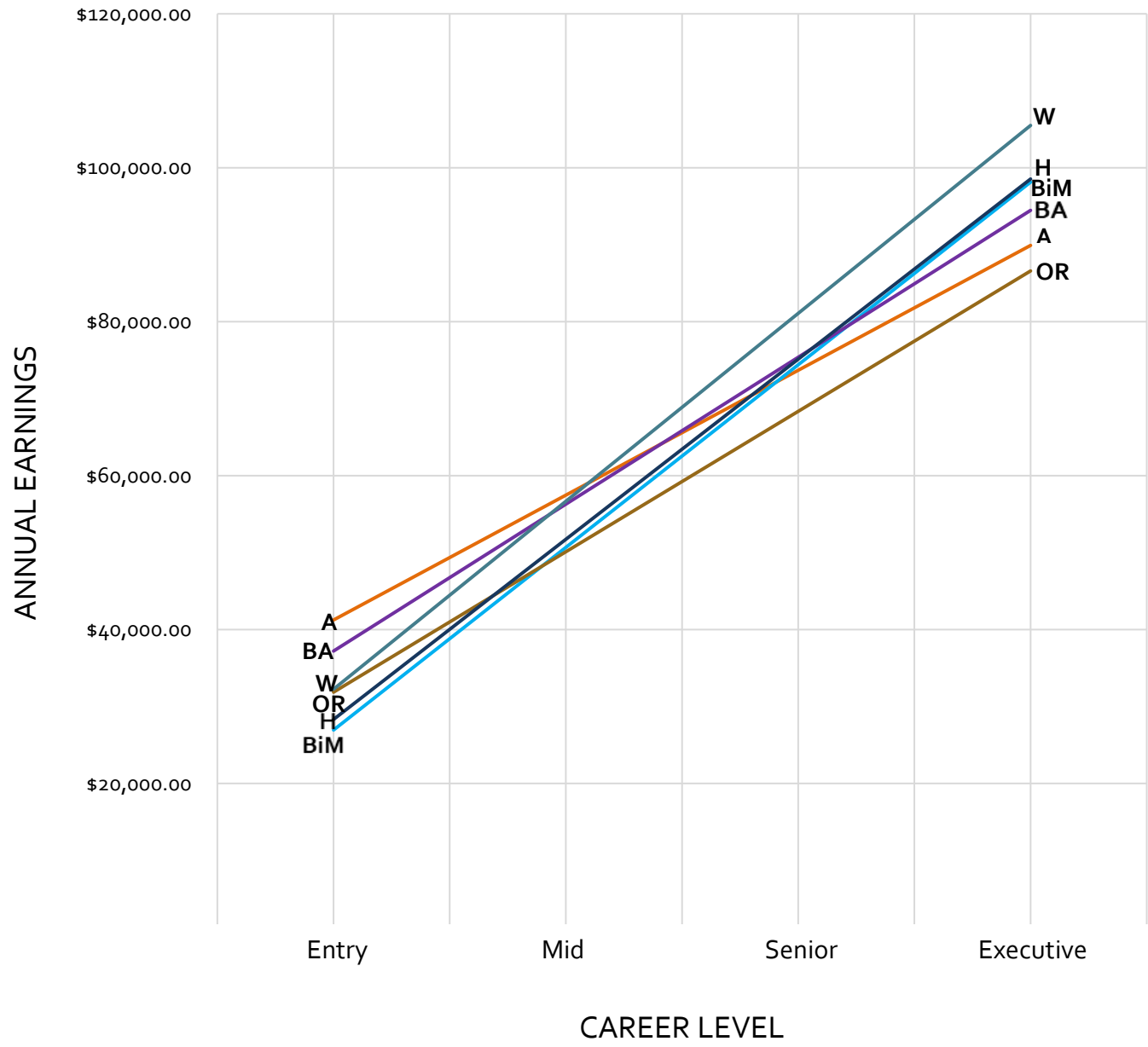


KEY

	Asian (A)
	Biracial or Multiracial (BiM)
	Black or African American (BA)
	White (W)
	Hispanic/Latinx (H)
	Other Race/Ethnicity (OR)

Report notes: The chart shows a positive correlation between career level and compensation across all groups, with Hispanic/Latinx respondents demonstrating the most observable upward progression. Consistent with findings from the 2023 Pay Equity Survey, a pay difference is observed between White and Black or African American individuals with more than 15 years of experience. Data for Asian, Biracial/Multiracial, and Other Race/Ethnicity categories is limited and should be interpreted with caution.

Pay Equity - Career Level

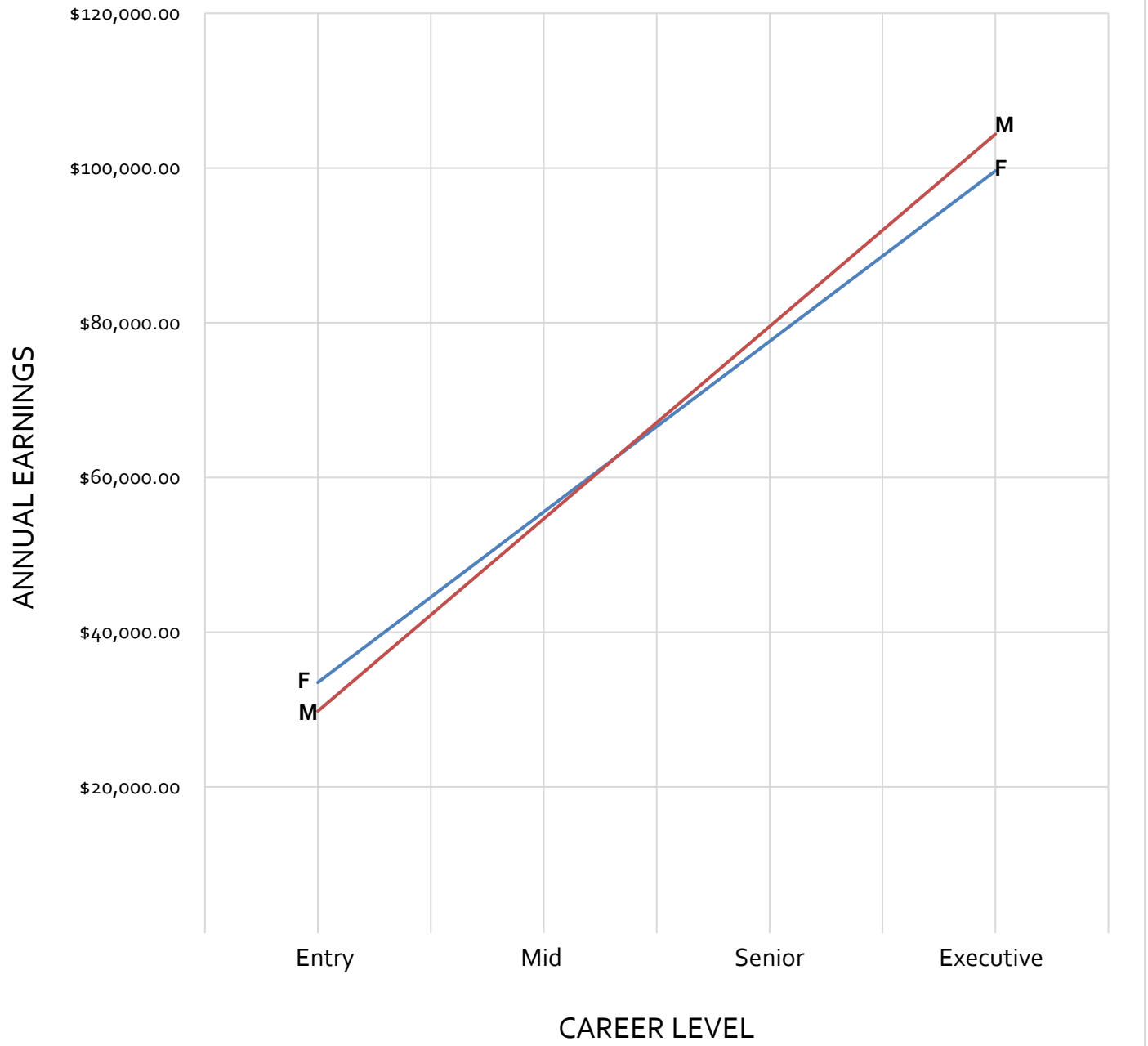


KEY

	Asian (A)
	Biracial or Multiracial (BiM)
	Black or African American (BA)
	White (W)
	Hispanic/Latinx (H)
	Other Race/Ethnicity (OR)

Report notes: The chart indicates a positive relationship between career level and compensation across all groups. White respondents report the highest compensation at the senior and executive levels. It is important to note that data for Asian, Biracial/Multiracial, and Other Race/Ethnicity categories is limited, and findings for these groups should be interpreted with caution.

Pay Equity - Gender



The chart demonstrates a positive correlation between career level and pay for all categories (F- Female; M- Male).

Employee Perceptions

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

Promotion decisions are fair at my organization.	%	#
Strongly agree	17.13%	43
Agree	29.48%	74
Neither agree nor disagree	34.26%	86
Disagree	12.35%	31
Strongly disagree	3.98%	10
Prefer not to say	2.79%	7

My performance is evaluated fairly under current management.	%	#
Strongly agree	31.08%	78
Agree	40.24%	101
Neither agree nor disagree	18.73%	47
Disagree	5.58%	14
Strongly disagree	2.79%	7
Prefer not to say	1.59%	4

My compensation is fair relative to similar roles in my organization.	%	#
Strongly agree	13.20%	33
Agree	34.00%	85
Neither agree nor disagree	24.80%	62
Disagree	19.60%	49
Strongly disagree	7.20%	18
Prefer not to say	1.20%	3

My compensation is fair relative to similar roles in my local job market.	%	#
Strongly agree	8.40%	21
Agree	26.40%	66
Neither agree nor disagree	25.20%	63
Disagree	26.80%	67
Strongly disagree	11.60%	29
Prefer not to say	1.60%	4

Pay Equity: Employer Takeaways

Career progression drives pay—but equity questions remain

The same Pay Equity survey was administered to RVA nonprofit employees in 2023. Both the 2023 and 2025 surveys show that nonprofits remain consistent and progressive in tying compensation to career level, education, and experience.

However, some disparities appear to persist, including a pay gap between White and Black or African American employees with 15+ years of work experience, as observed in both survey years. *See Pay Equity – Years of Work Experience Chart on page 66.* In the 2023 survey and report, we examined the risk that pay equity issues can be imported early and compounded over the course of a career.⁹

A new insight in 2025 adds complexity: education appears to impact earnings differently across groups. The data suggest that White employees may earn more at the bachelor's level, while advanced degrees appear to have a greater association with increased earnings for employees of color. *See Pay Equity – Education Level Chart on page 65.* This suggests that while pay structures are consistent on the surface, equitable outcomes may not be evenly realized. Additional data and research would be needed to further explore this potential relationship.

Check out the upcoming pay transparency legislation in the Virginia Nonprofit Employers' 2026 Mid-Year Legal Update.

Data gaps limit conclusions—but signal opportunity

As in 2023, some demographic groups in the 2025 survey have smaller sample sizes, limiting the ability to draw definitive conclusions for the Asian, Biracial/Multiracial, and Other Race/Ethnicity categories. While this requires cautious interpretation, we generally observe positive correlations between pay progression and individual career level, education, and experience in these smaller samples, which is what we want to see.



The Conversation Ahead

The Conversation Ahead: Employer and Employee Perspectives on Funding Volatility

In 2025, amid ongoing uncertainty in the federal public funding landscape, many employers faced difficult decisions. Notably, this report found a significant 32% decrease in the share of RVA nonprofit employers providing merit-based pay increases compared with the original 2023 survey. More importantly, such a significant change is a likely indicator that compensation growth may remain constrained in the coming year.

To better understand how shifts in public funding and volatility in community needs are affecting nonprofit organizations in the RVA region, the 2025 – 2026 survey incorporated perspectives from both employers and employees.¹⁰ The employer survey examined how organizations are planning for and responding to changes in public funding and service delivery. Employees, meanwhile, were asked to reflect on how rapid change and funding uncertainty are impacting their work, as well as what support from their employer would help them remain resilient and effective.

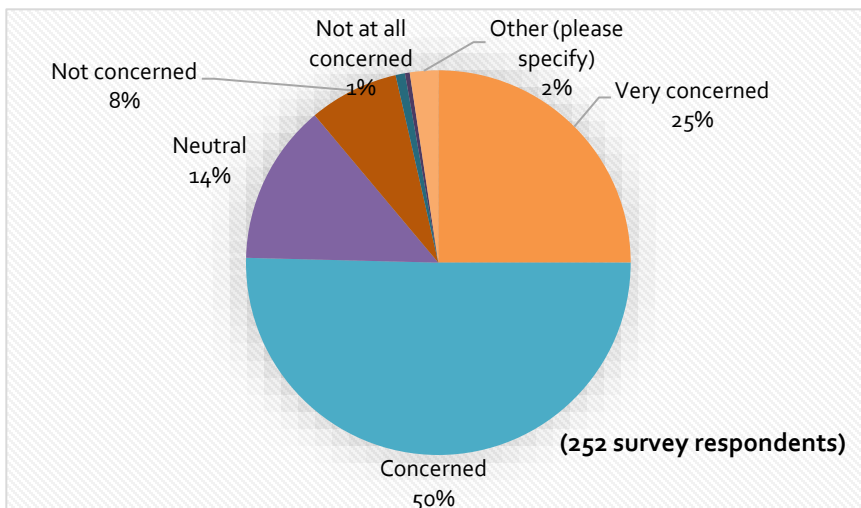
Key takeaway: While organizations demonstrate strong awareness and adaptability, employee feedback reveals a gap between organizational confidence and workforce experience. Most employees indicate a need for targeted improvements—particularly in job security, communication, and workload support.

It is our hope that these shared perspectives offer a foundation for continued discussion, highlighting both organizational strategy and lived workforce experience, and identifying areas of alignment as well as concerns that require attention.

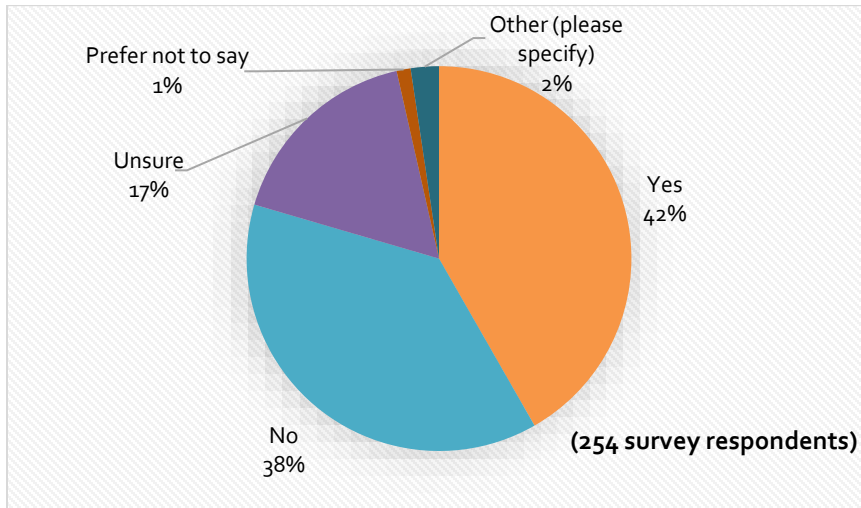
Impact of Funding Volatility on Employees

When asked about the impact of unpredictable public funding, a clear majority of employees (approximately 75%) reported a negative effect on their work and services. Key concerns included layoffs and staffing reductions, ongoing uncertainty, reduced service capacity, and increased workloads.¹¹ Notably, 75% of staff were concerned about increased workload and reduced program resources, with 42% of employees expressing uncertainty about job security.

Concerned About How Changes in Government Funding May Increase Workloads or Decrease Program Resources



Concerned About How Changes in Government Funding Could Impact Job Security

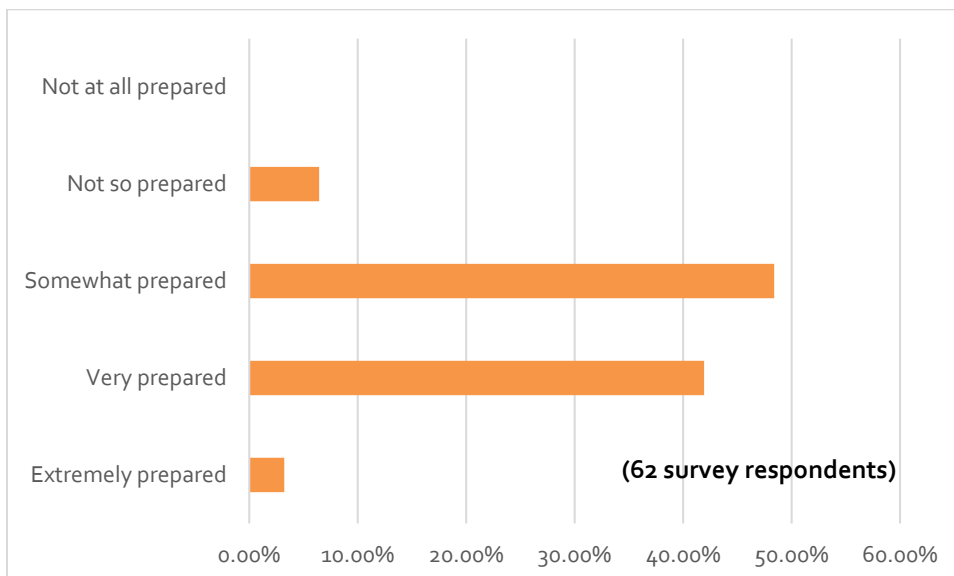


A smaller group of employees viewed these changes more favorably, describing opportunities for innovation and a stronger emphasis on funding diversification. Several expressed a heightened sense of being “needed” in their roles. Meanwhile, a limited number of employees reported experiencing minimal or no impact.

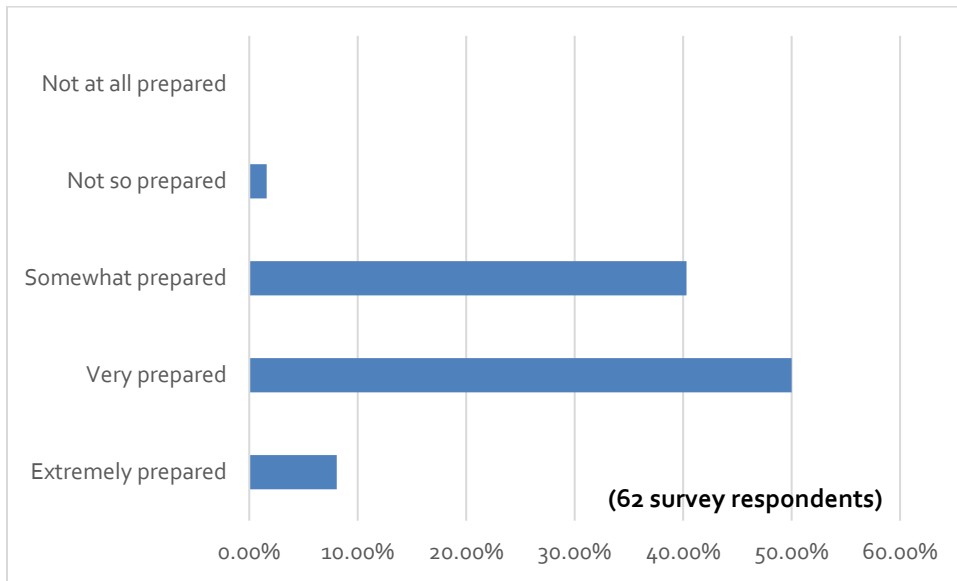
Employer Response and Preparedness

Employer responses show a degree of alignment with employee experiences, particularly in recognizing funding volatility and the need for adaptation. Most employers indicated they feel “very prepared” or “somewhat prepared” to respond to ongoing changes in both public funding and community need.

Employer Prepared to Adapt to Unexpected Changes in Funding

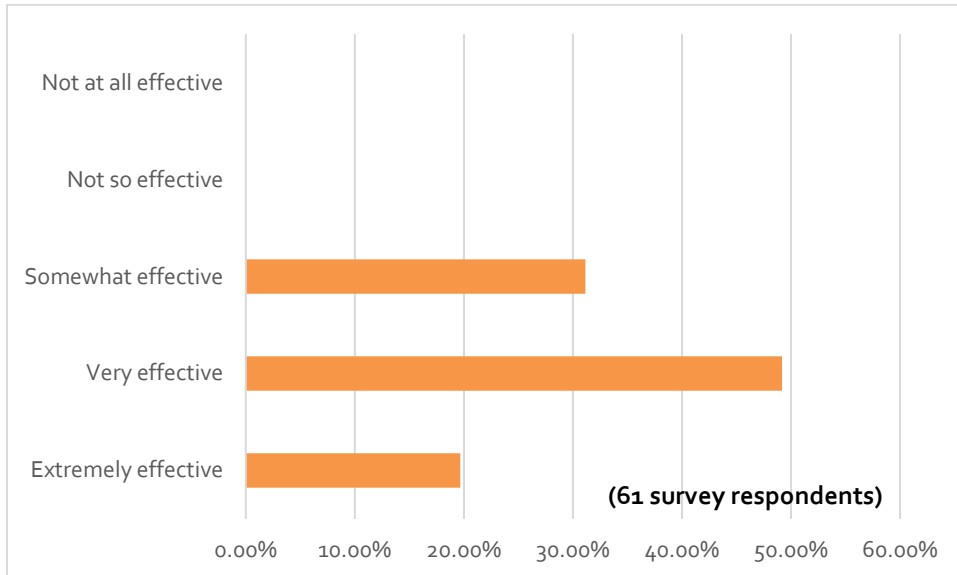


Employer Prepared to Adapt to Unexpected Changes in Community Needs

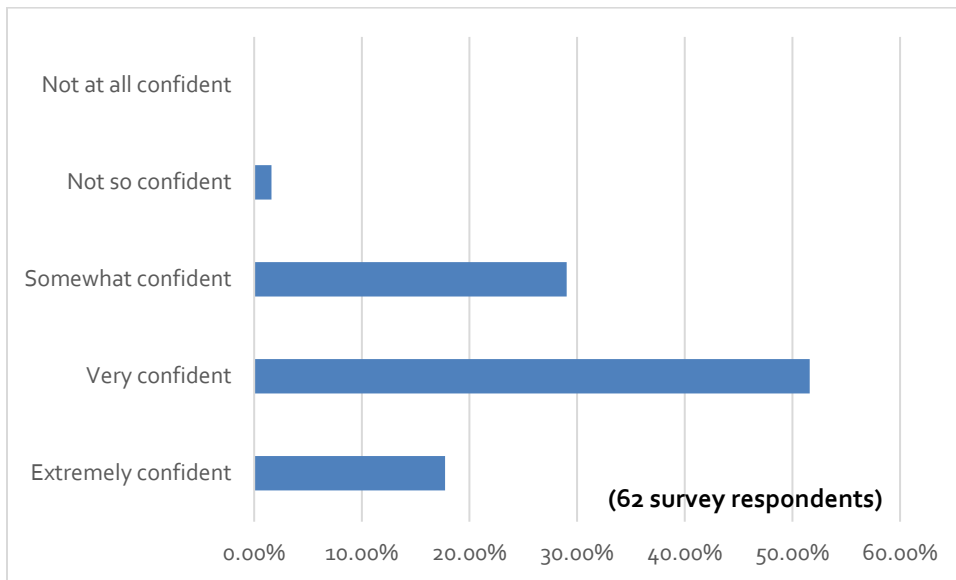


Moreover, employers expressed strong confidence in their ability to navigate these challenges, with a majority reporting that they communicate their mission and strategic decisions “very effectively” or “extremely effectively” during periods of uncertainty. Confidence was similarly high in their ability to pivot programs and operations in response to significant disruption.

Employer Communication of Nonprofit Mission and Strategic Decisions During Uncertain Times



Employer Ability to Pivot Programs/Operations if Significant Disruption



Finally, many organizations have implemented strategies to support employee well-being, including ongoing check-ins, encouraging self-care and time off, as needed. Several organizations emphasized transparent communication about policy and funding changes, using all-staff meetings, town halls, and regular Q&A sessions to keep employees informed and engaged.¹²

Employee-Identified Needs for Resilience

While employers have made efforts in these areas, many employees indicated that additional organizational action could further strengthen resilience and effectiveness—particularly in areas where employers reported higher confidence. The most frequently cited priorities included:¹³

- **Communication:** Greater transparency, earlier updates, and inclusion in decision-making
- **Workforce Support:** Additional staffing and more manageable workloads
- **Job Security:** Clearer communication about stability and use of financial reserves
- **Compensation:** Increased pay and adjustments to keep pace with inflation
- **Well-being:** Expanded mental health support, flexibility, and time off
- **Funding Strategy:** Continued diversification to reduce reliance on government funding

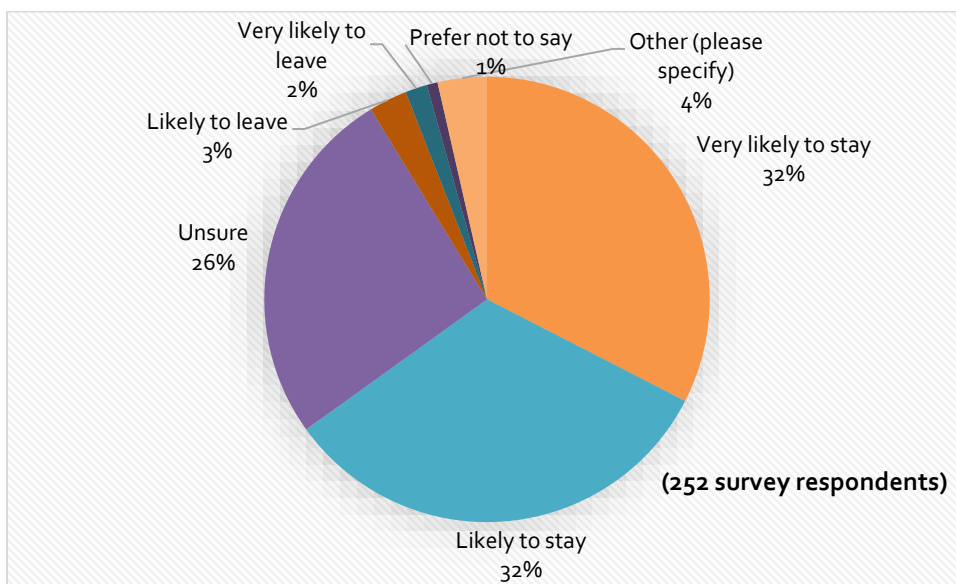
A smaller group reported feeling adequately supported, noting strong leadership, transparency, and proactive communication. A few respondents expressed uncertainty about what additional changes would be effective, viewing resilience as partly an individual responsibility.

Key Takeaways for Employers and Boards

Even as organizations demonstrate strong awareness and adaptability, employee feedback highlights a gap between organizational confidence and workforce experience. The majority of employees are signaling a need for targeted improvements, particularly in job security, communication, and workload support. These findings suggest that resilience is closely tied to the workforce experience.

As a closing insight and a word of encouragement, retention indicators remain strong. Most employees, for example, report being “likely” or “very likely” to remain in the nonprofit sector despite these challenges. This suggests that while the workforce is experiencing strain, there remains a deep commitment to mission-driven work, providing a strong foundation for organizations to build on as they navigate continued uncertainty.

How Likely to Stay in the Nonprofit Sector for the Next Two Years





Appendix

Definitions

Annual Incentive Plan

Rewards the achievement of specific goals or outcomes. The goals and outcomes are identified at the beginning of the performance cycle. Nonprofits most commonly use the annual incentive plan for Executive Director/CEO pay. These bonuses are not discretionary; they are generally multi-tiered, with a threshold, target, and maximum payout.

Annual Revenue

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

Bilingual Pay Differential

Extra compensation for employees who use a second language in their job. The specific amount, eligibility requirements, and payment structure (e.g., hourly, monthly) are determined by the employer's policy or pay practices.

Cost-of-Living Adjustment (COLA)

Increases that account for changes in the cost of living and are often 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 service year, performance, or market wage.

Discretionary Bonus

Bonuses that recognize achievements and are awarded on a case-by-case basis. Employers do not generally announce discretionary bonuses in advance. However, employers may reserve funds for discretionary bonuses within a department or organization's operating budget.

Discretionary Retention Bonus

Monetary reward offered as an incentive to keep a key person on the job. These bonuses are frequently offered during a layoff period.

Employee Assistance Programs (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): This 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): This plan is offered only to highly compensated executives in tax-exempt organizations.

External Market Labor Factors

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

An arrangement that allows employees to adjust the start and end 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 Equity

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

Length of Service

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

Either a focus within a wellness program or a stand-alone program, mental health programming includes employers' initiatives to support mental health education and awareness, policies, and access to employee mental health resources.

Merit Increase

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.

Nondiscretionary Bonus

Bonuses are communicated to staff in advance and awarded based on completing predetermined conditions. These bonuses incentivize good conduct or workplace performance.

Nondiscretionary Retention Bonus

Some employers offer these bonuses at designated years of service per an existing policy (e.g., 2, 5, and 7 years of service). These bonuses are generally more prevalent within high-turnover industries.

On-Call Pay

Position entitled to additional pay for time made available to provide a professional service, if necessary, but not formally on duty.

Paid Parental Leave

An employee benefit in addition to an employer's paid time off or vacation & 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)

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

Performance Review

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

Pay Equity

Compensating employees the same when they perform the same or similar job duties while accounting for other factors such as their experience level, job performance, and tenure with the employer. More recently, the definition has evolved to include an employer's transparency regarding pay metrics and legislative initiatives (e.g., salary history bans).

Retention Bonus

Reward offered as an incentive to keep a key person on the job. Some employers offer these bonuses at designated years of service per an existing policy (e.g., 2, 5, and 7 years of service). These bonuses are generally more prevalent within high-turnover industries or used as a retention tool during a layoff period. These bonuses may be discretionary or nondiscretionary, depending on the organization's policies and practices.

Safe Work Environment

Employers' initiatives to promote safety awareness and prevent injuries or the spread of disease. The survey questions focus on de-escalation and safe home visit training.

Self-Care

Activities and practices that employees engage in on a regular basis to reduce stress and maintain and enhance their short- and long-term health and well-being.

Spot Bonus

Intended to recognize "above and beyond" contributions for a project or work task and generally awarded shortly after the event or goal is achieved. As an alternative, organizations award gift cards or paid time off hours. These bonuses are generally discretionary.

Team Bonus

Rewards the performance of a small group or project and is intended to foster teamwork. Because individual contributions to a specific project or outcome can vary significantly, the bonus structure needs to be thoughtfully planned and applied. These bonuses may be discretionary or nondiscretionary, depending on the organization's policies and practices.

Wellness Program

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

Disclaimers

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 are appropriate to your particular situation.

Please note that while the survey questions and focus areas were designed to support Richmond-based 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 are based on participants' responses and do not represent the labor market as a whole. 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.

Data Reporting, Calculation, and AI Approach

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 that 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 and average 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.

All data points were compiled and calculated in Excel. ChatGPT was used to develop summaries and revise the tone of the content. All data developed by AI was verified.

Sources/Endnotes

¹ 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.

² Respondents could select more than one service area (e.g., a respondent could select "Children Services" and "Youth Services").

³ Other categories included arts, legal and rehabilitation services.

⁴ "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.

⁵ Information for this section is from the 2025 PEWE Survey overviewed on page 60.

⁶ Respondents could select more than one service area (e.g., a respondent could select "Children Services" and "Youth Services").

⁷ PayFactors/Payscale Report, Mar 1, 2026 - Richmond Metro area.

⁸ Respondents could select more than one service area (e.g., a respondent could select "Children Services" and "Youth Services").

⁹ Research indicates that the average woman loses more than \$407,760 over a 40-year career. For women of color, the losses are even greater: \$944,800 for Black women and \$1,121,440 for Latinas. Institute for Women's Policy Research 2020 data. See Peakman and Thomas, "Webinar: How to Build Fair Compensation Policies That Support Pay Equity."

¹⁰ Information for this section is from the 2025 PEWE, DPS and NPC Surveys.

¹¹ The open-ended question, "How has the rapid change or unpredictability in public funding (government grants, contracts) influenced your work and the services you provide?" received 229 answers in the 2025 PEWE Survey.

¹² Information for this section is from the 2025 DSP Survey and summarizes 13 employer responses.

¹³ The open-ended question, "What changes could the organization make to help you feel more resilient and effective in the face of external political challenges?" received 157 answers in the 2025 PEWE Survey.

Virginia Nonprofit Employers' 2026 Mid-Year Legal Update

Prepared by Woods Rogers
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2026 Mid-Year Legal Update

Woods Rogers provided this summary of key legal developments for Virginia non-profit employers. Please remember that the following update is for your general information and is not intended to provide legal advice as to any specific factual situation. If you have questions about the application of these laws to a particular situation, please contact your organization's legal counsel, or one of the attorneys at Woods Rogers may be able to assist you.



Wage and Hour

1. Virginia Announces Minimum Wage Increase to \$12.77, effective January 1, 2026

Virginia's Department of Labor and Industry issued a notice stating that the state's minimum wage will increase to \$12.77 from \$12.41 on January 1, 2026.

Additionally, Bills HB1 and SB1 were passed by the General Assembly during the most recent session. Governor Spanberger signed a collective bill into law on April 13, 2026. Under the new legislation, the Virginia Minimum Wage Act will be amended to increase the minimum wage up to \$15 an hour by 2028. Effective January 1, 2029, and annually thereafter, the bills require the minimum wage to be adjusted to reflect increases in the consumer price index.

HB948, which proposed increased penalties for violations of the Virginia Minimum Wage Act by adopting the penalties currently available for the nonpayment of wages, was left in committee during the most recent session. The bill would have added penalties for failure to pay minimum wage, including liquidated damages, treble damages, and reasonable attorneys' fees. The bill is expected to come before the General Assembly again in 2027, and employers should continue to monitor their own wage and hour compliance in order to prepare for increased penalties should it pass.

2. Employees Are Now Eligible for the Federal Income Tax Deductions for Qualified Overtime for the 2025 Tax Year

On July 4, 2025, new federal income tax deductions for qualified overtime compensation were enacted under the One Big Beautiful Bill Act (OBBBA). Under OBBBA, the tax code was updated to allow individual taxpayers to deduct "qualified



overtime compensation” received in a tax year, effectively reducing the amount of overtime wages subject to federal income tax. The deduction applies to overtime compensation required under the Fair Labor Standards Act (FLSA), which is the premium portion of overtime pay that exceeds an employee’s regular rate of pay. For most covered employees, this means an additional one-half premium paid for hours worked over 40 in a workweek.

The deduction is subject to several statutory limits. Qualified overtime compensation is capped at \$12,500 per year for single filers and \$25,000 for joint filers, and it phases out for taxpayers with modified adjusted gross income exceeding \$150,000 (\$300,000 for joint filers). Importantly, only the FLSA-required overtime premium qualifies. Payments such as voluntary double-time, holiday premiums, or other enhanced overtime benefits do not qualify for the deduction to the extent they exceed the FLSA-mandated overtime premium.

For the 2026 tax year, the IRS will issue updated W-2s to provide separate reporting of the employee’s qualified overtime compensation. With these new forms, employers will be required to report the amount of qualified overtime compensation separately on the employee’s wage statements.

Employer Takeaways

For the 2025 tax year, employers are not required to separately account for qualified overtime on their employees’ wage statements. However, employers should begin to review overtime pay practices and payroll processes to confirm that the FLSA-required overtime premiums can be distinguished from other forms of premium pay.

3. DOL Opinion Letter: FLSA2026-1: Choosing to Classify Employees as Nonexempt

In new guidance, the DOL addressed whether an employer could reclassify a licensed clinical social worker from salaried exempt to hourly nonexempt, even though the social worker met the elements for exempt status and had been working as a salaried exempt employee for a period of time. The employee’s duties did not change other than the loss of some supervisory responsibilities, and the employee still qualified for the professional exemption.

The DOL concluded that employers are not required to classify employees as exempt—even when all exemption criteria are met—and may lawfully choose to treat such employees as nonexempt, provided they comply with minimum wage and overtime requirements.



Employer Takeaways

Employers should review exemption classifications every 2–3 years as job duties change. There may be good reasons to classify an employee who could qualify for an exemption as nonexempt. We typically see this when, for example, an employee moves to a part-time position.

That said, employers must be mindful of how they classify other employees in the same position, as they could risk discrimination or equal pay claims should employees perceive the pay discretion as discriminatory.

4. DOL Opinion Letter: FLSA2026-2: Including Nondiscretionary Bonuses in Overtime Calculation

In new guidance, the DOL addressed whether an employer was required to include performance-based incentive bonuses that had some discretionary elements in its overtime calculations.

The employer, a waste management company, paid drivers \$12 per hour and provided a “Safety, Job Duties, and Performance” bonus that employees could earn each pay period. Under the plan, drivers could earn up to \$9.50 per hour in bonus pay based on their punctuality and attendance, completion of daily safety tasks, safe driving, compliance with traffic laws, proper attire, and overall performance efficiency, with adjustments tied to issues such as vehicle or property damage.

The DOL determined that, even if some of the criteria for an incentive bonus are left to the employer’s discretion—for example, whether the employee kept his vehicle clean—the bonus is nondiscretionary, because, by setting specific conditions to meet the incentive, the employer abandoned its discretion not to award the bonus. Thus, the bonus was nondiscretionary, and the employer had to include the hourly bonus pay in calculating the overtime premium rate.

Employer Takeaways

Employers should assess any bonus or incentive plans that they pay to nonexempt employees to ensure that they are properly factored into the overtime premium calculation. It is irrelevant whether an employer had discretion to offer the bonus in the first place if the bonus itself is based on specified criteria that an employee can meet. Further, when incentive bonuses are paid out in a lump sum quarterly or annually to nonexempt employees, employers must retroactively proportionally true up employees’ previously earned overtime premiums to factor in the incentive bonus each pay period in the quarter or year.





Discrimination and Retaliation

1. The U.S. Supreme Court Eliminates Heightened Standard for “Majority-Group” Discrimination

On June 5, 2025, the Supreme Court of the United States issued a unanimous decision in *Ames v. Ohio Department of Youth Services*, clarifying that employees asserting discrimination claims under Title VII of the Civil Rights Act of 1964 (Title VII) are subject to the same legal standard regardless of whether they belong to a “majority” or “minority” group. 605 U.S. 303, 145 S. Ct. 1540 (2025).

The case involved a white heterosexual female employee who alleged she was denied a promotion and later demoted in favor of gay colleagues. Lower courts dismissed her claims after concluding she failed to demonstrate “background circumstances” sufficient to suggest that her employer had a practice of discriminating against majority-group employees. The Supreme Court rejected that approach, holding that Title VII protects all individuals equally and does not permit courts to impose heightened pleading or evidentiary requirements based on whether a plaintiff belongs to a majority or minority group. In doing so, the Court noted that the text of Title VII prohibits discrimination against any individual because of protected characteristics such as race, color, religion, sex, or national origin, and that those protected characteristics are not dependent on whether someone belongs to a minority or majority group.

Employer Takeaways

The decision eliminates a framework previously applied by some courts that required majority-group plaintiffs (e.g., white, male, or heterosexual employees) to meet a higher evidentiary burden to claim employment discrimination. It’s another reminder to employers that making any employment decision based on an individual’s protected characteristic is discrimination, regardless of whether the motivation is well-intended, such as an attempt to diversify the workforce.



Hiring and Employee Management

1. Proposed Legislation: Pay Transparency Legislation

Virginia employers should prepare for new pay transparency obligations within the next couple of months. On March 2, 2026, the General Assembly passed SB215, which requires employers to include compensation information (wage rate/salary or the pay range) in job postings. The bill does not prescribe a specific methodology for determining a compensation range, but employers should be mindful that excessively broad ranges could undermine the good-faith requirement of the bill. This applies to external and internal postings for open positions, promotions, transfers, or other employment opportunities.

The bill also limits the use of salary history during the hiring process. Employers are prohibited from seeking a prospective employee's salary history or relying on that information when making hiring decisions or setting compensation, subject to limited exceptions. For example, an applicant may voluntarily disclose prior compensation, and employers may consider that information in salary negotiations so long as doing so does not create an unlawful pay disparity. Employers also may not refuse to interview, hire, promote, or otherwise take adverse action against an applicant or employee for declining to provide salary history or for requesting pay range information.

The bill provides a private right of action for alleged violations. However, employers are afforded 15 business days to correct a deficient job posting after receiving notice before a lawsuit may be filed. Available remedies include statutory damages of up to \$10,000 or actual damages, whichever is greater, as well as attorney's fees and costs. As of April 14, 2026, Governor Spanberger has agreed to sign a substitute bill that includes minor reversions, including, among other changes, removing statutory damages as a possible remedy for plaintiffs, requiring the Attorney General to bring civil actions to enforce the bill, and removing provisions mandating the payment of attorneys' fees and costs.

Employer Takeaways

Employers should prepare for compliance in advance of the expected July 1, 2026, effective date. Employers should review their recruiting practices, such as updating applications and interview guidelines, to ensure compliance and to determine how compensation information will be incorporated into both internal and external job postings. Employers should also conduct internal pay equity audits, as employees in



existing positions will now be privy to the pay ranges for open positions and new roles.

2. Expanded Employer Liability for Personal Injury

Effective July 1, 2025, Va. Code § 8.01-42.6 expanded the scope of an employer's liability for injuries caused by employees. The statute provides a cause of action for "vulnerable victim[s]," defined as "any person who is at a substantial disadvantage relative to an employee due to circumstances, including such person's physical or mental condition or characteristics." It also creates a non-exhaustive list of categories of "vulnerable victim[s]," including patients of healthcare providers, persons with disabilities, residents of assisted living facilities, passengers of common carriers and non-emergency medical transportation carriers, and spa customers.

Employers are vicariously liable for injuries caused by their employees to any "vulnerable victims" if: (1) the conduct occurred "while the employee was reasonably likely to be in contact with the vulnerable victim"; (2) the employer failed to exercise reasonable care to prevent the harm or control the employee; (3) the employer should have known of the ability to control the employee; and (4) the employer "knew or should have known of the necessity and opportunity for exercising such control over the employee."

Before the law became effective, a third-party could only sue an employer for injuries caused by an employee if the employer negligently hired or retained the employee (e.g., the employer knew the employee had a propensity for violence) or if the employee caused foreseeable harm while acting within the scope of his employment (e.g., a delivery driver getting into an accident during his route).

Employer Takeaways

All employers, regardless of industry, could face liability under a general negligence theory for personal injuries caused by their employees to third parties. Employers serving "vulnerable victims," as defined by the new Virginia statute, can face additional liability under the statute. Employers who have employees interacting with third parties should take proactive steps to mitigate potential liability under the new law. This includes implementing pre-hiring screening and vetting procedures, such as background checks and reference verification.

Employers should also provide regular training that establishes clear expectations regarding safety, harassment prevention, and appropriate interactions with clients, customers, and members of the public. Positions that involve a higher level of risk, including roles where employees work unsupervised with customers or vulnerable populations, may warrant increased supervision and oversight, including providing



third parties with an avenue to report employee misconduct to management. In addition, employers should ensure that complaints or other warning signs are addressed promptly and documented thoroughly, including maintaining records of any investigations and corrective actions taken. These practical measures can help reduce the risk of harm to third parties while also strengthening an employer's position if faced with a claim under the new law.

3. Hospital Workplace Violence Prevention

Effective July 1, 2025, hospitals in Virginia must comply with new workplace-violence prevention requirements under Va. Code § 32.1-127. The law requires that hospitals implement a written workplace violence prevention plan; establish procedures for reporting, tracking, and analyzing incidents and threats of violence; provide employee training on violence-prevention strategies, including de-escalation techniques and risk identification; and submit an annual incident report to the Virginia Department of Health. The law also prohibits retaliation against employees who report workplace violence or participate in related investigations.

4. Proposed Legislation: Prohibiting “Stay or Pay” Contracts in Virginia

On February 12, 2026, the House passed HB923, which would prohibit employers from entering into, enforcing, or attempting to enforce so-called “stay or pay contracts” with employees. Stay or pay contracts are agreements in which an employer provides a monetary or non-monetary benefit, such as a retention bonus, tuition assistance, training, or accreditation. In exchange, the employee agrees to remain employed with the employer for a period of time until the benefit is paid off. If the employee leaves the employer within that timeframe, the employee must repay the entire benefit or a portion thereof. While the bill will ban most stay or pay contracts, certain exceptions exist, such as contracts related to certain tuition repayment agreements and contracts related to a “discretionary or unearned monetary payment, including a financial bonus.”

The bill authorizes a private right of action for an employee against their employer if the employer attempts to enforce an unlawful stay or pay contract and provides the employee with remedies such as an injunction, liquidated damages, and attorneys' fees. Further, an employer can be assessed a civil penalty of \$1,000 for simply entering into a stay or pay contract.

Employer Takeaways

Although the bill failed in the Senate Commerce and Labor Committee during the most recent session, employers should monitor its status going forward. Because the bill, as currently written, does not provide a carve-out for already-existing stay or



pay contracts, and the language of the bill suggests that the ban would apply to contracts entered into prior to the bill's effective date, employers will need to be prepared to comply with the bill if it moves forward in 2027. Thus, employers should assess whether they have any retention or repayment arrangements that qualify as stay or pay contracts under the bill and should proceed cautiously when entering into any new repayment contracts for the foreseeable future. Even if the bill never passes, employers should update their stay or pay contracts to impose only reasonable repayment requirements or a prorated repayment approach if the employee remains employed for part of the intended term, as courts are starting to scrutinize aggressive stay or pay contracts against employers.

5. Virginia Expands Limits on Noncompetition and Nonsolicitation Agreements

Effective July 1, 2024, pursuant to SB1218, Virginia's ban on noncompete agreements for "low-wage employees" was expanded to include employees who, regardless of their wages, are entitled to overtime compensation for hours worked in excess of 40 hours in a workweek under the Fair Labor Standards Act (FLSA) (i.e., are non-exempt under the FLSA).

This expansion on Virginia's ban on non-compete agreements is in addition to the prohibition already imposed by Va. Code § 40.1-28.7:8, which prohibits Virginia employers from entering into, enforcing, or threatening to enforce covenants not to compete with "low-wage employees." Prior to the enactment of SB1218, "low-wage employees" were defined as those whose average weekly earnings are less than the average weekly wage in Virginia. The 2026 earning threshold for the purposes of the ban is \$78,364.52 per year. With the enactment of SB1218, individuals entitled to overtime under the FLSA are also automatically included in the definition of "low-wage employees."

On January 27, 2026, the Virginia Court of Appeals in Virginia in *Sentry Force Security, LLC v. Barrera* clarified additional limits on Virginia's ban on non-compete agreements against low-wage employees.

The Court of Appeals determined that Code § 40.1-28.7:8 permits employers to restrict a low-wage employee's ability to actively solicit former customers but prohibits employers from entering into agreements that have the actual effect of preventing former employees from accepting unsolicited business from a former customer. With respect to employee nonsolicitation provisions, the Court of Appeals concluded these provisions fall squarely within the broad definition of "covenants not to compete" under Code § 40.1-28.7:8. In doing so, the Court noted that, unlike customer nonsolicitation provisions, the definition of "covenant not to compete"



does not include a carve out for former employee solicitation and thus such provisions are prohibited under the law.

Employer Takeaways

Employers should revise their existing restrictive covenants to improve the likelihood of enforcing them in the future.

6. New Legislation: Quick Hitters

- SB170: prohibits employers from enforcing an otherwise valid non-compete against an employee who was discharged *without cause* and not offered severance. Governor Spanberger signed the bill into law on April 13, and the bill goes into effect on July 1, 2026.
- SB128 seeks to prohibit the use of non-competes for health care professionals by expanding Virginia’s existing non-compete ban for low-wage workers in Va. Code § 40.1-28.7:8. The bill defines “health care professional” to include all individuals licensed, registered, or certified by the Boards of Medicine, Nursing, Optometry, Psychology, or Social Work. The General Assembly passed SB128 on March 12, and as of April 14, 2026, the Governor has returned the bill to the General Assembly with proposed amendments.



Leave and Benefits

1. Increased Penalties for the Failure to Respond to VEC Requests for Information

Effective July 1, 2025, employers are now subject to increased penalties if they fail to respond to “adequately” respond Virginia Employment Commission (VEC) requests for unemployment benefit information within 10 calendar days.

A response is “adequate” if it provides sufficient and accurate information for the VEC to make a decision on a claim for benefits, such as whether the employee was fired for cause.

Previously, an employer was only subject to a \$75 civil penalty upon a third determination that it failed to respond in time. Now, the VEC employs a more severe three-tiered system:

- **First failure:** the employer receives a warning letter
- **Second failure:** the employer is assessed an increased civil penalty of \$100
- **Third (or additional) failure:** the employer loses its appeal rights to the decision and will not be credited for any overpayment resulting from the decision

As before, the VEC will excuse a failure to respond if the failure was for “good cause.” “Good cause” means “due to compelling and necessitous circumstances beyond the employer’s control,” or when the VEC failed to deliver the request to the correct address or to a designated attorney/authorized representative.

Employer Takeaways

Under the previous version of the law, there was little risk if an employer simply did not respond to the VEC or an employee’s request for unemployment benefits. Now, failure to respond can carry potential penalties and loss of appeal rights. To avoid that risk, employers should update internal processes to ensure an accurate response to VEC requests within 10 calendar days of receipt; update their contact information with the VEC; and, if a third-party processes unemployment claims, notify them of this change, and include any indemnification language in such business-to-business contracts that the third-party is responsible for penalties imposed.



Finally, if you believe it would be difficult to respond within 10 calendar days, document why, then notify the VEC that you are working diligently to answer the request.

2. Proposed Legislation: Virginia Paid Sick Leave

In their most recent session, the General Assembly passed two bills—HB5 and SB199—which would significantly expand the Commonwealth’s paid sick leave requirements. Virginia law currently requires paid sick leave only for home health workers. If enacted, the proposed legislation would extend paid sick leave obligations broadly to private and public employers across the state. Although the two bills differ in some respects, their core provisions are largely aligned.

Under the proposed legislation, employees would accrue paid sick leave at a rate of one hour for every 30 hours worked, up to at least 40 hours per year. Employers that already maintain a paid time off policy would not be required to provide additional leave, provided that employees may use that leave for the same purposes and under the same conditions required by the statute. Covered uses include the employee’s or a family member’s illness, medical appointments, or preventive care, as well as certain absences related to domestic violence, sexual assault, or stalking, to obtain medical care or legal services.

Employees would begin accruing sick leave upon hire or on the effective date of the law, though employers may elect to front-load an employee’s annual allotment. Employers must allow employees to carry over at least 40 hours of unused accrued leave from year to year, but the legislation does not require employers to pay out unused sick leave upon separation from employment.

The bills also prohibit retaliation against employees who request or use paid sick leave or report alleged violations, and they prohibit interference with the use of leave. Employees may file a complaint with the Virginia Commissioner of Labor and Industry or bring a civil action within two years of an alleged violation. The legislation directs the Commissioner to issue regulations addressing enforcement, notice, posting, and recordkeeping requirements, as well as the confidentiality of employee health information. As of April 13, 2026, Governor Spanberger has agreed to sign a substitute bill that includes multiple reversions. The substitute bill, among other things, excludes “student interns” from receiving sick leave under the legislation, narrows the definition of “family member” in the text of the bill, and limits possible damages available to injured parties. The General Assembly will reconvene in late April to vote on the Governor’s proposed substitute.



Employer Takeaways

If passed, employers with more than 50 employees will be required to provide paid sick leave under the legislation beginning in July 2027, and employers with 25 or more employees will be required to provide paid sick leave beginning on January 1, 2028. By January 1, 2029, all Virginia employees, regardless of size, will be subject to the legislation. Employers should begin reviewing their existing paid time off or sick leave policies to determine whether they would satisfy anticipated requirements. While many employers already provide sufficient paid leave, policies may need to be revised to ensure that employees are permitted to use paid leave for all purposes covered by the law. Employers may also need to update their leave policies to ensure compliance with the law's employee notice requirements and strict disclosure limitations.

Employers should also evaluate their payroll and timekeeping systems to confirm they can properly track accruals at the required rate and administer annual caps and carryover requirements. In addition, employers may wish to begin planning updates to employee handbooks and leave policies so that any necessary revisions can be implemented well in advance of the law's effective date.

3. Proposed Legislation: Virginia Paid Family and Medical Leave Insurance Program

After several unsuccessful attempts in recent years, Virginia appears poised to establish a statewide paid family and medical leave (PFML) program. Both the Senate and the House have passed legislation (SB2 and HB1207) that would create a state-administered PFML insurance program. All Virginia employers are covered regardless of the number of employees. Although the text of the bill technically excludes state employees, the Department of Human Resources Management for the state of Virginia is required to ensure that policies exist to provide state employees with benefits equal to or greater than those provided under the program.

Under the program, employees could receive up to 12 weeks of wage reimbursement in a benefit year for qualifying reasons, including the employee's own serious health condition, caring for a family member with a serious health condition, bonding with a new child, obtaining safety services, caring for a covered service member, or for qualifying exigency leave. Benefits would equal 80% of a covered employee's average weekly wage, capped at 100% of the statewide average weekly wage, and could be for intermittent or extended leaves of absence.

Virginia PFML leave would be job-protected, and employers would be required to restore employees to the same or an equivalent position upon return from such leave and maintain the employee's health benefits during the leave.



The program would be funded through payroll contributions shared by employers and employees, with employers permitted to deduct up to 50% of the required premium from employee wages. Although each bill has slight differences in implementation dates, contributions are generally expected to begin in 2028, with benefits available beginning in January 2029.

Employers would be permitted to run Virginia PFML benefits concurrently with employer-provided leave or otherwise coordinate with leave provided to employees under an employer's leave policy or collective bargaining agreement. Further, any leave taken under Virginia PFML would run concurrently with leave provided to employees under the federal Family and Medical Leave Act (FMLA). The legislation also includes notice and posting requirements, prohibits retaliation and interference with employee rights, and provides a private right of action for alleged violations. Governor Spanberger agreed to sign a substitute bill on April 13, 2026, which will be returned to the General Assembly for approval. Among other changes, the substitute bill narrows the definition of "family member," requires that an eligible employee be authorized to work in the United States at the time they apply for benefits, requires an employee to have worked at least 120 days before the program's job-protection provisions apply, and makes it a Class 1 misdemeanor to commit fraud in connection with seeking program benefits.

Employer Takeaways

Although Virginia PFML is not expected to be effective until 2029, employers should continue to monitor developments and begin evaluating how the program may affect existing leave policies and payroll practices. If either bill is signed into law, employers should expect guidance from the VEC that will more definitively outline the implementation and administration of Virginia's PFML program.

4. DOL Opinion Letter: FMLA2026-1: How Length of Business Closures Affect FMLA Leave

In this new guidance, the DOL addressed how a workplace closure of less than a full week—such as a closure due to inclement weather—affects an employee's use of FMLA leave. It found that the amount of FMLA leave used differs when a workplace is closed for a full week, depending on whether the employee was scheduled to work that week.

The specific facts at issue involved a school where some employees were on FMLA leave intermittently—for example, a partial day each week for medical treatment—and others were out on continuous, full-week blocks.



The DOL explained that when an employee is using less than a full workweek of FMLA leave, the days when the school is closed *and the employee is already scheduled to be on leave* cannot be counted against the employee's FMLA entitlement.

By contrast, if the employee is on FMLA leave for the entire workweek, a partial week closure does not reduce the amount of leave counted against the employee, and the employer may count the full week as FMLA leave. Whether the closure is planned or unplanned, and whether the school later schedules makeup days, does not change the analysis.

Employer Takeaways

Employers should revisit their FMLA practices to ensure compliance with this clarification when counting employee FMLA use in light of workplace closures for holidays or inclement weather.

5. DOL Opinion Letter: FMLA2026-2: FMLA Leave for Time Spent Traveling

In this new guidance, the DOL clarified that the time an employee spends commuting to and from FMLA-certified medical appointments counts as FMLA leave time. For example, if a provider certifies an employee's need for cancer treatment for three hours per week, and the treatment center is one hour away, then the employee's travel to and from the treatment center is also FMLA-covered time.

This issue becomes more critical as providers become more specialized. It is rare for employees on FMLA leave to receive only regular treatment from their family practitioner. Rather, employees on qualifying FMLA leave are more likely to seek out specialized providers, such as endocrinologists or fertility specialists, and may have to travel great distances for those appointments.

Employer Takeaways

Employers should communicate with employees during the certification process to set expectations for intermittent FMLA leave days and to determine whether the employee needs to travel to and from medical appointments to properly count the employee's FMLA use.

