

BUILDING LONGEVITY IN OUR MOVEMENT



**2018 STATEWIDE
FAMILY VIOLENCE PROGRAM
COMPENSATION REPORT**

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EXECUTIVE OVERVIEW

The Texas Council on Family Violence (TCFV) biennially collects salary and benefit information from family violence agencies across Texas. The survey began in 1991 as a simple list of common positions and focused on reporting the high, low, and average salary for key positions. The original goal was to assist family violence service providers with salary comparisons. Throughout the years, TCFV expanded the scope to include a salary overview of 32 positions and descriptive examination of total financial employee compensation such as group health benefits, retirement benefits, raises, paid leave, and incentives. The survey also collects information about voluntary and involuntary turnover rates.

TCFV conducts the biennial compensation survey to highlight fiscal and staffing trends and provide family violence agencies a tool to assess agency-level salaries and discuss financial compensation with board members and leadership.

Highlights

- ▶ **67%** of agencies surveyed operate as dual family violence/sexual assault programs.
 - ▶ **27%** are in rural areas, **29%** are in urban areas, and **44%** are in combined urban and rural areas.
 - ▶ **24%** of the overall budget amount for all agencies was comprised of Victims of Crime Act funding through the Criminal Justice Division at the Office of the Governor (CJD VOCA)
 - ▶ **21%** of the overall budget amount for all agencies was comprised of Health and Human Services Commission Family Violence Program (HHSC FVP) funding.
 - ▶ Employee Compensation budgets **INCREASED 1.6%** from 2017 to 2018.
 - ▶ The average starting salary for an advocate/case manager, one of the most common positions in family violence programs, was **\$28,962**. This represents a **\$1,778 INCREASE** from 2016, almost **7%**.
 - ▶ Executive directors had the highest rate of average tenure, with **51%** holding their positions for ten years or longer.
 - ▶ A high majority of programs, **93%**, provided raises within the last two years.
 - ▶ **95%** of the agencies offered group benefits, **UP 10%** from 2016.
 - ▶ **67%** of the agencies offered retirement plans, an **INCREASE OF 9%** from 2016.
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FAMILY VIOLENCE AGENCY LANDSCAPE

A primary and critical goal of any nonprofit is to attract, recruit, and retain well-qualified staff through competitive compensation and attractive benefits packages. Family violence organizations across the nation recruit, hire, train, and find innovative ways to retain staff so they can provide critical services to survivors of violence and their children. On a national level, 1,873 programs serve survivors and their families impacted by family violence.¹ On a single day in 2017 across the United States, family violence agencies served 72,245 survivors of intimate partner violence (IPV) and sheltered 40,470 survivors in emergency shelter and transitional housing.² Trained advocates answered over 19,000 hotline calls³ and provided vital support, information, safety planning and resources to survivors, as they do 24 hours a day, seven days a week throughout the year. The domestic violence agencies have a comprehensive system of volunteers and staff able to provide survivors and their children with comprehensive services including shelter, advocacy, transportation, legal accompaniment, and group support.

Like their counterparts across the country, Texas family violence agencies provide an array of lifesaving services to survivors and their children. Trained advocates provide emergency shelter, crisis hotlines, nonresidential services, advocacy/case management, legal advocacy, group and individual counseling for adults and children, child care, transportation, prevention education, job/educational skills and placement, transitional/supportive housing, community training, and offender intervention. Texas is home to 79 residential and non-residential family violence organizations offering critical services to survivors of IPV and their families. The family violence service providers in Texas form the fabric of safety and support with diligent staff working daily to meet the need for critical life-saving services. During one day in Texas family violence programs in 2017:

- ▶ **ADVOCATES ANSWERED 1,782 HOTLINE CALLS**, more than one call every minute; trained advocates provided a lifeline for victims in danger, support, information, safety planning and resources.
- ▶ **ADVOCATES SERVED 6,217 FAMILY VIOLENCE SURVIVORS**—3,743 survivors found refuge in emergency shelters and transitional housing, and 2,474 adults and children received non-residential services, including individual counseling, legal advocacy, and children’s support groups.⁴

1 National Network to End Domestic Violence. (2017). “Domestic Violence Counts Report 2017: A 24-Hour Census of Domestic Violence Shelters and Services”. Retrieved from: <https://nnedv.org/content/domestic-violence-counts-12th-annual-census-report>

2 Ibid

3 Ibid

4 Ibid

Family violence organizations across the country and in Texas stretch resources to meet the requests for services while also trying to retain trained staff. In 2017, Texas programs served 71,090 victims of family violence.⁵ Despite serving so many victims, providers were faced with the daunting reality that 41% of requests for emergency shelter went unmet due to capacity.⁶ The one-day census highlighted that Texas programs were unable to meet 1,298 requests for family violence services.⁷ Programs reported on the census a critical shortage of funds and staff to assist victims in need of services such as transportation, childcare, mental health and substance abuse counseling, and legal representation.

Training the community and increasing domestic violence awareness is not only a funder requirement for many family violence service providers, but it is also a way to design survivor safety nets within a community and alleviate staff workload. In 2017 in one single day, Texas family violence service providers trained 2,650 individuals.⁸

Five additional factors not tied to compensation are noteworthy for their impact on family violence organizations' staff recruitment and retention:

- ▶ **MULTIGENERATIONAL WORKFORCE.** For the first time in the U.S work history, there are five generations in the workforce, with millennials projected to be 50 percent of the workforce by 2020.⁹ Family violence agencies are challenged to find effective ways to recruit, train, and retain this diverse multigenerational workforce.
- ▶ **DIGITAL WORK ENVIRONMENT.** As technology increases, so does the need for family violence programs to train staff to utilize interactive tools. Equipping staff for new digital work environments requires additional time and coordination before agencies can reap the benefits of secure intuitive technology. Family violence programs adopting new technology must take on the challenge of training staff members across the organizations to do their jobs in new ways.¹⁰
- ▶ **EMERGENCY PREPAREDNESS.** Extraordinary natural disasters directly impact family violence service providers, requiring emergency preparedness plans at an unprecedented level. The aftermath of disasters such as Hurricane Harvey demonstrate the need for continued family violence services right up to the disaster, during the disaster, and following the tragedy. Hurricane Harvey challenged Texas family violence

5 Texas Health and Human Services Commission Family Violence Program. Family Violence Program Statistics. Available upon request.

6 Texas Health and Human Services Commission. "Report to the 85th Legislature. The Texas Family Violence Program: A Statewide Report." November 2016.

7 National Network to End Domestic Violence (NNEDV). (2017). "Domestic Violence Counts Report 2017: A 24-Hour Census of Domestic Violence Shelters and Services". Retrieved from: <https://nnev.org/content/domestic-violence-counts-12th-annual-census-report/>

8 Ibid

9 Hauser, Leslie, Shastri, Neil and Weiss, Reuben. "Managing Millennials: Changing Perspectives for a Changing Workforce." Oct. 2016. Retrieved from: http://respond.aonhewitt.com/managing_millennials_whitepaper

10 Forbes Insights. "The New Culture of Work: Don't Get Left Behind." 2017. Retrieved from: https://i.forbesimg.com/forbesinsights/microsoft/New_Culture_of_Work.pdf

agencies to be prepared for the disaster from provision of critical services to staff support well before and after the events. While many feel their lives are returning to normal, four in ten affected residents say they are not getting the help they need to recover from the (Harvey) storm, a share that has not declined since the three-month mark. The biggest areas of need continue to be housing, financial assistance, and help with navigating the different systems for receiving aid.¹¹

- ▶ **CULTURAL WORK ENVIRONMENT.** Family violence organizations actively create strong cultural environments that represent their values and make their agencies a great place for staff and survivors. Positive workplace culture attracts talent, drives engagement, impacts happiness and satisfaction, and affects performance.¹² The rise of the multigenerational workforce poses logistical challenges and opportunities. In addition, the #MeToo movement has empowered staff to speak up. Family violence organizations traditionally bring together people from all kinds of backgrounds, religions, races, sexual orientations, and generations and mix them to work. Leadership at family violence agencies is finding new ways to sustain a complex work environment.
- ▶ **CARING AND SUPPORTING STAFF IN A NEW ERA.** Family violence service providers are accustomed to providing trauma-informed care for victims and survivors. The increase in mass shootings and unprecedented natural disasters presents a new level of staff care requiring providers to develop trauma-informed care not only for survivors but also for their staff. Successfully preventing chronic emotional stress can help staff to function optimally, increase staff morale, and reduce expenses associated with staff turnover.¹³

Of significant note and complement to this report: The VOICE Survey (Victim Services Occupation, Information, & Compensation Experiences Survey) conducted by the Institute of Domestic Violence and Sexual Assault at University of Texas examined the experiences of people working in the fields of intimate partner violence and sexual assault services. Specifically, the survey asked questions to understand turnover intention, job satisfaction, resiliency, burnout, and secondary traumatic stress. The findings can be found at <https://utexas.app.box.com/s/s6b3ydoxg65nis78tz502f6xfom1mc6q>.

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- 11 Liz Hamel, Bryan Wu, Mollyann Brodie, Shao-Chee Sim, and Elena Marks. "One Year After the Storm: Texas Gulf Coast Residents' Views and Experiences with Hurricane Harvey Recovery." Kaiser Family Foundation. August 23, 2018. Retrieved from: <https://www.kff.org/other/report/one-year-after-storm-texas-gulf-coast-residents-views-experiences-hurricane-harvey-recovery/>
 - 12 HR Insight Blog "Workplace Culture: What it is, Why it matters, and How to Define it. August 22, 2018 Retrieved from: <https://www.yourerc.com/blog/post/Workplace-Culture-What-it-Is-Why-it-Matters-How-to-Define-It.aspx>
 - 13 Christopher Menschner and Alexandra Maul, Center for Health Care Strategies "Strategies for Encouraging Staff Wellness in Trauma-Informed Organizations," December 2016. Retrieved from: <https://www.chcs.org/resource/strategies-encouraging-staff-wellness-trauma-informed-organizations/>

M E T H O D O L O G Y E M P L O Y E D

TCFV engaged Mission Capital to conduct the 2018 biennial compensation survey. TCFV sent an explanatory letter about the 2018 compensation survey to the 79 executive directors of family violence programs and simultaneously asked each agency to identify a staff member to complete the survey. Most organizations identified a human resource employee to complete the survey. Forty-five executive directors and/or senior human resource executives completed the survey over a three-week period.

The survey covered several areas related to compensation, including:

- ▶ **CONTACT AND PROGRAM INFORMATION**
- ▶ **ORGANIZATION FUNDING**
- ▶ **EMPLOYEE SALARIES**
- ▶ **GROUP HEALTH AND ANCILLARY BENEFITS**
- ▶ **RETIREMENT DETAILS**
- ▶ **PAID LEAVE PRACTICES**

Respondents provided feedback regarding past compensation surveys, stating it took three hours to complete and further noted results needed to provide salary based on agency overall budget. The 2018 survey tool was reduced from three hours to two hours and was designed to ensure salary information could be presented based on agency compensation budget. The current survey tool totaled 121 pages and allowed respondents to skip questions not relevant to the scope of their organization. The survey took respondents approximately two hours to complete. TCFV piloted the survey with three agencies and incorporated the feedback into the survey design. Mission Capital used Microsoft Excel to collect and analyze the data. Since survey participants could skip questions, findings are based on the number of programs responding to a particular question. Mission Capital removed duplicated data from the same program and calculated averages from completed answers. In the case of salary averages, the consultant used annual rates to calculate mean income.

Overall Response

A total of 79 programs received the survey, and 45 programs responded. This represents a **57% COMPLETION RATE** for the survey. The organizations' executive directors and/or human resources executives completed the majority of surveys.

FAMILY VIOLENCE AGENCY DEMOGRAPHICS

How Programs are Structured

Texas family violence organizations provide their services in a variety of programmatic settings and structures that include stand-alone family violence agencies, dual family violence and sexual assault agencies, and family violence programs within larger or smaller social service organizations. Programs in larger social service organizations include family violence programs working as umbrellas to other similar sized or smaller social service organizations. The majority of the respondents (67 percent) provide family violence services as dual domestic violence and sexual assault agencies, followed by stand-alone family violence organizations (18 percent), and family violence programs that are part of other equal or smaller agencies under an umbrella (8 percent). A smaller number of family violence programs are incorporated in larger social service organizations (7 percent).

Where Programs are Located

Agencies categorized their program service area using the U.S. Census definition of urban/rural¹⁴ and chose between three options: urban, rural, or both urban and rural. Of the respondents, almost half (44 percent) reported their location as rural and urban with the remaining respondents splitting relatively evenly between rural (27 percent) and urban (29 percent). By comparison, in 2016, 42 percent of organizations identified as rural.

Services Requiring Specialized Training or Accreditation

Of the family violence organizations completing the survey, 97 percent of agencies have a contract with the Texas Health and Human Services Commission Family Violence Program (HHSC FVP) to operate as a shelter center. HHSC FVP state-funded family violence contractors must provide comprehensive services to survivors and training to staff as outlined in Chapter 51 of the Texas Human Resource Code¹⁵ as well as follow a detailed, survivor-centered set of regulations.¹⁶

In addition to the initial and ongoing staff training required by HHSC FVP, Texas family violence agencies offer additional critical services that require specialized trained employees and, in some cases, specific licensure or accreditation. For example, providers offering childcare facilities may under specific guidelines need to follow Texas Child Care Licensing, as other

14 U.S. Census (2010). Census Urban Area FAQ's. Retrieved from: <https://www.census.gov/geo/reference/ua/uafaq.html>

15 Human Resources Code, Title 2. Human Services and Protective Services in General, Subtitle E. Services for Families, Chapter 51. Family Violence Centers. Retrieved from: <https://statutes.capitol.texas.gov/Docs/HR/htm/HR.51.htm>

16 Texas Administrative Code, Title 1, Administration, Texas Health and Human Services Commission, Family Violence Program. Retrieved from: [https://texreg.sos.state.tx.us/public/readtac\\$ext.ViewTAC?tac_view=4&ti=1&pt=15&ch=379](https://texreg.sos.state.tx.us/public/readtac$ext.ViewTAC?tac_view=4&ti=1&pt=15&ch=379)

Texas childcare facilities.¹⁷ Of the agencies surveyed, 18 percent provided childcare facilities. Providers offering Battering Intervention and Prevention Program (BIPP) services must follow state-mandated accreditation guidelines for hiring and training staff.¹⁸ Thirty-one percent of agencies surveyed operate a battering intervention and prevention program.

The specialized services require trained staff and extensive professional development to retain licensure and/or to maintain a high level of services. Employees in family violence agencies are expected to offer healing spaces for survivors and their children, to support survivors with safety planning, and to assist them in navigating complex issues and systems. To offer all these critical programmatic services, family violence organizations routinely provide training and must secure sustainable funding to provide the training.

Though not directly asked in 2018, 2016 survey data revealed that 81 percent of agencies offered training and 68 percent offered staff some form of financial assistance for training and licensure. Though not explicitly thought of as compensation through direct salary and benefits, training and support for training should be considered as a component of any compensation package, as training is required for maintenance of licensure and to bolster retention of qualified staff.

17 Texas Administrative Code 379.716

18 Texas Department of Criminal Justice Community Justice Assistance Division Battering Intervention and Prevention Program Accreditation Guidelines 2014

F A M I L Y V I O L E N C E A G E N C Y F U N D I N G

Family violence service providers have several different funding sources including government grants, private sector funding, and thrift store revenues.

Family violence organizations receive a variety of government grants including from the Texas Health and Human Services Commission Family Violence Program (HHSC FVP); Victims of Crime Act, Sexual Assault Services Program and Violence Against Women funding through the Criminal Justice Division at the Office of the Governor (CJD VOCA, CJD SASP, & CJD VAWA); Sexual Assault Prevention and Crisis Services (SAPCS) and other Victim Assistance Grants through the Office of Attorney General (OAG); Transitional Housing funds from the Office on Violence Against Women (OVWTH); and fund from the Texas Department of Criminal Justice Community Justice Assistance Division (TDCJ-CJAD).

HHSC FVP and CJD VOCA comprise the largest mean percentage of the family violence organizations' budgets:

- ▶ **95%** of agencies reported funding through HHSC FVP, comprising **21%** of their overall budget.
- ▶ **85%** reported funding from CJD VOCA, representing **24%** of their overall budget.

Other funding sources, although critical to maintaining services, represent a significantly lesser percentage of programs' overall budgets:

- ▶ **65%** reported receiving OAG funds, comprising approximately **6%** of their overall budget.
- ▶ **65%** reported receiving OAG-SAPCS (state) funds, comprising approximately **5%** of their overall budget.
- ▶ **5%** reported receiving OVW-SASP funds, comprising less than **1%** of their overall budget.

GOVERNMENT FUNDING SOURCE	MEAN PERCENT OF BUDGET	PERCENT OF ORGANIZATIONS RECEIVING FUNDING
HHSC FVP	20.5%	95%
OAG*	5.5%	65%
CJD*	2.0%	20%
OJP	<1%	3%
TDHCA	1.9%	2%
TDCJ – BIPP	<1%	15%
OVW – SASP	<1%	5%
OVW – Transitional Housing*	3.7%	13%
OAG – SAPCS State	5.2%	65%
OAG – SAPCS Federal	<1%	10%
HUD	8.4%	30%
CJD – VOCA	23.8%	85%

**Funding source that had two or fewer significant outliers to inflate overall percentage*

Private Funding Sources

Family violence organizations also receive much-needed funding from the private sector. The majority of family violence organizations reporting, 82.5 percent, have funding that originates from private donors, with fundraising events being second at 72.5 percent. The table to the right details the different types of private funding sources received by organizations.

SOURCE	MEAN PERCENT OF BUDGET	PERCENT OF ORGANIZATIONS RECEIVING FUNDING
Endowment	2.2%	7.5%
Fundraisers	9.1%	72.5%
Local United Way	3.7%	60.0%
Private Foundation	8.3%	62.5%
Private Donor	6.7%	82.5%

Thrift Store Revenue

49 percent of organizations reported operating a thrift store, which is a six percent increase since 2016. However, only a small number reported receiving funds from thrift store revenue. TCFV continues to provide family violence agencies with technical assistance support to maximize thrift store revenue.

FAMILY VIOLENCE AGENCY BUDGETS

Budget Ranges

Family violence organizations were asked to identify a range for their total agency budget and then asked for specific compensation budgets for 2017 and 2018. Respondent responses to the query about the size of total organizational budgets are represented in the table to the right.

TOTAL BUDGET RANGE	PERCENT OF ORGANIZATIONS
\$0 - \$99,999	2.22%
\$100,000 - \$499,000	11.11%
\$500,000 to \$749,999	11.11%
\$750,000 to \$999,999	17.78%
\$1,000,000 to \$1,499,999	8.90%
\$1,500,000 to \$4,499,999	33.33%
\$5,000,000 to \$7,499,999	4.44%
\$7,500,000 and over	11.11%

TOTAL BUDGET RANGE	2017 COMPEN- SATION BUDGET AVERAGE	2018 COMPEN- SATION BUDGET AVERAGE	PERCENT CHANGE
\$0 - \$99,999	\$0	\$0	0
\$100,000 - \$499,999	\$292,336	\$295,747	+1%
\$500,000 - \$749,000	\$353,736	\$356,127	+1%
\$750,000 - \$999,999	\$522,066	\$575,334	+10%
\$1,000,000 - \$1,499,999	\$852,761	\$900,263	+6%
\$1,500,000 - \$4,999,999	\$1,336,139	\$1,501,279	+12%
\$5,000,000 - \$7,499,999	\$3,559,048	\$3,966,432	+11%
\$7,500,000 and above	\$4,767,459	\$4,126,407	-13%

Compensation Budgets

The survey queried providers on their specific compensation budgets for 2017 and 2018. To the left are average compensation budgets for 2017 and 2018, shown in relation to eight tiers of agency budget according to total revenue.

The median total compensation budget for 2017 was \$836,627. This increased to \$842,647 in 2018. The highest reported total compensation budget in 2017 was \$7,296,220, which decreased to \$7,144,011 in 2018.

COMPENSATION BUDGET	2017	2018
Range	\$101,521 - \$7,296,220	\$111,956 - \$7,144,011
Median	\$836,627	\$842,645
Mean	\$1,404,920	\$1,421,531

FAMILY VIOLENCE AGENCY PERSONNEL

Family violence service providers were asked numerous questions about employment, including number of full-time staff, part-time staff, contract workers, and on-call employees, position types, and number of employee separations.

The results demonstrate that family violence organizations employ a significantly higher number of full-time staff than part-time employees. Most of the organizations (80 percent) reported a standard 40-hour workweek. However, full-time employees' hourly schedules range from 32 to 40 hours, with some organizations having a weekly hour expectation that is less than 40 hours per week. On-call and contract employees are much less common, with most of the organizations using one contractor and many having no on call employees at all.

NUMBER OF EMPLOYEES	
1-5	4.44%
6-11	13.33%
12-25	31.11%
26-50	24.44%
51-75	8.90%
76 or more	17.78%

Number of Staff Employed

The number of full and part time employees for each organization is listed to the left, with the majority of organizations (31 percent) reporting that they employ 12-25 individuals and 24 percent reporting they employ 26-50 individuals.

A more complete breakdown of employment classifications below shows the reliance on full-time staffed employees.

	MEAN	MEDIAN	MINIMUM	MAXIMUM
Full-time Employee	67.4	65	0	140
Part-time Employees	9.1	7	0	54
Contract Employees	1.4	0	0	25
On-call Employees	1.5	0	0	25
Voluntary Separations	9.9	6	0	71
Involuntary Separations	2.8	2	0	11
Total 2017 Employees	43.7	30	0	244

Turnover Rates

For this survey, turnover was calculated in two ways: 1) using the employer-reported total Full Time Employee (FTE) count and comparing the voluntary and involuntary separation numbers, and 2) comparing the employer-reported average number of employees throughout the year to the number of separations. The first method demonstrates a 19 percent turnover rate including both voluntary and involuntary separations. Using this method, a casual analysis shows some high-volume staff turnover well above 30 percent. Utilizing the second method, the average number of FTEs is 33.75, with 140 being the largest and 0 being the smallest (3 was the second smallest).

POPULATION	AVERAGE VOLUNTARY SEPARATION	AVERAGE INVOLUNTARY SEPARATION
Reported FTE	29%	10%
Reported # Total Annual Employees	22%	8%

The average number of voluntary separations is ten, and the average number of involuntary separations is three.

Common Positions

The most common position family violence service providers employ is an advocate/case manager, with 98 percent of organizations having at least one advocate or case manager. One hundred percent of organizations with an advocate/case manager have at least one full time advocate/case manager and 55 percent of organizations that hire an advocate/case manager have at least one working part time.

Exempt Positions

One hundred percent of information technology staff is classified as exempt from overtime. Notably, TCFV received a low number of responses for organizations indicating hiring of IT staff positions, with only 9 percent of organizations including IT staff. The common positions with the highest percentage of exempt employees are director level and up.

ROLE	% OF ORGANIZATIONS THAT EMPLOY	EXEMPT	FULL TIME PERCENTAGE	PART TIME PERCENTAGE*
Advocate/Case Manager	98%	18%	100%	55%
Attorney	18%	75%	88%	88%
BIPP Coordinator	7%	60%	100%	20%
BIPP Director	13%	67%	100%	33%
BIPP Facilitator	20%	40%	80%	70%
Childcare Worker	22%	0%	90%	60%
Children's Advocate	58%	23%	96%	54%
Clerical Staff	71%	15%	91%	58%
Communications Director	22%	60%	100%	30%
Community Educator	60%	29%	100%	46%
Cook	31%	0%	100%	50%
Counseling Professional	76%	65%	100%	68%
Data Entry Staff	51%	22%	91%	56%
Deputy Director	24%	92%	100%	42%
Development Director	33%	80%	100%	53%
Executive Director	96%**	98%	100%	37%
Finance Director	78%	92%	94%	51%
Hospital/Medical Advocate	27%	25%	92%	42%
Housekeeper/Maintenance	44%	5%	85%	70%
Housing Coordinator/Advocate	38%	24%	100%	59%
Human Resources Staff	33%	69%	100%	56%
Information Technology Staff	9%	100%	100%	50%
Legal Advocate	64%	31%	100%	41%
Outreach Coordinator	47%	27%	100%	45%
Prevention Coordinator	44%	24%	100%	48%
Prevention Director	24%	58%	100%	75%
Prevention Manager	11%	50%	100%	62%
Program Director	69%	84%	100%	42%
Shelter Manager/Residential Coordinator	73%	74%	100%	41%
Shelter Support Staff	78%	0%	89%	77%
Thrift Store Clerk	49%	5%	73%	95%
Volunteer Coordinator	67%	44%	97%	47%

*This is the percent of agencies responding that have had part-time employees in these positions.

** Organization with volunteer executive director

Tenure Rates

Executive directors and deputy directors have the highest average tenure with over half in their position ten years or longer, at 51 percent and 50 percent, respectively. This is a decrease when compared to 2016 when deputy directors were the highest at 80 percent and executive directors were at 60 percent average tenure of over ten years.

In contrast, 29 percent of prevention coordinators had an average tenure of less than one year. Children’s advocates, attorneys, and prevention managers followed as having the highest percentage of those on the job one year or less.

ROLE	< 1 YEAR	1-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS
Advocate/Case Manager	5%	18%	50%	20%	7%
Attorney	25%	38%	25%	12%	0%
BIPP Coordinator	0%	20%	0%	40%	40%
BIPP Director	17%	0%	33%	50%	0%
BIPP Facilitator	10%	40%	20%	10%	20%
Childcare Worker	10%	30%	50%	0%	10%
Children’s Advocate	27%	31%	23%	12%	8%
Clerical Staff	15%	24%	27%	18%	15%
Communications Director	20%	20%	20%	30%	10%
Community Educator	7%	46%	32%	11%	4%
Cook	7%	29%	43%	14%	7%
Counseling Professional	18%	32%	32%	9%	9%
Data Entry Staff	9%	45%	26%	17%	4%
Deputy Director	8%	0%	33%	8%	50%
Development Director	7%	27%	33%	13%	20%
Executive Director	7%	12%	21%	9%	51%
Finance Director	17%	11%	26%	17%	29%
Hospital/Medical Advocate	0%	33%	67%	0%	0%

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ROLE	< 1 YEAR	1-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS
Housekeeper/ Maintenance	10%	30%	45%	5%	10%
Housing Coordinator/ Advocate	6%	29%	41%	12%	12%
Human Resources Staff	12%	19%	31%	25%	12%
Information Technology Staff	0%	50%	0%	50%	0%
Legal Advocate	3%	28%	24%	24%	21%
Outreach Coordinator	9%	36%	36%	14%	5%
Prevention Coordinator	29%	24%	33%	10%	5%
Prevention Director	17%	17%	42%	8%	17%
Prevention Manager	25%	13%	50%	0%	12%
Program Director	3%	10%	32%	19%	35%
Shelter Manager/ Residential Coordinator	3%	9%	29%	26%	33%
Shelter Support Staff	9%	37%	43%	6%	6%
Thrift Store Clerk	18%	41%	36%	5%	0%
Volunteer Coordinator	22%	31%	38%	6%	3%

SALARY, RAISES, BONUSES & DIFFERENTIAL

Salary

In the following salary section, salaries are categorized per position in three ways:

- ▶ **RANGES** (from lowest reported salary to highest reported salary),
- ▶ **AVERAGE MAXIMUM SALARY** (the average of the top half of reported salaries)
- ▶ **STARTING AVERAGE SALARY** (the average of the lower half of reported salaries)

Salaries from \$15,860 and under reflect part-time employment.

Staff in three leadership positions earn the highest salaries in Texas family violence organizations: executive director, deputy director and development director. Their salaries include:

- | | | |
|---|--|--|
| ▶ EXECUTIVE DIRECTOR:
Ranges \$38,064 - \$258,000; average salary \$82,352; average maximum salary \$87,629 | ▶ DEPUTY DIRECTOR:
Ranges \$44,075 - \$153,000; average salary \$78,613; average maximum salary \$85,669 | ▶ DEV. DIRECTOR:
Ranges \$29,120 - \$140,000; average salary \$69,635; average maximum salary \$72,155 |
|---|--|--|

Three positions in the salary survey remain under \$25,000 annually for starting average salary. Thrift store worker is not included because their average wage is primarily driven by part time work.

- | | | |
|--------------------------------|---------------------------|-----------------------------------|
| ▶ SHELTER SUPPORT STAFF | ▶ CHILDCARE WORKER | ▶ HOUSEKEEPER/ MAINTENANCE |
|--------------------------------|---------------------------|-----------------------------------|

Five positions in the salary survey remain under \$30,000 annually for starting average salary.

- | | | |
|---------------------------------|-------------------------|---------------------------|
| ▶ ADVOCATE/ CASE MANAGER | ▶ COOK | ▶ DATA ENTRY STAFF |
| | ▶ CLERICAL STAFF | ▶ BIPP FACILITATOR |

Two positions, advocate/case manager and legal advocate, are common within family violence programs. It is noteworthy to mention the salary ranges, average salaries, and maximum average salaries for these positions.

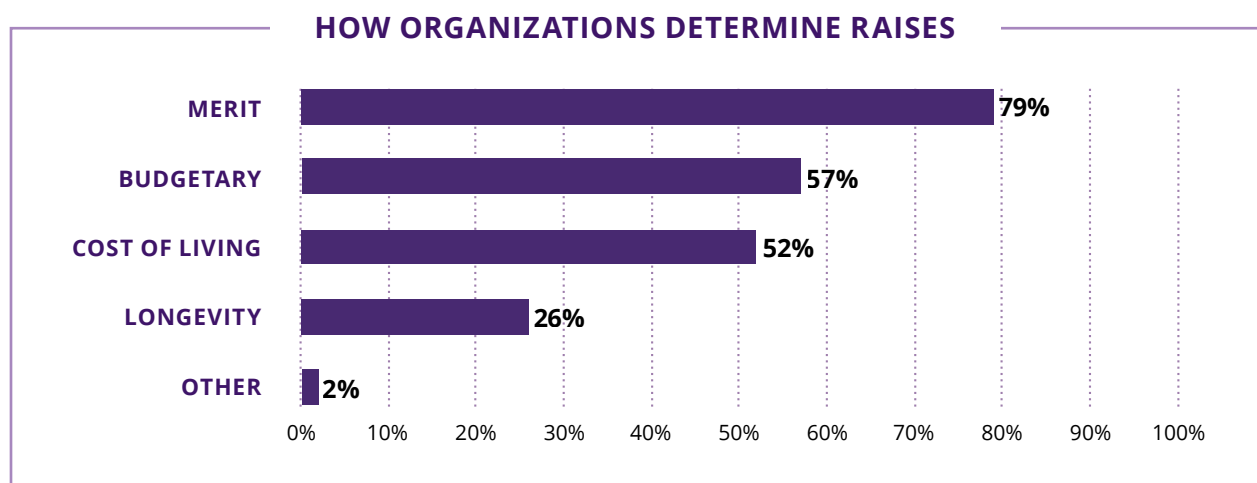
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|---|--|
| ▶ ADVOCATE/CASE MANAGER:
Ranges \$20,000 - \$51,314;
average salary \$32,064;
average maximum salary \$35,920 | ▶ LEGAL ADVOCATE:
Ranges \$23,920 - \$64,460;
average salary \$35,818;
average maximum salary \$38,475 |
|---|--|

ROLE	SALARY RANGE*	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
Advocate/Case Manager	\$20,000 - \$51,314	\$28,962	\$35,920	\$32,064
Attorney	\$32,500 - \$104,000	\$54,792	\$65,769	\$57,747
BIPP Coordinator	\$29,120 - \$72,000	\$41,824	\$46,974	\$44,724
BIPP Director	\$35,000 - \$81,000	\$46,500	\$55,400	\$52,047
BIPP Facilitator	\$5,460 - \$67,000	\$27,896	\$37,560	\$31,479
Childcare Worker	\$10,400 - \$38,000	\$21,127	\$28,129	\$24,014
Children's Advocate	\$21,340 - \$54,000	\$30,451	\$35,990	\$32,401
Clerical Staff	\$8,200 - \$61,000	\$26,387	\$33,105	\$29,416
Communications Director	\$29,120 - \$72,000	\$43,189	\$43,020	\$49,153
Community Educator	\$15,860 - \$68,000	\$32,895	\$39,690	\$36,047
Cook	\$19,760 - \$45,000	\$25,456	\$29,156	\$26,909
Counseling Professional	\$13,555 - \$78,000	\$39,515	\$48,508	\$42,738
Data Entry Staff	\$9,600 - \$61,250	\$28,288	\$33,052	\$30,221
Deputy Director	\$44,075 - \$153,000	\$69,059	\$85,669	\$78,613
Development Director	\$29,120 - \$140,000	\$60,114	\$72,155	\$69,365
Executive Director	\$38,064 - \$258,000	\$72,571	\$87,629	\$82,352
Finance Director	\$20,000 - \$135,200	\$52,502	\$60,324	\$59,343
Hospital/Medical Advocate	\$20,000 - \$80,000	\$34,740	\$39,944	\$37,668
Housekeeper/ Maintenance	\$2,600 - \$54,000	\$24,197	\$29,049	\$26,474
Housing Coordinator/Advocate	\$24,960 - \$49,920	\$30,929	\$37,199	\$33,945
Human Resources Staff	\$27,400 - \$110,000	\$43,008	\$53,762	\$50,680
Information Technology Staff	\$38,000 - \$63,000	\$48,858	\$51,266	\$50,016
Legal Advocate	\$23,920 - \$64,480	\$31,688	\$38,475	\$35,818
Outreach Coordinator	\$21,340 - \$52,500	\$33,178	\$38,037	\$38,037
Prevention Coordinator	\$24,900 - \$70,000	\$33,852	\$39,115	\$35,984
Prevention Director	\$24,900 - \$82,000	\$41,595	\$48,963	\$45,097
Prevention Manager	\$24,960 - \$82,000	\$45,532	\$48,997	\$46,998
Program Director	\$23,660 - \$95,000	\$44,569	\$55,352	\$51,376
Shelter Manager/Residential Coordinator	\$23,660 - \$79,726	\$40,800	\$47,108	\$44,464
Shelter Support Staff	\$4,000 - \$40,000	\$20,543	\$25,410	\$22,335
Thrift Store Clerk	\$2,080 - \$45,000	\$13,561	\$20,093	\$14,630
Volunteer Coordinator	\$20,760 - \$70,000	\$33,640	\$38,121	\$36,045

**Salaries from \$15,860 and under reflect part-time employment.*

Raises

Ninety-three percent of family violence agencies provided employees raises. Those that did stated that primary factors were merit (79 percent), budgetary increases (57 percent), cost of living (52 percent), and longevity (26 percent). Respondents cited “other” reasons as well and listed education attainment and market rate adjustment. Forty-three of the 45 organizations gave compensation increases in either 2017 or 2018, with only two organizations not providing raises since 2016. When reporting the average raise, some organizations reported a dollar amount and others reported a percentage. For those that gave a percent, the average was 2.75% with a median of 3%. For those who reported a dollar amount, the average raise was \$2,582 dollars with a median of \$1,170. A couple of high-dollar outliers significantly drove the average raise up; the raise range was \$100 to \$15,000.



Bonuses

One-third of the family violence organizations offered a bonus, with six of the 15 organizations basing it on performance and 11 of the 15 indicating that it was holiday or calendar based. Organizations last gave bonuses in 2017 or 2018, with only one of the 15 organizations giving their last bonus in 2016.

DIFFERENTIAL	ORGANIZATIONS OFFERING DIFFERENTIAL
Bilingual	58.33%
Night Shift	50%
Education and license attainment	16.67%
Weekend Shift	8.33%

Differentials

Twelve organizations reported offering differential pay; the table to the left indicates the breakdown of what type of differential pay each of those organizations offers. Of note is that 58 percent offer a bilingual differential and 50 percent offer night shift differential.

FAMILY VIOLENCE AGENCY BENEFITS

Insurance

A large majority of family violence organizations (87 percent) offered group insurance benefits. Organizations provided a very detailed look at their benefits package, including the type of benefit and whether the cost of the coverage is paid by the employer or the employee or shared between them.

Full time employees enrolled in employer plans at a rate of 64 percent. Part-time employees were eligible for coverage in only 18 percent of the programs. For programs offering part-time employee benefits, participation varied greatly. For example, in one organization as few as seven percent of the part-time employees were on benefits, and 100 percent participated at other organizations.

TYPE OF INSURANCE	NONE	EMPLOYER PAID	EMPLOYEE PAID	COMBINATION
Health/Medical	5.13%	33.33%	2.56%	58.97%
Dental	13.16%	21.05%	39.47%	26.32%
Vision	17.14%	20.00%	45.71%	17.14%
Flexible Spending Account	63.64%	3.03%	30.30%	3.03%
Accidental Death	18.92%	32.43%	37.84%	10.81%
Group Life Insurance	25.00%	30.56%	27.78%	16.67%
Long Term Disability	35.14%	24.32%	37.84%	2.70%
Short Term Disability	32.43%	13.51%	54.05%	0.00%
Employee Assistance Program	76.47%	20.59%	2.94%	0.00%

Of the 87 percent of family violence organizations that offer benefits to the employee’s family, more than half extended benefits to other family members not defined as spouse/domestic partner or children.

Though many organizations extended benefits to employee’s family, only seven percent of spouses/domestic partners enroll, and a matching seven percent of children enroll. There is very low family participation relative to employee participation in benefit enrollment.

OFFERED TO	MEDICAL	DENTAL	VISION	AD&D	LIFE	LTD	STD	EAP
Spouse/ Partner	94.74%	78.95%	76.32%	44.74%	47.37%	18.42%	21.05%	21.05%
Children	94.59%	81.08%	78.38%	35.14%	40.54%	13.51%	13.51%	13.51%
Other	60.00%	40.00%	40.00%	20.00%	20.00%	20.00%	20.00%	60.00%

The survey also asked family violence agencies to specifically report on whether they were enrolled in the Ameritas dental and vision plans offered exclusively to TCFV members, and whether they provide information about the Affordable Care Act (ACA) to employees.

- ▶ **13%** utilized the Ameritas vision plan, which is a **9% DECREASE** from 2016.
- ▶ **5%** utilized the Ameritas dental plan, which is a **10% DECREASE** from 2016.
- ▶ **64%** provided employees information about ACA, which is a **25% INCREASE** from 2016.

Retirement

The family violence agencies indicated the type of retirement benefits they offer, as well as if the benefits are employer-paid, voluntary employee-paid, or a combination of the two.

Of the 67 percent of the organizations that offered retirement:

- ▶ **50%** offer the 403(b) plan and **35%** of this group contribute to employee plans.
- ▶ **39%** offer a 401(k) plan and **30%** of this group contribute to employee plans.
- ▶ **33%** offer an IRA and **24%** of this group contribute to employee plans.

Paid Leave

Family violence agencies have a variety of different types of paid leave for employees and reported on types of paid leave for eligible employees in terms of full or part time and exempt and non-exempt employees.

	FULL-TIME EXEMPT	PART-TIME EXEMPT	FULL-TIME NON-EXEMPT	PART-TIME NON-EXEMPT
Holidays	88.64%	20.45%	72.73%	25.00%
Vacation time	62.16%	16.22%	56.76%	18.92%
Sick time	55.56%	13.89%	50.00%	19.44%
Paid time off	73.53%	29.41%	58.82%	29.41%
Floating holidays	45.45%	12.12%	45.45%	21.21%
Personal time	42.42%	12.12%	39.39%	15.15%
Flextime	58.06%	9.68%	51.61%	12.90%
Maternity leave	52.94%	11.76%	44.12%	17.65%
Paternity leave	35.71%	7.14%	32.14%	10.71%
Bereavement leave	88.37%	27.91%	81.40%	34.88%
Sabbatical leave	15.38%	3.85%	15.38%	3.85%

New Year's Day	100.00%
Martin Luther King Jr. Day	60.00%
President's Day	42.22%
Good Friday	75.56%
Memorial Day	97.78%
Independence Day	100.00%
Labor Day	97.78%
Veterans Day	31.11%
Thanksgiving Day	100.00%
Day after Thanksgiving	88.89%
Christmas Eve Day	82.22%
Christmas Day	100.00%
Day after Christmas	42.22%

Family violence organizations offered a variety of paid holidays to their employees:

- ▶ **100%** offer New Year's Day, Independence Day, Thanksgiving Day, and Christmas off.
- ▶ **98%** offer Memorial Day and Labor Day.

First year employees were eligible for 25 days of paid leave on average with the average sick leave at nine days and vacation at 11 days. The average first year employee was eligible for 11 holidays. In an employee's fifth year, employee's average eligible paid leave days increased to 33 days. Holidays stayed consistent at 11 days, but vacation increased to 18 days and sick days also increased to 16 days.

84 percent of organizations allowed employees to roll days over into subsequent years, but many reported capping and restricting the total amount of time an employee could accrue.

Some family violence agencies differentiate how they classify some forms of leave and even give additional days in some instances.

- ▶ **91%** give maternity leave, with seven organizations giving additional time ranging from 10 to 90 days.
- ▶ **80%** give paternity leave, with three organizations giving additional days. The organizations that give extra days match their maternity leave policy.
- ▶ **98%** give bereavement leave with an average of 2.75 additional days.
- ▶ **78%** allow days for a sabbatical with one organization offering seven additional days and another organization offering 30 days.

Other Benefits

There are other creative ways organizations support their employees such as:

- ▶ **INFORMATION ABOUT STUDENT LOAN REPAYMENT**
- ▶ **TUITION REIMBURSEMENT**
- ▶ **ABILITY TO BRING AN INFANT TO WORK**
- ▶ **TRANSPORTATION BENEFIT/REIMBURSEMENT**
- ▶ **ONSITE CHILDCARE AVAILABLE TO EMPLOYEES**
- ▶ **PAID PROFESSIONAL DEVELOPMENT**

C O N C L U S I O N

Providing services within a trauma-Informed, client-centered framework requires a well-equipped, well-trained and well-compensated workforce. These professionals are assisting vulnerable Texas families and go to tremendous lengths to increase family safety, connect families to resources, and assist them towards a life free of violence.

This report synthesizes progress made while equally elevating the needs of agencies across Texas.

A P P E N D I X

Salary Breakdown by Position, Size of Compensation Budget, and Number of Staff

*Note: Minimum and maximum salaries as reported
in the charts regarding average salaries are all averages.
Each chart presents the Average Minimum,
Average Maximum, and Overall Average salaries.*

ADVOCATE / CASE MANAGER

SALARY	
Salary Range*	\$20,000 - \$51,313
Starting Salary Average	\$28,962
Maximum Salary Average	\$35,920
Current Salary Average	\$32,064

TENURE	PERCENT OF RESPONDENTS
< 1 Year	5%
1-2 Years	18%
3-5 Years	50%
6-10 Years	20%
10+ Years	7%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	2.6	\$29,062	\$33,576	\$31,484
\$600,000 - \$1,599,999	5.4	\$27,524	\$36,478	\$31,727
\$1,600,000 and over	12	\$30,735	\$37,711	\$33,128

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	2.6	\$27,358	\$31,478	\$29,718
10-19 FT Employees	4.4	\$30,098	\$35,680	\$33,050
20-45 FT Employees	6.8	\$27,565	\$37,340	\$31,679
More than 65 FT Employees	11.2	\$31,025	\$38,297	\$33,358

** The average number of employees in the named position at agencies with the specified number of full-time employees*

ATTORNEY

SALARY	
Salary Range*	\$32,500 - \$104,000
Starting Salary Average	\$54,792
Maximum Salary Average	\$65,769
Current Salary Average	\$57,747

TENURE	PERCENT OF RESPONDENTS
< 1 Year	25%
1-2 Years	38%
3-5 Years	25%
6-10 Years	12%
10+ Years	-

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$60,000	\$60,000	\$60,000
\$600,000 - \$1,599,999	1	\$40,700	\$40,700	\$40,700
\$1,600,000 and over	1.8	\$55,125	\$70,188	\$61,135

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$60,000	\$60,000	\$60,000
10-19 FT Employees	-	-	-	-
20-45 FT Employees	1	\$59,834	\$70,225	\$61,235
More than 65 FT Employees	2.5	\$53,250	\$76,377	\$62,270

** The average number of employees in the named position at agencies with the specified number of full-time employees*

B I P P C O O R D I N A T O R

SALARY	
Salary Range*	\$29,120 - \$72,000
Starting Salary Average	\$41,824
Maximum Salary Average	\$46,974
Current Salary Average	\$44,724

TENURE	PERCENT OF RESPONDENTS
< 1 Year	-
1-2 Years	20%
3-5 Years	-
6-10 Years	40%
10+ Years	40%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	-	-	-	-
\$600,000 - \$1,599,999	1	\$37,500	\$40,000	\$37,500
\$1,600,000 and over	1	\$44,706	\$51,623	\$49,540

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	1	\$35,000	\$35,000	\$35,000
20-45 FT Employees	1	\$40,000	\$45,000	\$40,000
More than 65 FT Employees	1	\$44,706	\$51,623	\$49,540

** The average number of employees in the named position at agencies with the specified number of full-time employees*

B I P P D I R E C T O R

SALARY	
Salary Range*	\$35,000 - \$81,000
Starting Salary Average	\$46,500
Maximum Salary Average	\$55,400
Current Salary Average	\$52,047

TENURE	PERCENT OF RESPONDENTS
< 1 Year	17%
1-2 Years	-
3-5 Years	33%
6-10 Years	50%
10+ Years	-

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	-	-	-	-
\$600,000 - \$1,599,999	1	\$35,000	\$36,500	\$36,500
\$1,600,000 and over	1	\$52,250	\$64,850	\$59,820

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	1	\$35,000	\$35,000	\$35,000
20-45 FT Employees	1	\$35,000	\$40,000	\$39,000
More than 65 FT Employees	1	\$58,000	\$72,466	\$66,427

** The average number of employees in the named position at agencies with the specified number of full-time employees*

B I P P F A C I L I T A T O R

SALARY	
Salary Range*	\$5,460 - \$67,000
Starting Salary Average	\$27,896
Maximum Salary Average	\$37,560
Current Salary Average	\$31,479

TENURE	PERCENT OF RESPONDENTS
< 1 Year	10%
1-2 Years	40%
3-5 Years	20%
6-10 Years	10%
10+ Years	20%

* Salaries from \$15,860 and under reflect part-time employment. The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	-	-	-	-
\$600,000 - \$1,599,999	1.5	\$40,742	\$43,513	\$40,996
\$1,600,000 and over	3.8	\$34,166	\$47,957	\$39,894

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	-	-	-	-
20-45 FT Employees	1.3	\$33,955	\$37,380	\$34,219
More than 65 FT Employees	4.7	\$29,333	\$48,977	\$38,608

* The average number of employees in the named position at agencies with the specified number of full-time employees

CHILD CARE WORKER

SALARY	
Salary Range*	\$10,400 - \$38,000
Starting Salary Average	\$21,127
Maximum Salary Average	\$28,129
Current Salary Average	\$24,014

TENURE	PERCENT OF RESPONDENTS
< 1 Year	10%
1-2 Years	30%
3-5 Years	50%
6-10 Years	-
10+ Years	10%

* Salaries from \$15,860 and under reflect part-time employment. The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	-	-	-	-
\$600,000 - \$1,599,999	1	\$22,423	\$26,254	\$24,637
\$1,600,000 and over	5.1	\$20,626	\$29,380	\$23,599

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	1	\$23,172	\$35,568	\$30,836
20-45 FT Employees	1	\$30,450	\$30,450	\$30,450
More than 65 FT Employees	5.3	\$24,830	\$32,500	\$26,755

* The average number of employees in the named position at agencies with the specified number of full-time employees

CHILDREN'S ADVOCATE

SALARY	
Salary Range*	\$21,340 - \$54,000
Starting Salary Average	\$30,451
Maximum Salary Average	\$35,990
Current Salary Average	\$32,401

TENURE	PERCENT OF RESPONDENTS
< 1 Year	27%
1-2 Years	31%
3-5 Years	23%
6-10 Years	11%
10+ Years	8%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$25,289	\$31,621	\$28,177
\$600,000 - \$1,599,999	1.3	\$31,992	\$35,586	\$33,133
\$1,600,000 and over	1.6	\$32,010	\$37,845	\$34,321

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$23,580	\$30,576	\$26,766
10-19 FT Employees	1	\$32,786	\$39,602	\$34,467
20-45 FT Employees	1.5	\$30,433	\$34,483	\$31,254
More than 65 FT Employees	1.8	\$33,930	\$39,456	\$38,374

** The average number of employees in the named position at agencies with the specified number of full-time employees*

CLERICAL STAFF

SALARY	
Salary Range*	\$8,200 - \$61,000
Starting Salary Average	\$26,387
Maximum Salary Average	\$33,105
Current Salary Average	\$29,416

TENURE	PERCENT OF RESPONDENTS
< 1 Year	15%
1-2 Years	24%
3-5 Years	28%
6-10 Years	18%
10+ Years	15%

* Salaries from \$15,860 and under reflect part-time employment. The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$30,830	\$34,041	\$33,164
\$600,000 - \$1,599,999	1.5	\$26,447	\$31,149	\$30,099
\$1,600,000 and over	2.3	\$28,114	\$39,071	\$31,703

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$34,966	\$37,044	\$35,344
10-19 FT Employees	1	\$28,254	\$32,144	\$31,768
20-45 FT Employees	1.7	\$27,172	\$34,598	\$30,303
More than 65 FT Employees	2.8	\$26,850	\$37,847	\$30,621

* The average number of employees in the named position at agencies with the specified number of full-time employees

C O M M U N I C A T I O N S D I R E C T O R

SALARY	
Salary Range*	\$29,120 - \$72,000
Starting Salary Average	\$43,189
Maximum Salary Average	\$43,020
Current Salary Average	\$49,153

TENURE	PERCENT OF RESPONDENTS
< 1 Year	20%
1-2 Years	20%
3-5 Years	20%
6-10 Years	30%
10+ Years	10%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$34,299	\$34,299	\$34,299
\$600,000 - \$1,599,999	1	\$42,825	\$47,333	\$44,325
\$1,600,000 and over	1	\$44,824	\$50,728	\$46,812

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$34,299	\$34,299	\$34,299
10-19 FT Employees	1	\$38,000	\$47,000	\$42,500
20-45 FT Employees	1	\$45,238	\$47,500	\$45,238
More than 65 FT Employees	1	\$44,824	\$50,782	\$46,812

** The average number of employees in the named position at agencies with the specified number of full-time employees*

C O M M U N I T Y E D U C A T O R

SALARY	
Salary Range*	\$15,860 - \$68,000
Starting Salary Average	\$32,895
Maximum Salary Average	\$39,690
Current Salary Average	\$36,047

TENURE	PERCENT OF RESPONDENTS
< 1 Year	7%
1-2 Years	46%
3-5 Years	32%
6-10 Years	11%
10+ Years	4%

** Salaries from \$15,860 and under reflect part-time employment. The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$31,914	\$36,571	\$33,708
\$600,000 - \$1,599,999	2.1	\$33,933	\$39,325	\$36,217
\$1,600,000 and over	2.9	\$32,710	\$42,258	\$37,608

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$32,509	\$40,034	\$34,584
10-19 FT Employees	1.3	\$33,547	\$37,836	\$36,787
20-45 FT Employees	2.5	\$33,542	\$38,512	\$35,880
More than 65 FT Employees	3.4	\$31,227	\$42,950	\$37,330

** The average number of employees in the named position at agencies with the specified number of full-time employees*

C O O K

SALARY	
Salary Range*	\$19,760 - \$45,000
Starting Salary Average	\$25,456
Maximum Salary Average	\$29,156
Current Salary Average	\$26,909

TENURE	PERCENT OF RESPONDENTS
< 1 Year	7%
1-2 Years	29%
3-5 Years	43%
6-10 Years	14%
10+ Years	7%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$21,840	\$21,840	\$21,840
\$600,000 - \$1,599,999	1.3	\$25,498	\$27,163	\$26,075
\$1,600,000 and over	2.3	\$25,949	\$31,498	\$28,109

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	1	\$25,920	\$28,420	\$26,920
20-45 FT Employees	1.3	\$25,412	\$26,865	\$25,934
More than 65 FT Employees	2.5	\$25,344	\$31,693	\$27,880

** The average number of employees in the named position at agencies with the specified number of full-time employees*

C O U N S E L I N G P R O F E S S I O N A L

SALARY	
Salary Range*	\$13,555 - \$78,000
Starting Salary Average	\$39,515
Maximum Salary Average	\$48,508
Current Salary Average	\$42,738

TENURE	PERCENT OF RESPONDENTS
< 1 Year	18%
1-2 Years	32%
3-5 Years	32%
6-10 Years	9%
10+ Years	9%

** Salaries from \$15,860 and under reflect part-time employment. The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1.2	\$42,855	\$43,778	\$43,433
\$600,000 - \$1,599,999	1.7	\$39,300	\$45,821	\$42,039
\$1,600,000 and over	7.2	\$37,675	\$54,105	\$43,008

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1.3	\$40,634	\$41,441	\$41,038
10-19 FT Employees	1.2	\$40,242	\$44,027	\$41,947
20-45 FT Employees	3	\$41,159	\$49,040	\$44,098
More than 65 FT Employees	9.3	\$35,694	\$57,470	\$42,805

** The average number of employees in the named position at agencies with the specified number of full-time employees*

DATA ENTRY STAFF

SALARY	
Salary Range*	\$9,600 - \$61,250
Starting Salary Average	\$28,288
Maximum Salary Average	\$33,052
Current Salary Average	\$30,221

TENURE	PERCENT OF RESPONDENTS
< 1 Year	9%
1-2 Years	44%
3-5 Years	26%
6-10 Years	17%
10+ Years	4%

* Salaries from \$15,860 and under reflect part-time employment. The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$22,991	\$25,178	\$23,921
\$600,000 - \$1,599,999	1	\$30,138	\$33,217	\$30,829
\$1,600,000 and over	2	\$30,886	\$38,466	\$34,267

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$24,968	\$27,988	\$26,228
10-19 FT Employees	1	\$26,438	\$29,377	\$27,076
20-45 FT Employees	1.3	\$32,076	\$33,275	\$33,033
More than 65 FT Employees	2.1	\$29,857	\$38,863	\$33,670

* The average number of employees in the named position at agencies with the specified number of full-time employees

D E P U T Y D I R E C T O R

SALARY	
Salary Range*	\$44,075 - \$153,000
Starting Salary Average	\$69,059
Maximum Salary Average	\$85,669
Current Salary Average	\$78,613

TENURE	PERCENT OF RESPONDENTS
< 1 Year	8%
1-2 Years	-
3-5 Years	34%
6-10 Years	8%
10+ Years	50%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$60,025	\$64,458	\$63,741
\$600,000 - \$1,599,999	1	\$59,572	\$72,863	\$68,924
\$1,600,000 and over	1	\$75,642	\$98,418	\$87,756

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	1	\$58,301	\$68,275	\$65,748
20-45 FT Employees	1	\$64,749	\$70,544	\$68,827
More than 65 FT Employees	1	\$84,125	\$118,875	\$101,200

** The average number of employees in the named position at agencies with the specified number of full-time employees*

DEVELOPMENT DIRECTOR

SALARY	
Salary Range*	\$29,120 - \$140,000
Starting Salary Average	\$60,114
Maximum Salary Average	\$72,155
Current Salary Average	\$69,365

TENURE	PERCENT OF RESPONDENTS
< 1 Year	7%
1-2 Years	27%
3-5 Years	33%
6-10 Years	13%
10+ Years	20%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	-	-	-	-
\$600,000 - \$1,599,999	1	\$42,625	\$46,125	\$44,500
\$1,600,000 and over	1.1	\$68,622	\$82,567	\$77,228

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	1	\$41,500	\$48,500	\$45,250
20-45 FT Employees	1	\$59,100	\$61,600	\$60,267
More than 65 FT Employees	1.2	\$69,853	\$90,596	\$83,030

** The average number of employees in the named position at agencies with the specified number of full-time employees*

EXECUTIVE DIRECTOR

SALARY	
Salary Range*	\$38,064 - \$258,000
Starting Salary Average	\$72,571
Maximum Salary Average	\$87,629
Current Salary Average	\$82,352

TENURE	PERCENT OF RESPONDENTS
< 1 Year	7%
1-2 Years	12%
3-5 Years	21%
6-10 Years	9%
10+ Years	51%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$52,036	\$53,768	\$52,715
\$600,000 - \$1,599,999	1	\$64,087	\$76,659	\$69,890
\$1,600,000 and over	1	\$104,201	\$133,018	\$121,287

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$51,610	\$58,302	\$57,235
10-19 FT Employees	1	\$57,428	\$68,405	\$64,141
20-45 FT Employees	1	\$70,622	\$80,813	\$79,233
More than 65 FT Employees	1	\$128,828	\$170,356	\$150,421

** The average number of employees in the named position at agencies with the specified number of full-time employees*

FINANCE DIRECTOR

SALARY	
Salary Range*	\$20,000 - \$135,200
Starting Salary Average	\$52,502
Maximum Salary Average	\$60,324
Current Salary Average	\$59,343

TENURE	PERCENT OF RESPONDENTS
< 1 Year	17%
1-2 Years	11%
3-5 Years	26%
6-10 Years	17%
10+ Years	29%

* The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$36,619	\$39,390	\$37,324
\$600,000 - \$1,599,999	1	\$51,545	\$59,927	\$57,113
\$1,600,000 and over	1	\$65,874	\$79,428	\$75,326

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$39,448	\$43,198	\$39,848
10-19 FT Employees	1	\$35,005	\$42,682	\$39,743
20-45 FT Employees	1	\$58,110	\$63,985	\$62,314
More than 65 FT Employees	1	\$72,265	\$90,325	\$85,230

* The average number of employees in the named position at agencies with the specified number of full-time employees

HOSPITAL / MEDICAL ADVOCATE

SALARY	
Salary Range*	\$20,000 - \$80,000
Starting Salary Average	\$34,740
Maximum Salary Average	\$39,944
Current Salary Average	\$37,668

TENURE	PERCENT OF RESPONDENTS
< 1 Year	-
1-2 Years	33%
3-5 Years	67%
6-10 Years	-
10+ Years	-

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$28,706	\$34,427	\$31,145
\$600,000 - \$1,599,999	4	\$32,586	\$38,685	\$35,968
\$1,600,000 and over	2.2	\$46,598	\$51,998	\$49,398

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$20,000	\$30,000	\$24,900
10-19 FT Employees	3.7	\$32,440	\$40,093	\$35,878
20-45 FT Employees	2.4	\$45,424	\$50,008	\$47,799
More than 65 FT Employees	1	\$27,000	\$29,000	\$29,000

** The average number of employees in the named position at agencies with the specified number of full-time employees*

HOUSEKEEPING / MAINTENANCE

SALARY	
Salary Range*	\$2,600 - \$54,000
Starting Salary Average	\$24,197
Maximum Salary Average	\$29,049
Current Salary Average	\$26,474

TENURE	PERCENT OF RESPONDENTS
< 1 Year	10%
1-2 Years	30%
3-5 Years	45%
6-10 Years	5%
10+ Years	10%

* Salaries from \$15,860 and under reflect part-time employment. The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$22,880	\$28,080	\$28,080
\$600,000 - \$1,599,999	1.6	\$25,431	\$29,311	\$27,401
\$1,600,000 and over	1.9	\$28,858	\$35,898	\$31,449

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	1.5	\$23,717	\$28,496	\$27,791
20-45 FT Employees	1.8	\$26,549	\$31,816	\$28,478
More than 65 FT Employees	2.1	\$28,965	\$35,635	\$31,381

* The average number of employees in the named position at agencies with the specified number of full-time employees

HOUSING COORDINATOR / ADVOCATE

SALARY	
Salary Range*	\$24,960 - \$49,920
Starting Salary Average	\$30,929
Maximum Salary Average	\$37,199
Current Salary Average	\$33,945

TENURE	PERCENT OF RESPONDENTS
< 1 Year	6%
1-2 Years	29%
3-5 Years	41%
6-10 Years	12%
10+ Years	12%

* The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$25,000	\$27,040	\$26,020
\$600,000 - \$1,599,999	1.8	\$32,484	\$38,397	\$34,852
\$1,600,000 and over	2.7	\$30,762	\$37,578	\$34,253

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$25,000	\$27,040	\$26,020
10-19 FT Employees	2.3	\$32,987	\$39,247	\$36,286
20-45 FT Employees	1.8	29,174\$	\$35,265	\$31,674
More than 65 FT Employees	2.4	\$32,400	\$38,828	\$35,792

* The average number of employees in the named position at agencies with the specified number of full-time employees

HUMAN RESOURCES STAFF

SALARY	
Salary Range*	\$27,400 - \$110,000
Starting Salary Average	\$43,008
Maximum Salary Average	\$53,762
Current Salary Average	\$50,680

TENURE	PERCENT OF RESPONDENTS
< 1 Year	12%
1-2 Years	19%
3-5 Years	32%
6-10 Years	25%
10+ Years	12%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$30,000	\$30,000	\$30,000
\$600,000 - \$1,599,999	1.3	\$36,709	\$41,880	\$39,294
\$1,600,000 and over	1.1	\$48,696	\$66,576	\$57,859

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	1.3	\$35,032	\$38,910	\$36,971
20-45 FT Employees	1.2	\$44,192	\$53,421	\$49,320
More than 65 FT Employees	1	\$52,333	\$74,638	\$63,451

** The average number of employees in the named position at agencies with the specified number of full-time employees*

I N F O R M A T I O N T E C H N O L O G Y S T A F F

SALARY	
Salary Range*	\$38,000 - \$63,000
Starting Salary Average	\$48,858
Maximum Salary Average	\$51,266
Current Salary Average	\$50,016

TENURE	PERCENT OF RESPONDENTS
< 1 Year	-
1-2 Years	50%
3-5 Years	-
6-10 Years	50%
10+ Years	-

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	-	-	-	-
\$600,000 - \$1,599,999	-	-	-	-
\$1,600,000 and over	1	\$48,858	\$51,266	\$50,017

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	-	-	-	-
20-45 FT Employees	1	\$42,435	\$42,435	\$42,435
More than 65 FT Employees	1	\$51,000	\$54,210	\$52,543

** The average number of employees in the named position at agencies with the specified number of full-time employees*

LEGAL ADVOCATE

SALARY	
Salary Range*	\$23,920 - \$64,480
Starting Salary Average	\$31,688
Maximum Salary Average	\$38,475
Current Salary Average	\$35,818

TENURE	PERCENT OF RESPONDENTS
< 1 Year	3%
1-2 Years	28%
3-5 Years	24%
6-10 Years	24%
10+ Years	21%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$31,317	\$37,102	\$34,769
\$600,000 - \$1,599,999	1.6	\$32,119	\$39,022	\$37,136
\$1,600,000 and over	2.1	\$31,366	\$39,226	\$34,720

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$30,508	\$37,639	\$33,723
10-19 FT Employees	1.8	\$31,027	\$38,915	\$37,885
20-45 FT Employees	2.3	\$32,369	\$37,301	\$34,732
More than 65 FT Employees	1.5	\$33,860	\$45,411	\$37,243

** The average number of employees in the named position at agencies with the specified number of full-time employees*

O U T R E A C H C O O R D I N A T O R

SALARY	
Salary Range*	\$21,340 - \$52,500
Starting Salary Average	\$33,178
Maximum Salary Average	\$38,037
Current Salary Average	\$38,037

TENURE	PERCENT OF RESPONDENTS
< 1 Year	9%
1-2 Years	36%
3-5 Years	36%
6-10 Years	14%
10+ Years	5%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$27,335	\$31,203	\$28,350
\$600,000 - \$1,599,999	1.6	\$33,142	\$37,960	\$34,773
\$1,600,000 and over	2.9	\$37,338	\$43,028	\$39,908

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$26,914	\$30,684	\$27,414
10-19 FT Employees	1	\$34,906	\$42,960	\$35,928
20-45 FT Employees	2.1	\$31,587	\$36,465	\$34,138
More than 65 FT Employees	2.4	\$38,344	\$44,874	\$41,288

** The average number of employees in the named position at agencies with the specified number of full-time employees*

P R E V E N T I O N C O O R D I N A T O R

SALARY	
Salary Range*	\$24,900 - \$70,000
Starting Salary Average	\$33,852
Maximum Salary Average	\$39,115
Current Salary Average	\$35,984

TENURE	PERCENT OF RESPONDENTS
< 1 Year	29%
1-2 Years	24%
3-5 Years	33%
6-10 Years	9%
10+ Years	5%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$30,395	\$33,415	\$31,655
\$600,000 - \$1,599,999	1.4	\$34,418	\$36,168	\$35,168
\$1,600,000 and over	1.9	\$35,448	\$45,626	\$39,507

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$29,231	\$34,264	\$31,731
10-19 FT Employees	1	\$35,548	\$37,348	\$36,448
20-45 FT Employees	1.3	\$33,163	\$35,650	\$34,042
More than 65 FT Employees	2.8	\$36,750	\$57,760	\$43,266

** The average number of employees in the named position at agencies with the specified number of full-time employees*

P R E V E N T I O N D I R E C T O R

SALARY	
Salary Range*	\$24,900 - \$82,000
Starting Salary Average	\$41,595
Maximum Salary Average	\$48,963
Current Salary Average	\$45,097

TENURE	PERCENT OF RESPONDENTS
< 1 Year	17%
1-2 Years	17%
3-5 Years	41%
6-10 Years	8%
10+ Years	17%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$24,900	\$40,000	\$31,200
\$600,000 - \$1,599,999	1	\$31,980	\$31,980	\$31,980
\$1,600,000 and over	1	\$45,586	\$53,733	\$49,556

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$24,900	\$40,000	\$31,200
10-19 FT Employees	1	\$24,960	\$24,960	\$24,960
20-45 FT Employees	1	\$40,140	\$45,073	\$40,973
More than 65 FT Employees	1	\$52,110	\$63,040	\$59,792

** The average number of employees in the named position at agencies with the specified number of full-time employees*

P R E V E N T I O N M A N A G E R

SALARY	
Salary Range*	\$24,960 - \$82,000
Starting Salary Average	\$45,532
Maximum Salary Average	\$48,997
Current Salary Average	\$46,998

TENURE	PERCENT OF RESPONDENTS
< 1 Year	25%
1-2 Years	13%
3-5 Years	50%
6-10 Years	-
10+ Years	12%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$34,299	\$34,299	\$34,299
\$600,000 - \$1,599,999	1	\$33,652	\$35,636	\$34,320
\$1,600,000 and over	1	\$52,799	\$58,944	\$56,144

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$34,299	\$34,299	\$34,299
10-19 FT Employees	1	\$24,960	\$24,960	\$24,960
20-45 FT Employees	1	\$44,666	\$49,000	\$45,333
More than 65 FT Employees	1	\$57,000	\$61,906	\$60,240

** The average number of employees in the named position at agencies with the specified number of full-time employees*

PROGRAM DIRECTOR

SALARY	
Salary Range*	\$23,660 - \$95,000
Starting Salary Average	\$44,569
Maximum Salary Average	\$55,352
Current Salary Average	\$51,376

TENURE	PERCENT OF RESPONDENTS
< 1 Year	3%
1-2 Years	10%
3-5 Years	32%
6-10 Years	19%
10+ Years	36%

** The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$32,302	\$33,337	\$33,337
\$600,000 - \$1,599,999	1.5	\$41,849	\$47,490	\$44,881
\$1,600,000 and over	6.6	\$50,822	\$72,427	\$60,805

** The average number of employees in the named position at agencies with the specified compensation budget range*

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$32,011	\$32,011	\$32,011
10-19 FT Employees	1.5	\$38,294	\$44,616	\$42,469
20-45 FT Employees	2.8	\$47,280	\$56,154	\$51,097
More than 65 FT Employees	7.6	\$49,680	\$74,620	\$61,078

** The average number of employees in the named position at agencies with the specified number of full-time employees*

SHELTER MANAGER / RESIDENTIAL COORDINATOR

SALARY	
Salary Range*	\$23,660 - \$79,726
Starting Salary Average	\$40,800
Maximum Salary Average	\$47,108
Current Salary Average	\$44,464

TENURE	PERCENT OF RESPONDENTS
< 1 Year	3%
1-2 Years	9%
3-5 Years	29%
6-10 Years	26%
10+ Years	33%

* The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$34,935	\$38,972	\$38,183
\$600,000 - \$1,599,999	1.2	\$36,947	\$42,955	\$40,944
\$1,600,000 and over	1.5	\$49,953	\$57,963	\$53,354

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$26,020	\$30,600	\$28,100
10-19 FT Employees	1.1	\$38,320	\$44,677	\$43,228
20-45 FT Employees	1.1	\$39,023	\$44,591	\$41,551
More than 65 FT Employees	2	\$54,833	\$63,364	\$59,188

* The average number of employees in the named position at agencies with the specified number of full-time employees

SHELTER SUPPORT STAFF

SALARY	
Salary Range*	\$4,000 - \$40,000
Starting Salary Average	\$20,543
Maximum Salary Average	\$25,410
Current Salary Average	\$22,335

TENURE	PERCENT OF RESPONDENTS
< 1 Year	8%
1-2 Years	37%
3-5 Years	43%
6-10 Years	6%
10+ Years	6%

* Salaries from \$15,860 and under reflect part-time employment. The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	2.9	\$21,384	\$26,318	\$23,149
\$600,000 - \$1,599,999	3.6	\$25,264	\$32,374	\$28,414
\$1,600,000 and over	5.7	\$21,193	\$23,478	\$21,883

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	2.8	\$20,786	\$25,026	\$21,775
10-19 FT Employees	4.1	\$22,137	\$26,085	\$23,122
20-45 FT Employees	4.7	\$23,265	\$26,167	\$24,628
More than 65 FT Employees	7.0	\$26,144	\$33,786	\$28,471

* The average number of employees in the named position at agencies with the specified number of full-time employees

THRIFT STORE CLERK

SALARY	
Salary Range*	\$2,080 - \$45,000
Starting Salary Average	\$13,561
Maximum Salary Average	\$20,093
Current Salary Average	\$14,630

TENURE	PERCENT OF RESPONDENTS
< 1 Year	18%
1-2 Years	41%
3-5 Years	36%
6-10 Years	5%
10+ Years	-

* Salaries from \$15,860 and under reflect part-time employment. The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1.8	\$17,884	\$26,405	\$18,617
\$600,000 - \$1,599,999	1.8	\$18,000	\$21,270	\$19,283
\$1,600,000 and over	5.4	\$18,852	\$29,229	\$22,528

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	-	-	-	-
10-19 FT Employees	1.8	\$17,221	\$24,944	\$18,244
20-45 FT Employees	3.8	\$17,870	\$27,358	\$20,863
More than 65 FT Employees	5.8	\$20,120	\$27,488	\$23,046

* The average number of employees in the named position at agencies with the specified number of full-time employees

VOLUNTEER COORDINATOR

SALARY	
Salary Range*	\$20,760 - \$70,000
Starting Salary Average	\$33,640
Maximum Salary Average	\$38,121
Current Salary Average	\$36,045

TENURE	PERCENT OF RESPONDENTS
< 1 Year	22%
1-2 Years	31%
3-5 Years	38%
6-10 Years	6%
10+ Years	3%

* The salary range is the lowest and highest actually reported. The starting salary and the maximum salaries are the averages.

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO ANNUAL COMPENSATION BUDGET

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
Up to \$599,999	1	\$31,198	\$35,610	\$33,517
\$600,000 - \$1,599,999	1.2	\$30,410	\$33,170	\$31,773
\$1,600,000 and over	1.1	\$39,040	\$45,062	\$42,616

* The average number of employees in the named position at agencies with the specified compensation budget range

AVERAGE SALARIES AND NUMBER OF POSITIONS IN RELATION TO NUMBER OF FULL TIME (FT) EMPLOYEES

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT Employees	1	\$32,439	\$37,549	\$34,452
10-19 FT Employees	1	\$32,180	\$35,247	\$34,102
20-45 FT Employees	1.3	\$31,338	\$34,463	\$33,099
More than 65 FT Employees	1.1	\$39,714	\$46,960	\$43,974

* The average number of employees in the named position at agencies with the specified number of full-time employees

ABOUT TCFV

The Texas Council on Family Violence (TCFV) is the only statewide nonprofit in Texas dedicated solely to creating safer communities and freedom from domestic violence. With the collective strength of more than 1,300 members comprised of family violence service providers, business professionals, communities of faith, survivors and concerned individuals, TCFV shapes public policy, equips service providers, and initiates strategic prevention efforts with statewide reach and direct local impact.

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The Texas Council on Family Violence promotes safe and healthy relationships by supporting service providers, facilitating strategic prevention efforts and creating opportunities for freedom from domestic violence.



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