



COMMONWEALTH of VIRGINIA

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COMMISSIONER

DEPARTMENT OF
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January 16, 2026

To: The Honorable R. Creigh Deeds, Chair, Behavioral Health Commission
R. Blake Andis, Chair, State Board of Behavioral Health and Developmental Services

From: Nelson Smith, Commissioner, Department of Behavioral Health and Developmental Services

RE: Item 295.OO, 2024 Special Session I Appropriations Act

Item 295.OO.5 of the 2024 Special Session I Appropriations Act directs the Department of Behavioral Health and Developmental Services (DBHDS) to report on CSB compensation, turnover, and vacancy. The language reads:

OO.5. DBHDS shall report annually to the State Board of Behavioral Health and Developmental Services and the Behavioral Health Commission on average salaries, turnover, and vacancy rates by position type across CSBs.

Please find enclosed the report in accordance with Item 295.OO. DBHDS staff are available should you wish to discuss this request.

cc: The Honorable Janet V. Kelly, Secretary of Health and Human Services



Community Services Board Average Salaries, Turnover, and Vacancy Rates

(Item 295. OO.5, 2024 Special Session I Appropriations Act)

December 1, 2025

DBHDS Vision: A Life of Possibilities for All Virginians

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Introduction

State funding support for the workforce of Community Services Boards (CSBs) has increased over the past several years. DBHDS submitted the first report on CSB compensation, turnover, and vacancy in December of 2024. In the first year, only 29 of the 40 CSBs were able to submit compensation data required for the report. This year, the agency is pleased to report that all 40 CSBs have successfully met the compensation reporting requirements. Vacancy and turnover reports continue to be submitted quarterly by most CSBs.

Additionally, DBHDS maintains a CSB Performance Dashboard that includes visualizations with quarterly turnover and vacancy information as well as annual compensation information that can be viewed in multiple ways including but not limited to region, CSB, and CSB Peer Group. CSB, by region, by CSB Peer Group. This dashboard is available on the DBHDS website and supports policy and other decision making with latest data available.

For additional background information on CSBs, please see the 2022 Joint Legislative Audit and Review Committee report on [CSB Behavioral Health Services](#).

An explanation of the position types can be found in Appendix A.

Methodology

CSBs, under the leadership of the Virginia Association of Community Services Boards Human Resources Council, were asked to report vacancy and turnover across position types on a quarterly basis during FY25. Compliance with this was significant but imperfect as not every CSB reported in every quarter. Similarly, CSBs were asked to report average salary across the position types and subcategories established for this report. All 40 CSBs submitted compensation information though not all CSBs submitted complete information for all position types. Vacancy and turnover rates are reported as a monthly average across the reporting period. The calculation is as follows:

$$\begin{aligned}\text{Monthly vacancy rate} &= \text{vacant positions} / \text{total positions} * 100\% \\ \text{Monthly turnover rate} &= \text{terminations} / \text{filled positions} * 100\%\end{aligned}$$

Compensation is self-reported by CSBs as an hourly wage. A few CSBs submitted annual wage. In these cases, annual wage was divided by 2080 to provide hourly wage. CSBs also provided the number of positions within each category/subcategory allowing DBHDS to perform deeper analytics for display on the CSB Performance Dashboard.

Results

The data displayed in this report is self-reported by CSBs. Slight variability across CSBs in interpretation of reporting instructions and requirements remains in part due to the relatively short period of time that the requirements have been in place. Outliers in the data should be followed up with validation with DBHDS and the individual CSB to ensure data accuracy.

The tables on the following pages show data reported by individual CSBs for average monthly vacancy rates within the indicated reporting period, the average monthly turnover rates within the indicated reporting period, and the annual wage data for CSBs for selected position types.

Table 1 CSB Quarterly Vacancy Rate	FY2025	Admin Support	Case Mgmt	Clinician	Direct Services Provider	Executive Leadership	Nursing	Other	Peer	Prescriber
Alexandria	Q4	15%	26%	21%	17%	29%	14%	17%	25%	25%
Alleghany-Highlands	Q4	0%	3%	20%	24%	0%	26%	7%	25%	0%
Arlington										
Blue Ridge	Q2	13%	20%	26%	33%	0%	42%	50%	17%	28%
Chesapeake	Q4	4%	10%	7%	5%	39%	4%	22%	9%	30%
Chesterfield	Q4	10%	9%	21%	29%	0%	40%	25%	3%	29%
Colonial	Q4	5%	15%	31%	25%	0%	25%	33%	50%	25%
Crossroads	Q4	0%	4%	13%	10%	0%	17%	3%	20%	0%
Cumberland Mountain	Q4	2%	20%	24%	18%	0%	7%	0%	57%	0%
Danville-Pittsylvania	Q4	7%	18%	36%	23%	0%	42%	0%	18%	25%
Dickenson	Q4	0%	8%	0%	25%	0%	0%	0%	0%	0%
District 19	Q4	17%	27%	37%	33%	13%	75%	0%	50%	50%
Eastern Shore	Q4	8%	4%	38%	31%	14%	50%	13%	10%	
Encompass	Q4	7%	6%	14%	5%	6%	17%	0%	16%	99%
Fairfax-Falls Church	Q4	11%	12%	8%	13%	0%	6%	13%	18%	16%
Goochland-Powhatan	Q4	0%	0%	0%	6%	0%	0%	0%	0%	0%
Hampton-Newport News	Q4	8%	8%	12%	10%	0%	10%	13%	26%	11%
Hanover	Q4	0%	12%	8%	10%	0%	0%	5%	46%	0%
Harrisonburg-Rockingham	Q4	11%	11%	12%	34%	0%	19%	26%	14%	33%
Henrico Area	Q4	5%	5%	11%	8%	0%	7%	0%	4%	8%
Highlands	Q4	2%	6%	6%	13%	0%	9%	0%	10%	0%
Horizon	Q4	8%	16%	15%	21%	19%	29%	11%	19%	27%
Loudoun County	Q4	4%	3%	9%	12%	13%	13%		0%	36%
Middle Peninsula-Northern Neck	Q4	8%	6%	12%	13%	0%	5%	36%	27%	17%
Mount Rogers	Q3	5%	13%	10%	15%	0%	0%	0%	17%	0%
New River Valley	Q4	6%	8%	16%	6%	0%	19%	12%	18%	8%
Norfolk	Q4	22%	29%	45%	38%	20%	37%	57%	58%	11%
Northwestern	Q4	12%	6%	38%	17%	0%	50%	13%	24%	27%

Piedmont	Q4	6%	8%	15%	4%	0%	5%	7%	3%	0%
Planning District One	Q4	8%	0%	23%	16%	0%	7%	0%	25%	0%
Portsmouth	Q1	8%	6%	40%	60%	0%	25%	0%	17%	0%
Prince William	Q3	13%	5%	5%	0%	0%	0%	0%	14%	8%
Rappahannock Area	Q4	11%	11%	17%	13%	0%	13%	11%	11%	44%
Region Ten	Q4	69%	9%	20%	26%	0%	48%	8%	23%	20%
Richmond	Q4	6%	13%	20%	22%	0%	54%	10%	44%	5%
Rockbridge Area	Q4	4%	3%	16%	13%	0%	0%	0%	20%	0%
Southside	Q4	7%	23%	27%	30%	13%	14%	0%	43%	0%
Valley	Q4	7%	14%	12%	37%	0%	20%	38%	18%	0%
Virginia Beach	Q4	11%	23%	24%	23%	3%	18%	0%	40%	49%
Western Tidewater	Q4	0%	20%	28%	29%	0%	44%	0%	35%	13%

Table 2 CSB Quarterly Turnover Rate	FY2025	Admin Support	Case Mgmt	Clinician	Direct Services Provider	Executive Leadership	Nursing	Other	Peer	Prescriber
Alexandria	Q4	9%	24%	17%	11%	20%	9%	14%	16%	31%
Alleghany-Highlands	Q4	5%	31%	20%	41%	0%	28%	24%	92%	0%
Arlington										
Blue Ridge	Q2	11%	20%	11%	22%	21%	38%	60%	80%	10%
Chesapeake	Q4	1%	1%	2%	2%	0%	4%	4%	3%	0%
Chesterfield	Q4	19%	13%	16%	23%	0%	4%	31%	22%	19%
Colonial	Q4	2%	7%	5%	11%	0%	25%	33%	50%	25%
Crossroads	Q4	13%	25%	40%	41%	0%	17%	25%	21%	0%
Cumberland Mountain	Q4	8%	10%	17%	21%	0%	13%	12%	14%	0%
Danville-Pittsylvania	Q4	14%	20%	6%	27%	0%	54%	0%	0%	26%
Dickenson	Q4	0%	0%	9%	46%	0%	0%	0%	34%	0%
District 19	Q4	16%	37%	40%	0%	0%	63%	0%	65%	0%
Eastern Shore	Q4	12%	28%	20%	9%	0%	99%	19%	11%	

Encompass	Q4	31%	10%	12%	38%	19%	19%	36%	39%	
Fairfax-Falls Church	Q4	15%	23%	12%	9%	0%	8%	16%	28%	9%
Goochland-Powhatan	Q4	5%	25%	21%	22%	46%	0%	0%	0%	0%
Hampton-Newport News	Q4	30%	17%	22%	28%	8%	20%	34%	38%	12%
Hanover	Q4	14%	23%	18%	31%	0%	0%	12%	60%	0%
Harrisonburg-Rockingham	Q4	0%	34%	11%	32%	0%	63%	39%	42%	0%
Henrico Area	Q4	12%	18%	1%	24%	0%	15%	0%	16%	27%
Highlands	Q4	6%	19%	17%	52%	0%	9%	21%	49%	0%
Horizon	Q4	15%	23%	19%	33%	0%	7%	16%	39%	12%
Loudoun County	Q4	8%	8%	13%	6%	15%	14%		0%	0%
Middle Peninsula-Northern Neck	Q4	15%	19%	20%	59%	35%	0%	19%	22%	0%
Mount Rogers	Q3	9%	9%	9%	33%	0%	5%	0%	10%	6%
New River Valley	Q4	11%	23%	18%	36%	6%	18%	28%	28%	13%
Norfolk	Q4	0%	4%	0%	3%	0%	8%	0%	0%	0%
Northwestern	Q4	15%	10%	30%	65%	23%	73%	48%	7%	45%
Piedmont	Q4	13%	23%	22%	33%	0%	48%	23%	25%	0%
Planning District One	Q4	24%	19%	7%	19%	0%	24%	24%	46%	69%
Portsmouth	Q1	7%	10%	0%	15%	0%	0%	0%	0%	0%
Prince William	Q3	8%	2%	8%	0%	0%	8%	0%	0%	0%
Rappahannock Area	Q4	16%	9%	19%	38%	0%	32%	16%	16%	42%
Region Ten	Q4	16%	25%	23%	41%	0%	40%	33%	26%	14%
Richmond	Q4	8%	16%	12%	22%	0%	21%	32%	25%	10%
Rockbridge Area	Q4	3%	27%	18%	99%	0%	0%	0%	0%	0%
Southside	Q4	9%	22%	9%	22%	13%	19%	0%	87%	0%
Valley	Q4	7%	22%	12%	39%	13%	25%	18%	29%	0%
Virginia Beach	Q4	0%	1%	1%	1%	3%	3%	0%	0%	0%
Western Tidewater	Q4	20%	27%	24%	36%	5%	42%	70%	40%	15%

Table 3 CSB Average Hourly Wage Collected Q1 FY 2026	Case Mgmt Overall	Clinician Overall	Direct Service Provider	Executive Leadership	Nursing LPN	Nursing RN	Peer	Prescriber PA/NP	Prescriber MD/DO
Alexandria Community Services Board	\$36.17	\$51.12	\$36.62	\$63.22	\$33.56	\$49.81	\$39.04	\$49.58	\$112.97
Alleghany Highlands Community Services Board	\$25.18	\$31.68	\$17.07	\$56.75	\$25.58	\$32.19	\$16.24	\$86.88	\$232.15
Arlington County Community Services Board	\$44.79	\$54.35	\$27.75	\$84.65	\$67.84	\$52.56	\$35.46	\$130.48	\$172.71
Blue Ridge Behavioral Healthcare	\$26.03	\$37.18	\$15.36	\$64.98	\$26.84	\$36.02	\$19.36	\$63.65	\$120.28
Chesapeake Integrated Behavioral Healthcare	\$32.52	\$38.27	\$17.85	\$48.95	\$32.30	\$37.14	\$18.26		\$61.33
Chesterfield Community Services Board	\$33.44	\$42.19	\$26.07	\$75.55	\$31.10	\$43.00	\$29.43		
Colonial Behavioral Health	\$28.76	\$36.73	\$22.40	\$67.44	\$27.11	\$43.96	\$22.84	\$92.10	\$140.92
Crossroads Community Services Board	\$22.49	\$31.44	\$17.44	\$56.47	\$27.30	\$32.97	\$17.87	\$76.25	\$189.37
Cumberland Mountain Community Services Board	\$23.59	\$32.56	\$17.51	\$64.49	\$25.35	\$32.21	\$15.88	\$63.44	\$309.00
Danville-Pittsylvania Community Services	\$25.66	\$34.02	\$18.20	\$66.28	\$30.67	\$41.77	\$20.62	\$67.27	\$141.10
Dickenson County Behavioral Health Services	\$26.33	\$28.58	\$29.00	\$43.93		\$35.93	\$16.11	\$67.55	
District 19 Community Services Board	\$30.56	\$40.17	\$24.25	\$71.07	\$28.89	\$41.03	\$23.83	\$79.68	
Eastern Shore Community Services Board	\$25.53	\$34.40	\$18.15	\$56.31	\$27.24		\$18.14		
Fairfax-Falls Church Community Services Board	\$42.75	\$53.59	\$39.22	\$87.32	\$41.52	\$57.82	\$30.65	\$70.53	\$130.33
Goochland-Powhatan Community Services	\$31.89	\$35.76	\$29.84	\$57.67	\$35.82	\$38.62	\$23.40	\$94.77	
Hampton-Newport News Community Services Board	\$26.81	\$36.62	\$19.90	\$69.96	\$25.17	\$38.62	\$17.41	\$62.89	\$162.39
Hanover County Community Services Board	\$28.21	\$36.72	\$25.27	\$59.82		\$34.74	\$23.36	\$74.52	\$111.13
Harrisonburg-Rockingham Community Services Board	\$25.17	\$25.17	\$12.05	\$47.03	\$27.98	\$26.05	\$17.83		\$42.13
Henrico Area Mental Health & Developmental Services	\$32.78	\$43.45	\$24.52	\$96.22			\$25.30		
Highlands Community Services	\$23.52	\$31.39	\$17.53	\$55.02	\$21.98	\$45.48	\$17.37	\$74.66	\$168.83
Horizon Behavioral Health	\$24.32	\$32.79	\$17.39	\$68.60	\$27.91	\$32.63	\$17.74	\$94.90	\$143.78
Loudoun County	\$44.53	\$55.20	\$38.53	\$113.84		\$54.34	\$32.91	\$83.08	\$176.59
Middle Peninsula-Northern Neck Community Services Board	\$24.57	\$31.89	\$17.75	\$44.47	\$24.58	\$4.35	\$17.98	\$65.06	\$179.29
Mount Rogers Community Services Board	\$24.20	\$35.67	\$16.70	\$67.85	\$25.81	\$36.39	\$17.98	\$70.49	\$137.61
New River Valley Community Services	\$24.85	\$43.07	\$31.02	\$71.43	\$26.98	\$52.14	\$19.24	\$70.36	\$141.28
Norfolk Community Services Board	\$26.49	\$34.30	\$26.51	\$53.39	\$29.32	\$35.01	\$24.74	\$80.68	\$112.19
Northwestern Community Services	\$28.64	\$38.72	\$22.30	\$54.02	\$31.51	\$35.09	\$19.80	\$71.40	\$144.00

Piedmont Community Services	\$21.93	\$29.58	\$19.83	\$50.93	\$27.10	\$27.53	\$19.96	\$78.02	\$142.50
Planning District One Behavioral Health Services	\$22.46	\$30.36	\$16.63	\$50.42	\$23.01	\$30.62	\$16.34	\$53.85	
Portsmouth Department of Behavioral Healthcare Services	\$29.51	\$29.91	\$29.60	\$47.43	\$27.63	\$37.31	\$25.03	\$80.80	\$186.37
Prince William County Community Services Board	\$46.57	\$49.59		\$92.65	\$44.28	\$50.97	\$40.34	\$89.56	\$160.65
Rappahannock Area Community Services Board	\$45.20	\$51.33	\$26.02	\$90.30	\$37.45	\$52.72	\$28.39	\$70.75	\$169.24
Encompass Community Supports	\$28.10	\$35.87	\$21.44	\$52.20	\$29.13	\$35.92	\$17.30		
Region Ten Community Services Board	\$24.72	\$26.89	\$20.58	\$81.32	\$28.00	\$35.20	\$22.53	\$68.72	\$130.58
Richmond Behavioral Health Authority	\$30.84	\$36.50	\$23.75	\$94.24	\$32.73	\$46.41	\$22.37	\$80.86	\$157.51
Rockbridge Area Community Services	\$24.08	\$32.98	\$16.38	\$53.21	\$28.20	\$34.10	\$24.30	\$59.64	
Southside Behavioral Health	\$23.71	\$33.65	\$17.48	\$54.57	\$28.46	\$38.70	\$17.93	\$68.42	
Valley Community Services Board	\$25.72	\$32.80	\$19.83	\$81.00	\$27.23	\$37.45	\$19.66	\$72.44	\$140.83
Virginia Beach Human Services	\$33.57	\$37.63	\$22.58	\$80.05	\$29.53	\$41.42	\$21.84	\$88.81	\$202.24
Western Tidewater Community Services Board	\$27.90	\$34.54	\$18.33	\$54.22	\$29.28	\$38.63	\$19.60	\$65.07	\$135.86

Appendix A: Background and description of position types

In 2024, DBHDS collaborated with the VACSB HR Council to guide CSBs to categorize their positions across the following categories:

- **Admin Support:** includes staff that are essential to the proper functioning of the organization except for Executive Leadership. Subcategories include Front-Line, Middle Management, and Upper Management.
- **Case Managers:** includes QMHPs, QIDP, and other bachelor's level positions such as TDT, hospital liaison, jail liaison, PSR staff, ACT generalists, MH Skill Building, Discharge Planning Coordinators, PSH Specialists. Subcategories include Front-Line, Middle Management, and Upper Management.
- **Clinicians:** includes licensed/license-eligible/master's level staff in clinical roles. Subcategories include Front-Line, Middle Management, and Upper Management.
- **Direct Service Provider:** includes DSAs, Direct Service Professionals, Residential Techs and Aides, ICF Specialists, CNAs and other hands on, direct care staff providing support for residential consumers related to ADLs. This does not typically include positions like van drivers, dietary aides, or janitorial staff unless they are delivering direct hands-on service to clients, which should be reported as "Other" (see definition below). This category does not have subcategorization.
- **Executive Leadership:** includes CEOs, Executive Directors, and positions that report to the ED/CEO. This category does not have subcategorization.
- **Nursing:** includes licensed practical nurses of any level or experience and registered nurses of any level or experience. Subcategories include LPN and RN.
- **Other:** includes positions that CSBs could not otherwise categorize but nonetheless felt compelled to report as part of their submission (e.g., drivers, janitorial staff, security, etc.). These positions are optional for reporting to DBHDS and will not be included in reporting to the General Assembly or other entities. Subcategories include Front-Line, Middle Management, and Upper Management.
- **Peers:** includes all peer services staff including both registered (Registered Peer Recovery Specialists with Virginia Department of Health Professions) and non-registered peers. Subcategories include Registered and Non-Registered.
- **Prescribers:** includes Nurse Practitioners, Psychiatric Nurse Practitioners, Physician Assistants, and Psychiatrists. Subcategories include Nurse Practitioner, Physician Assistant, and Psychiatrist.

These categories are used to report vacancy and turnover. The subcategories noted are used in compensation reporting as compensation can vary widely within the broader categories. For example, "prescribers" is an appropriate category for reporting vacancy and turnover but distinguishing between Nurse Practitioner, Physician Assistant, and Medical Doctor is important for compensation reporting.