

# Building Longevity in Our Movement

2022 STATEWIDE  
FAMILY VIOLENCE PROGRAM  
COMPENSATION REPORT

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# Executive Summary

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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, titled *Building Longevity in Our Movement*. The survey began in 1991 as the Salary Survey and provided a list of common positions that focused on reporting the high, low, and average salaries for key positions. The original goal was to assist family violence centers with salary comparisons. Throughout the years, TCFV expanded the scope to include additional salary comparisons of 38 positions, including six new positions added with this report, and a descriptive examination of total financial employee compensation such as group health benefits, retirement benefits, raises, paid leave, incentives, and voluntary and involuntary turnover rates. This year the survey added questions about the impact of the COVID-19 pandemic on agencies.

TCFV conducts the biennial *Building Longevity in Our Movement* survey to provide family violence agencies, specifically board members and leadership, a tool to assess agency-level salaries and examine highlights of fiscal and staffing trends. This report is based on data collected in the fall of 2021.

## Highlights from the 2022 *Building Longevity in Our Movement* Survey

### RESPONDING AGENCIES

- » 63% operate as dual family violence/sexual assault programs.
- » 35% are in rural areas, 24% are in urban areas, and 41% are in combined urban and rural areas.

### GOVERNMENT FUNDING

- » 25% of the overall average budget comprises the Violence of Crime Act funding through the Criminal Justice Division at the Office of the Governor (CJD VOCA), down 2% from the 2020 Report.
- » 21% of the overall average budget comprises the Health and Human Services Commission Family Violence Program (HHSC FVP) funding, up 2% from the 2020 Report and matching the 2018's report of 21%.
- » 46% of programs received at least one form of pandemic-related funding, comprising 4% of their overall budgets on average.

### PRIVATE-SECTOR FUNDING

- » 96% receive private donor funds comprising 11% of their overall budget.
- » 80% fundraise, which, on average, comprises 9% of their overall budget.
- » Fundraising sources have decreased by 10% since the 2020 Report yet comprise the same percentage of programs' overall budget.
- » 72% receive private foundation funding, comprising 9% of their overall budget, a 3% increase from the 2020 Report.
- » 48% operate a thrift store and receive funds via this source, a 21% increase since the 2020 Report. For those with thrift stores, the funds comprise 25% of their overall budget on average.

### OVERALL BUDGET

- » 50% of responding programs have an overall budget of \$1,499,999 or less.
- » Agencies with a budget of \$1,500,000 to \$4,999,999 have increased 13% since the 2020 Report.
- » The median employee compensation budget decreased 2% from 2021 to 2022, from \$1,889,212.60 (2021) to \$1,858,166.07 (2022).
- » A review of the budgets shows that agencies with total budgets ranging from \$1,500,000 to \$4,999,999 were the only ones to experience a compensation budget decrease (6%). In comparison, all other budget ranges experienced a compensation increase ranging from approximately 2% to 19%.

## SALARIES

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- » Average starting salaries for Shelter manager positions stopped trending upward yet continued to increase for advocate/case manager and program director positions.
- » Five positions' average starting salaries remain under \$30,000: childcare worker, cook, housekeeper/maintenance, shelter support staff, and thrift store staff.
- » The average deputy directors' salary had been decreasing across the 6 years from \$81,730 (2016 report) to \$78,613 (2018) report to \$77,829 (2020 report). In 2022, the average salary stopped trending downward with a reported average salary of \$81,285.

## RAISES

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- » Agencies reported six factors when determining raises: budgetary (67%), performance (56%), merit (48%), cost of living (46%), longevity (20%), and "other" (2%) reasons.
- » 14% decrease in agencies providing raises due to budgetary allowances.
- » 96% of agencies provided at least one raise within the last two years.
- » The average raise was 4%, a .25% increase over the average raise from the 2020 Report.

## BENEFITS

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- » 96% offer group benefits, an increase of 6% from the 2020 Report.
- » 60% offer retirement plans, a decrease of 3% from the 2020 Report.

## PAID LEAVE

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- » Programs offer first-year employees, on average, 28 days of paid leave with the average sick leave at 5 days, an average vacation at 5 days, and an average holiday at 10 days.
- » On average, agencies increase paid leave to 38 days for employees in their fifth year of employment.
- » 80% allow paid leave to roll over into the subsequent year. This percentage has decreased by 16% from 2020.

## TURNOVER

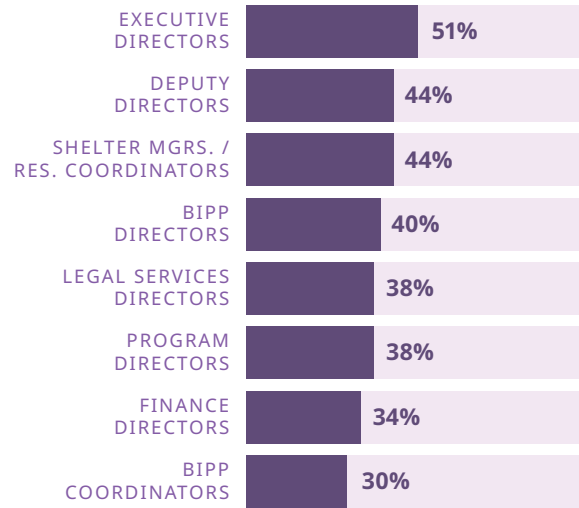
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- » Employee turnover, including voluntary and involuntary, increased to 35% in the 2022 Report compared to 28% in the 2020 Report.
- » The voluntary turnover rate at 30% is up 8% from the 2020 Report, at 22%.

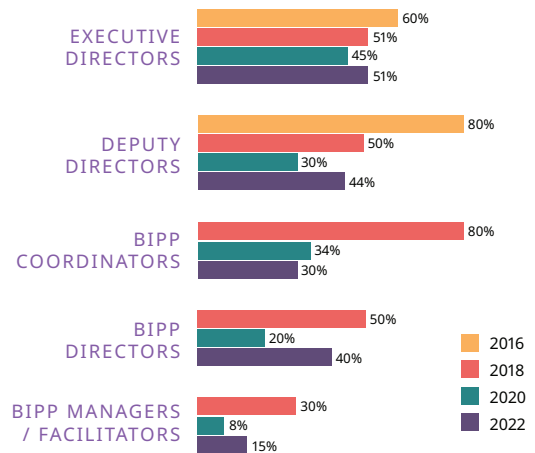
## TENURE

- » Positions with the highest rate of average tenure of 10 years or more include executive directors (51%), deputy directors (44%), shelter managers/residential coordinators (44%), BIPP directors (40%), legal services directors (38%), program directors (38%), finance directors (34%), and BIPP coordinators (30%).
- » In 2016, 60% of the executive directors were in positions 10 years or longer. This decreased to 51% in 2018 and 45% in 2020 but has returned to 51% in 2022. Deputy directors with 10 years of tenure were at 80% in 2016, decreased to 50% in 2018, 30% in 2020, and then increased to 44% in 2022. BIPP coordinators went from 80% in 2018 to 34% in 2020 to 30% in 2022. BIPP directors went from 50% in 2018 to 20% in 2020 to 40% in 2022, and BIPP managers/facilitators from 30% in 2018 to 8% in 2020 to 15% in 2022.
- » The average tenure of 10 years or more for finance and program directors remains steady: 31% in 2016, 29% in 2018, 33% in 2020, 34% in 2022 for finance directors and 35% in 2016, 35% in 2018, 33% in 2020, and 38% in 2022 for program directors.

### Tenure of 10+ Years: 2022



### Tenure of 10+ Years: 2016-2022



## COVID-19

- » Programs reported using some pandemic-related funding sources in 2021, including Health and Human Services (HHS) Cares, Health and Human Services Commission (HHSC) American Rescue Plans, Paycheck Protection Programs, COVID Cares, and COVID-19 Economic Injury Disaster Loans.
- » 74% of programs allow staff and volunteers to work remotely.
- » 87% of programs do not require staff or volunteers to be vaccinated.
- » 72% of programs' most significant COVID-19 impacts were increased expenditures and reduced staff and/or volunteers. There was a 39% increase in requested services.

# Turnover and Retention of Employees during The Great Resignation

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## COVID-19

It's been noted that the beginning of the Great Resignation was ignited by the COVID-19 pandemic. The numerous instances of death and severe illness since the onset of the pandemic in January 2020 have led many employees to reconsider their work-life relationships. A report conducted by the Pew Research Center states that the top five reasons individuals quit their jobs during this time were low pay, few opportunities for professional advancement, feelings of disrespect at work, childcare issues, and inflexible work hours.<sup>1</sup> Additional organizational factors that resulted in individuals quitting included poor health insurance and paid time off benefits, too few or too many work hours, and being required to vaccinate against the COVID-19 virus.<sup>2</sup> While many of these issues are unrelated to the pandemic and have occurred before COVID-19, the pandemic exacerbated these issues and impacted how people view their relationship with their job. For example, the shift to remote work because of shelter-in-place orders allowed people to work from home while maintaining productivity,<sup>3</sup> and consequently, the desire to continue to work remotely has increased since the beginning of the pandemic. Thus, COVID-19 has led employers and employees to reconsider what work looks like.<sup>4</sup> However, how

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1 Parker, K. & Menasce Horowitz, J. (2022). "Majority Of Workers Who Quit a Job In 2021 Cite Low Pay, No Opportunities for Advancement, Feeling Disrespected." Pew Research Center. Retrieved from: <https://www.pewresearch.org/fact-tank/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected/>

2 Ibid.

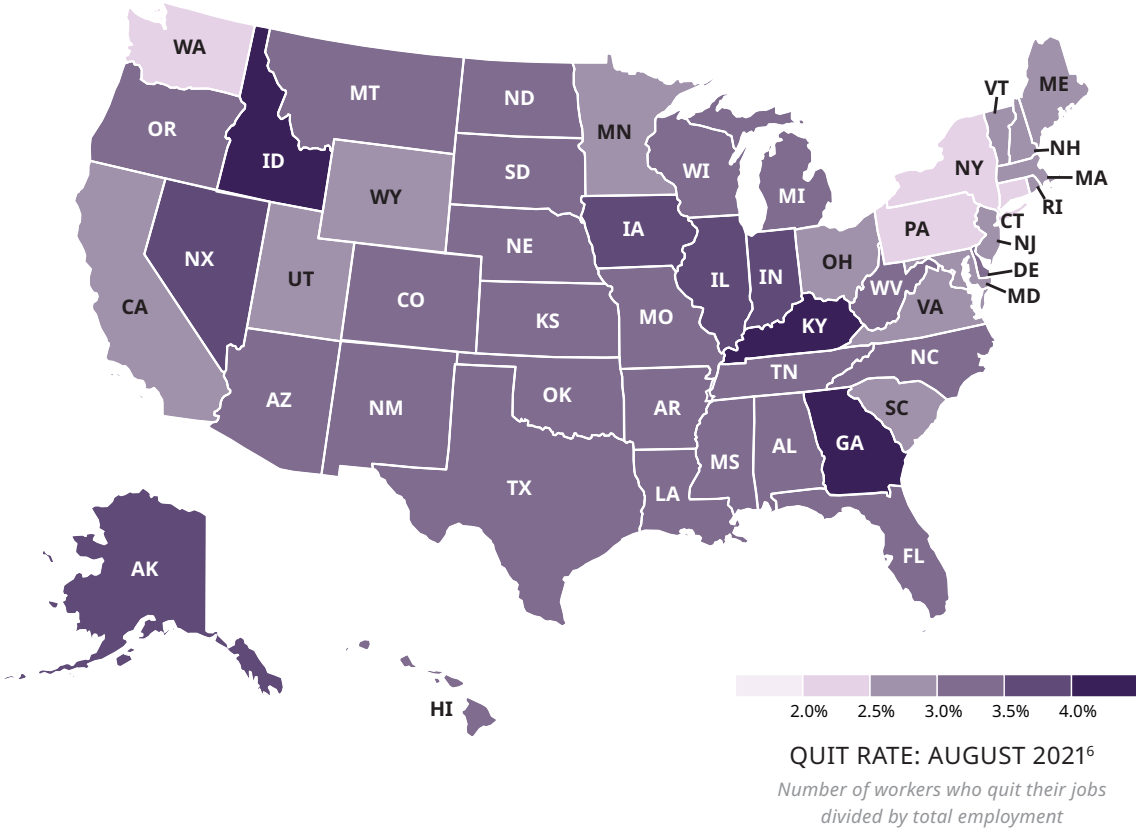
3 Robinson, B. (2022). "3 New Studies End Debate Over Effectiveness of Hybrid and Remote Work." Forbes. Retrieved from: <https://www.forbes.com/sites/bryanrobinson/2022/02/04/3-new-studies-end-debate-over-effectiveness-of-hybrid-and-remote-work/?sh=3c2050fa59b2>

4 Lipman, J. (2021). "The Pandemic Revealed How Much We Hate Our Jobs. Now We Have a Chance to Reinvent Work." Time. Retrieved from: <https://time.com/6051955/work-after-covid-19/>

COVID-19 has impacted the results of the *Building Longevity in Our Movement* report is limited as the COVID-19 data collected and reported here are compensation-related and do not detail people’s changing perspectives on work in the field. Understanding how the pandemic has impacted programs requires additional research. Nonetheless, in the following sections, we contextualize the national and state impact of the Great Resignation and offer solutions to reducing turnover.

**National & State Context**

“According to the U.S. Bureau of Labor Statistics, 4 million Americans quit their jobs in July 2021.”<sup>5</sup> Resignations continued throughout 2021, leaving many employers with the difficult task of figuring out how to retain quality employees. Texas had a 3% quit rate during the 2021 Great Resignation, on par with the national average.<sup>6</sup>



5 Cook, I. (2021). “Who is Driving the Great Resignation?” Harvard Business Review. Retrieved From: <https://hbr.org/2021/09/who-is-driving-the-great-resignation>

6 Fowers, A., & Rosenberg, E. (2021). “The geography of the Great Resignation: First-time data shows where Americans are quitting the most.” Washington Post. Retrieved From: <https://www.washingtonpost.com/business/2021/10/22/states-labor-quitting-turnover-jolts/>



Resignations are highest among mid-career employees and those in the tech, healthcare, retail, and service industries.<sup>7</sup> Some of the reasons employees are choosing to resign include considerations for work-life balance, burnout, and increased work demands.<sup>8</sup> The individual who coined the term, The Great Resignation, Anthony Klotz, further identified that “The causes of the Great Resignation are sort of multifaceted and manifest themselves in different ways.”<sup>9</sup>

According to a study by Mercer, low-wage, frontline workers and employees of color consider leaving their jobs to seek higher-quality jobs, more security, safety, and better pay, while higher-earning, specialists, and White employees are much less likely to consider leaving.<sup>10</sup> When they do, they often look for more flexibility, autonomy, and empowerment.<sup>11</sup> It will be necessary for programs to consider the complex reasons employees are resigning from the field to respond strategically.

## The Impact of Turnover

*Building Longevity in Our Movement* survey demonstrates that the average total turnover rate for Texas family violence agencies during 2022 is 35%, a 7% increase since the previous report. Voluntary turnover increased by 8% from the 2020 Report (22%), while involuntary turnover decreased by 1% from the 2020 Report (6%).

It’s important to note that the quit rate is different from voluntary turnover, which encompasses people resigning, retiring, or transferring to a new internal position. Thus, the national quit rate should not be compared to the *Building Longevity in Our Movement* report’s overall turnover rate.

When staff leaves an organization voluntarily, it often leaves programs short-staffed, creating extra workloads for the remaining staff. It can also impact the remaining staff’s desire to stay in their roles. Being understaffed can also impact clients and communities

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7 Ibid.

8 Ibid.

9 Lufkin, B. (2021). “What we’re getting wrong about the ‘Great Resignation.’” BBC. Retrieved from: <https://www.bbc.com/worklife/article/20211028-what-were-getting-wrong-about-the-great-resignation>

10 Mercer, (2021). Inside Employees Minds Report 2021. Retrieved from: <https://www.mercer.us/content/dam/mercer/attachments/private/us-2021-inside-employees-minds-report.pdf>.

11 Ibid.

served and contribute to longer wait times for service and access to assistance. “Turnover increases time and resources put towards training new staff, decreasing organizational ability to effectively serve victims.”<sup>12</sup>

In addition, clients having to familiarize new staff with their cases can be retraumatizing for the survivors.

**Having to familiarize new staff with their case can be retraumatizing for survivors.**

## How To Retain Employees

Amidst the Great Resignation, it’s increasingly important for programs to consider best practices for retaining staff before a staffing shortage occurs. According to Nonprofit HR’s 2021 Talent Retention Survey, disengaged staff cost employers roughly 18% of the disengaged employee’s salary due to low productivity.<sup>13</sup> When organizations foster engaging work environments and invest in staff well-being, they are more likely to retain quality staff.<sup>14</sup> We offer a few strategies based on recommendations from Nonprofit HR, Forbes Nonprofit Council,<sup>15</sup> and Mercer’s “Inside Employee’s Minds Report”<sup>16</sup> below:

- » **INVEST IN STAFF:** Program staff is necessary to the organization’s work and mission. As such, programs should pay staff their worth and avoid waiting for seasonal raises or negotiating salaries to cut costs. This may seem counterintuitive to your budget, but doing so can save more money in the long run, given that it is increasingly difficult for nonprofits to stay competitive with other private and nonprofit sector positions during the Great Resignation. Thus, it is best to consider the living wage and offer cost of living adjustments annually as your budget allows. Investing in staff can also include matching retirement contributions, offering seasonal bonuses after a certain period of employment, and hiring and *retaining* quality staff by paying what they are worth.
- » **PRIORITIZE COLLECTIVE CARE:** Too often, organizations place the onus of maintaining work-life balance on program staff through organizational messaging to

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12 Wood, L., Wachter, K., Wang, A., Kammer-Kerwick, M., Busch-Armendariz, N. (2017). VOICE: Victim Services Occupation, Information, and Compensation Experiences Survey. <https://sites.utexas.edu/idvsa/files/2019/03/VOICE-Technical-Report.pdf>

13 Nonprofit HR (2021). 2021 Nonprofit Talent Retention Survey. Retrieved from: [nonprofithr.com/2021talentretentionsurvey](https://nonprofithr.com/2021talentretentionsurvey).

14 Ibid.

15 Forbes Nonprofit Council Members, (2022). “12 Strategies to Reduce Employee and Volunteer Turnover at Your Nonprofit.” Forbes. Retrieved from: <https://www.forbes.com/sites/forbesnonprofitcouncil/2022/01/25/12-strategies-to-reduce-employee-and-volunteer-turn-over-at-your-nonprofit/?sh=3762a7556870>

16 Mercer, (2021). Inside Employees Minds Report 2021. Retrieved from: <https://www.mercer.us/content/dam/mercer/attachments/private/us-2021-inside-employees-minds-report.pdf>.

practice self-care. However, the reality is that self-care is not enough for maintaining employee wellness. Employee wellness requires collective care.<sup>17</sup> Employers can support a healthy work-life balance by honoring realistic work hours, modeling healthy work-life balance in leadership roles, offering wellness stipends as part of organizational benefits, hosting wellness opportunities during work hours, offering flex time, and adopting a shorter workweek, such as shifting to a 32-hour workweek. These organizational changes and initiatives have been shown to reduce burnout while maintaining productivity.<sup>18</sup>

*As of last week, I left this organization, the work I love, and my amazing team because as a Black woman, I refuse to work where my life and movement for racial equality and justice are not valued.*

- BIPOC ADVOCATE<sup>21</sup>

» **CONSIDER IMPACTS ON BIPOC STAFF:**

Black, Indigenous, and people of color (BIPOC) staff have significantly different work experiences than non-BIPOC staff. The experiences are typically race-related and impact BIPOC staff job satisfaction. According to a recent report about BIPOC advocates' experiences in the field, almost half of BIPOC advocates (43%) reported experiencing racial microaggressions in the workplace.<sup>19</sup> This experience aligns with previous reports that race was a predictor of experiencing microaggressions, turnover, and burnout.<sup>20</sup>

Therefore, employers need to prioritize BIPOC staff's psychological and physical safety by training managers and non-BIPOC staff on how to best support BIPOC employees while identifying and eliminating organizational factors that perpetuate racial inequity.

- » **PAY ATTENTION TO ORGANIZATIONAL CULTURE:** How employees interact with one another can unveil an organization's work culture. For example, high turnover indicates that the organization needs to address issues. Agencies should have clear grievance policies when problems arise and proactively create an environment where staff can and want to participate. Agencies can create opportunities for staff to build workplace communities during lunchtime, company gatherings, movie screenings, or coffee chats.

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17 Barton, M. A., Khan, B., Maitlis, S., & Sutcliffe, K.M. (2022). "Stop Framing Wellness Programs Around Self-Care" Harvard Business Review. Retrieved from: <https://hbr.org/2022/04/stop-framing-wellness-programs-around-self-care>

18 Ibid.

19 Moreno, J., & Jenkins, E. (2021). TCFV, Racial Microaggressions in the Workplace: A summary report of BIPOC Advocate Experiences in the Field.

20 Ibid.

21 Ibid.

# Methodology

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TCFV engaged HumCap, LLC, to conduct the 2022 biennial *Building Longevity in Our Movement* survey. In 2021, TCFV sent an explanatory letter regarding the 2022 compensation survey to 85 executive directors of Texas family violence centers and asked each agency to identify an employee to complete the survey. The respondents had approximately six weeks to complete the survey.

The survey covered 14 topic areas related to fiscal years 2021 and 2022 compensation:

- » Agency Demographics
- » Organization funding
- » Budgets and Personnel Basics
- » Employee turnover
- » Individual Positions
- » Raises
- » Bonuses
- » Salary differentials
- » Insurance Benefits
- » Retirement Benefits
- » Paid Leave Practices
- » Additional methods of compensation
- » Training
- » COVID-19

The 2022 *Building Longevity in Our Movement* survey was designed to ensure salary information could be presented based on the agency compensation budget. The current survey totaled 145 pages and allowed respondents to skip questions irrelevant to their organization's scope. The survey took respondents approximately two hours to complete.

HumCap, LLC used SurveyMonkey to collect the data and Microsoft Excel to analyze the responses. Since survey participants could skip questions, findings are based on the number of programs responding to a specific question. HumCap, LLC completed the analysis, removed duplicated data from the same program, and calculated averages from completed answers. In the case of salary averages, annual rates were used to calculate mean income. The 2020 Report calculated the turnover rate utilizing two methods. The 1st Method used the employer-reported total Full-Time Employee (FTE) count and compared the voluntary and involuntary separation numbers. The 2nd Method compared the employer-reported average number of employees throughout the year to the number of separations. The 2022 Report only utilized the 2nd Method for calculation of turnover rates. Using the HumCap, LLC analysis and the SurveyMonkey data Collective Capacity Consulting, LLC wrote the report and then TCFV staff collaborated with Collective Capacity, LLC for the final report.

### **Overall Response**

A total of 85 programs received the survey, and 48 programs responded. This represents a 56% completion rate for the survey. Most survey respondents (92%) serve as executive officers for their agency.

# Family Violence Agency Demographics

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## **How Programs that Responded to the Survey are Structured**

Texas family violence centers provide services in various programmatic settings and structures, including 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. Many of the respondents (63%) provide family violence services as dual domestic violence and sexual assault agencies, followed by stand-alone family violence organizations (22%) and family violence programs that are part of other equal or smaller agencies under an umbrella (7%). A smaller number of family violence programs are incorporated into larger social service organizations (9%).

## **Where Programs that Responded to the Survey are Located**

Agencies categorized their program service area among three options: urban (50,000 or more people), rural (less than 50,000 people), or urban and rural. Of the respondents, over one-third (41%) reported their location as rural and urban, with the remaining respondents identified as rural (35%) or urban (24%).

Since collecting program location data in 2012, we have seen a slight decrease in programs identifying as rural or urban and a significant increase in programs identifying as both urban and rural. This could be due to the population changes across the state, the changes in how programs identify their communities, or the agencies responding to the survey. It will be interesting to continue to watch this trend in future surveys.

According to the 2020-2021 Texas Almanac, “The population in Texas has become increasingly urban.”<sup>22</sup> International and domestic migration has boosted growth in the Texas Triangle (Dallas, Houston, San Antonio), while oil and gas development has increased growth in the Permian Basin and South Texas.<sup>23</sup> Texas remains to have the largest rural population in the country.

### **Services Requiring Specialized Training or Accreditation**

Of the family violence organizations completing the survey, 89% 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, train employees as outlined in Chapter 51 of the Texas Human Resource Code,<sup>24</sup> and follow a detailed, survivor-centered set of regulations.<sup>25</sup>

In addition to the initial and ongoing employee training required by HHSC FVP, Texas family violence centers 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 Texas childcare facilities.<sup>26</sup> Of the agencies surveyed, 26% provide childcare facilities, up 20% from the 2020 Report. Another example requiring specialized trained employees is providers offering Battering Intervention and Prevention Program

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22 Murdock, S., Cline, M. (2021). “Texas Population: Still Growing and Increasingly Diverse.” Texas Almanac. <https://www.texasalmanac.com/articles/texas-population-still-growing>.

23 Ibid.

24 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>

25 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)

26 Texas Administrative Code 379.716

(BIPP) services; they must follow state-mandated accreditation guidelines for hiring and training employees.<sup>27</sup> Thirty-five percent of agencies surveyed operate a Battering Intervention and Prevention Program.

Employees in family violence centers are expected to offer healing spaces for survivors and their children, support survivors with safety planning, and assist them in navigating complex issues and systems. To offer all these critical programmatic services, family violence organizations must secure sustainable funding to provide the training. Though not explicitly thought of as compensation through direct salary and benefits, training and support for training should be considered a component of any compensation package.

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<sup>27</sup> Texas Department of Criminal Justice Community Justice Assistance Division Battering Intervention and Prevention Program Accreditation Guidelines 2014



# Family Violence Agency Funding

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## Government Grants

Family violence centers have several funding sources, including private sector funding, thrift store revenues, and government grants. Grants utilized for support include the Office on Violence Against Women (OVW) Sexual Assault Services Program (SASP); Sexual Assault Prevention and Crisis (SAPCS - State & Federal), and other Victim Assistance Grants through the Office of Attorney General (OAG), Transitional Housing funds from the Office on Violence Against Women (OVWTH), and funds from the Texas Department of Criminal Justice Community Justice Assistance Division (TDCJ-CJAD).

Many programs continue to rely heavily on government funding, with the two leading funding sources being Texas Health & Human Services Commission Family Violence Program Funding (HHSC FVP) and Criminal Justice Division (CJD): Violence of Crime Act Grant (VOCA).

- » The Violence of Crime Act funding through the Criminal Justice Division at the Office of the Governor (CJD VOCA) comprised 25% of the overall average budget amount, down 2% from the 2020 Report.
- » Health and Human Services Commission Family Violence Program (HHSC FVP) funding comprised 21% of the overall average budget amount, up 2% from the 2020 Report and closer to 2018's Report of 21%.

## Natural Disaster-Related Funding Sources

In February of 2021, communities across Texas experienced an unprecedented failure of natural gas production, power generation, transportation, and water systems during Winter storm Uri, leaving millions of Texans without electricity, heat, and water.<sup>28</sup> Impacted programs in some communities were eligible to receive FEMA funding, with 7% receiving this funding. The table below details the different types of government funding sources.

GOVERNMENT FUNDING SOURCE	MEAN PERCENT OF BUDGET	PERCENT OF PROGRAMS RECEIVING FUNDING
City/County Government	7%	30%
Office of the Governor (OOG): Criminal Justice Division (CJD): Violence of Crime Act Grant (VOCA)	25%	87%
Office of the Governor (OOG): Criminal Justice Division (CJD): Violence Against Women Act (VAWA)	5%	9%
Federal Emergency Management Agency (FEMA)	1%	7%
Health & Human Services Commission (HHSC) Family Violence Program Funding (FVP)	21%	89%
Office of Justice Department (OJP)	1%	2%
Office of the Attorney General (OAG): Other Victim Assistance Grant (OVAG)	3%	70%
Office of the Attorney General (OAG): Sexual Assault Prevention and Crisis Services (SAPCS - Federal)	4%	20%
Office of the Attorney General (OAG): Sexual Assault Prevention and Crisis Services (SAPCS - State)	12%	63%
Office on Violence Against Women (OVW): Sexual Assault Services Program (SASP)	3%	11%

*continued on next page...*

28 Doss-Gollin, J., Farnham, D.J., Lall, U., Modi, V. (2021). "How Unprecedented was the February 2021 Texas cold snap?" Environmental Research Letters, Volume 16, Number 6. DOI: 064056.

GOVERNMENT FUNDING SOURCE	MEAN PERCENT OF BUDGET	PERCENT OF PROGRAMS RECEIVING FUNDING
Office on Violence Against Women (OVW): Transitional Housing (TH)	6%	7%
Office on Violence Against Women (OVW - Other)	5%	9%
Texas Department of Criminal Justice, Criminal Justice Assistance Division: Battering Intervention and Prevention Programs (BIPPs): Services for Abusers	2%	26%
Texas Department of Family and Protective Services (HOPES)	17%	2%
Texas Department of Housing and Community Affairs (TDHCA): Emergency Solutions Grants (ESG)	9%	17%
Texas Health and Human Services Commission (HHSC - Other)	18%	11%
U.S. Department of Housing and Urban Development (HUD)	20%	20%

### Private Funding Sources

Family violence centers also receive much-needed funding from the private sector. Almost all programs (95.7%) utilized private funding sources. These sources account for 10% or less of programs' budgets on average. This continues to be an area of potential growth for program fundraising and development. The table below details the different types of private funding sources.

FUNDING SOURCE	MEAN PERCENT OF BUDGET	PERCENT OF PROGRAMS RECEIVING FUNDING
Earned Revenue	11%	15%
Endowment	5%	11%
Fundraisers	9%	80%

*continued on next page...*

FUNDING SOURCE	MEAN PERCENT OF BUDGET	PERCENT OF PROGRAMS RECEIVING FUNDING
Local United Way	4%	72%
Private Foundations	9%	72%
Private Donors	11%	96%
Program Fees	3%	6%
Insurance Proceeds	6%	4%
Other	18%	30%*

\* Some funding sources may have been included more than once

Programs receiving awards from private foundations saw an increase in the award levels. While there was an 8% decrease in programs that received private foundation funds, those that did receive these funds saw a 3% increase in their overall budgets covered by this source.

Fundraising sources decreased by 10% since 2020 yet comprise the same percentage of programs' overall budget. Fortunately, program budgets do not appear to have been impacted. Eighty percent of programs fundraised in 2021 comprises 9% of their overall budget.

Programs also received funding from earned revenues, insurance proceeds, and other miscellaneous items such as oil and gas royalties.

### Thrift Store Revenue

*Building Longevity in Our Movement* began tracking thrift store revenues in 2016. Since the 2020 Report, the number of programs receiving funds from these revenues has grown by 21%. In 2022, programs brought in 25% of their agency's overall budget using thrift store revenue. Thrift stores continue to be a viable funding source and are the second-highest source after government grants.

PERCENT OF PROGRAMS OPERATING A THRIFT STORE	MEAN PERCENT OF BUDGET
48%	25%

## Pandemic-Related Funding Sources

In 2021, many programs had access to emergency funding sources to help offset the impacts of the COVID-19 global pandemic. Almost half (46%) of programs received at least one form of pandemic-related funding, comprising an average of 4% of their budgets. The table below details the different types of pandemic-related funding sources.

FUNDING SOURCE	MEAN PERCENT OF BUDGET	PERCENT OF PROGRAMS RECEIVING FUNDING
COVID Cares	2%	2%
COVID-19 Economic Injury Disaster Loan	2%	4%
HHSC Cares	2%	37%
HHSC American Rescue Plans	3%	46%
Paycheck Protection Program Loan Round 1	5%	32%
Paycheck Protection Program Loan Round 2	8%	11%

# Budgets and Personnel Basics

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## Budget Ranges for Programs Responding to the Survey

Family violence organizations were asked to identify a range for their total agency budget and then asked for specific compensation budgets for 2021 and 2022. Responses to the query about the size of total organizational budgets are represented in the table below. Half of the family violence agencies operate with an overall total budget of \$1,499,000 or less (50%).

TOTAL BUDGET RANGE	PERCENT OF ORGANIZATIONS
\$0 to \$99,999	0%
\$100,000 to \$499,000	11%
\$500,000 to \$749,900	11%
\$750,000 to \$999,999	6%
\$1,000,000 to \$1,499,999	22%
\$1,500,000 to \$4,999,999	37%
\$5,000,000 to \$7,499,999	4%
Greater than \$7,500,000	9%

- » The percentage of agencies with a budget of \$1,500,000 to \$4,999,999 has increased 13% since the 2020 Report.
- » No agencies reported having a budget of less than \$99,999, which is a decrease of 5% compared to the 2020 Report.
- » The average overall operating budget has decreased 5% from 2021 (\$2,741,852) to 2022 (\$2,610,691).

## Compensation Budgets

The *Building Longevity in Our Movement* survey queried family violence centers on their specific compensation budgets for fiscal years 2021 and 2022. Below are average compensation budgets shown with eight tiers of agency total budget according to total revenue.

A review of the budgets shows that agencies with total budgets ranging from \$1,500,000 to \$4,999,999 were the only ones to experience a compensation budget decrease (6%). In comparison, all other budget ranges experienced a compensation increase ranging from approximately 2% to 19%.

TOTAL BUDGET RANGE	2021 COMPENSATION BUDGET AVERAGE	2022 COMPENSATION BUDGET AVERAGE*	PERCENT CHANGE
\$0 to \$99,999	-	-	-
\$100,000 to \$499,000	\$249,260	\$260,510	+5%
\$500,000 to \$749,900	\$498,062	\$508,768	+2%
\$750,000 to \$999,999	\$633,632	\$649,909	+3%
\$1,000,000 to \$1,499,999	\$918,447	\$1,030,029	+12%
\$1,500,000 to \$4,999,999	\$2,004,846	\$1,886,119	-6%
\$5,000,000 to \$7,499,999	\$4,270,752	\$4,425,511	+4%
Greater than \$7,500,000	\$7,036,817	\$8,364,077	+19%
Overall Employee Compensation Budget	\$1,889,213	\$1,858,166	-2%

\*Two budgets were removed from the 2022 Compensation Budget Average due to survey entry errors

Despite the decrease in average compensation budget, the 2022 Report median compensation budget is \$1,149,919 compared to \$1,051,471 in 2020 Report. Conversely, the highest reported compensation budget in the 2020 Report was \$17,178,034 compared to \$10,441,600 in the 2022 Report.

COMPENSATION BUDGET						
MEASURE	2017	2018	2019	2020	2021	2022
Range	\$101,521 - \$7,296,220	\$111,956 - \$7,144,011	\$91,996 - \$15,488,465	\$150,000 - \$17,178,034	\$175,000 - \$8,572,485	\$185,000 - \$10,441,600
Median	\$836,627	\$842,645	\$1,058,795	\$1,051,471	\$1,217,898	\$1,149,919
Mean	\$1,404,920	\$1,421,531	\$3,009,732	\$3,139,309	\$1,889,212	\$1,858,166

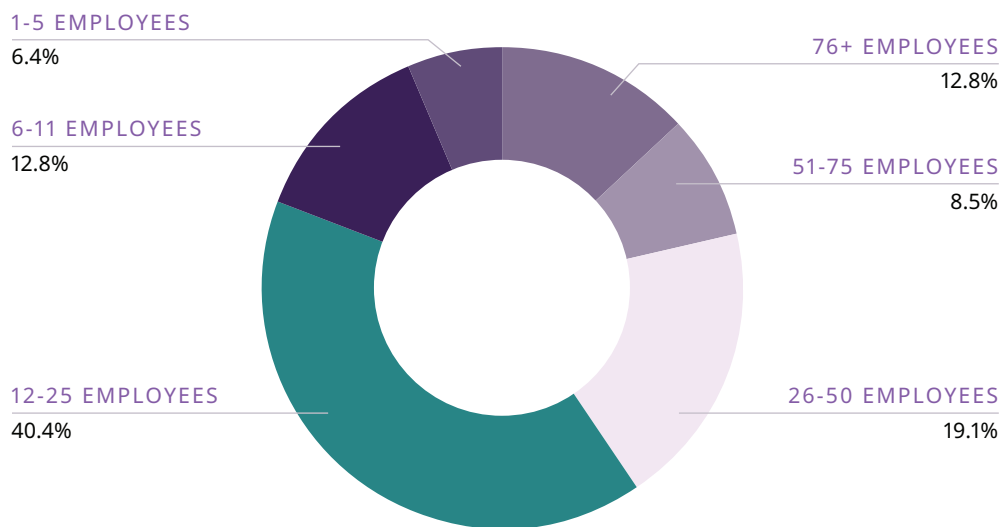
# Personnel

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Family violence centers were asked about employment, including the number of full-time employees, part-time employees, contract workers, on-call employees, position types, and employee separations.

## Number of Employees

The number of employees for each organization is shown below, with most organizations (40%) reporting that they employ 12-25 individuals, followed by 19% reporting they employ 26-50 employees. A complete breakdown of employment classifications shows the reliance on full-time employees.





TYPE OF EMPLOYEES	MEAN	MEDIAN	MINIMUM	MAXIMUM
Full-time	36	23	2	153
Part-time	10	6	0	74
Contract	1	0	0	12
On-call	2	0	0	25
Total 2022 Employees	43	27	2	227

### Turnover Rates

Turnover was calculated by comparing the employer-reported average number of all employees throughout the year to the number of separations.

AVERAGE VOLUNTARY SEPARATION	AVERAGE INVOLUNTARY SEPARATION	TURNOVER RATE
30%	5%	35%

- » Voluntary turnover increased to 30% from the 2020 Report (22%) while involuntary turnover decreased to 5% from 2020 (6%).
- » The overall turnover rate increased to 35% since the previous report (28%).

### Individual Positions

The most common position family violence centers employ remains an advocate/case manager, with 94% of organizations having at least one advocate/case manager. Among these organizations with an advocate/case manager, there is at least one full-time advocate/case manager. Other common positions include executive director at 90%, shelter support staff at 81%, and counseling professionals at 75%.

A detailed analysis of each position can be found in Appendix A.

### Exempt Positions

The common positions with the highest percentage of exempt employees were director level and up, in addition to prevention managers (89%), human resources staff (80%), information technology staff (75%), and attorney (70%). One hundred percent of the agencies classified deputy, human resources manager/director, and BIPP directors' positions as exempt from overtime.

ROLE	PERCENTAGE OF ORGANIZATIONS THAT EMPLOY	PERCENT EXEMPT	PERCENT FULL-TIME	PERCENT PART-TIME
Advocate/Case Manager	94%	16%*	100%	27%
Attorney	21%**	70%*	90%	10%
BIPP Coordinator	21%	70%	90%	10%
BIPP Director	10%	100%	100%	0%
BIPP Manager	23%**	27%*	64%	36%
Childcare Worker	17%	0%	88%	50%
Children's Advocate	50%**	8%*	96%	4%
Children's Services Director	17%	75%	100%	0%
Clerical Staff	63%	7%	93%	23%
Communications Director	21%	80%	90%	10%
Community Educator	54%	31%	96%	8%
Cook	25%	0%	92%	17%
Counseling Professional	75%**	56%*	86%	22%
Data Entry Staff	40%	21%*	84%	16%
Deputy Director	19%	100%	100%	0%
Development Director	29%	71%*	100%	0%
Executive Director	90%	95%*	95%	2%
Finance Director	63%**	77%*	83%	7%
Finance Staff	40%**	32%*	95%	11%
Hospital/Medical Advocate	21%**	20%*	40%	10%
Hotline Manager	25%**	42%*	92%	8%
Housekeeper/Maintenance	50%**	0%	67%	38%
Housing Coordinator/Advocate	29%**	29%	93%	0%
Human Resources Manager/Director	19%	100%	100%	0%
Human Resources Staff	21%**	80%	80%	10%
Information Technology Staff	8%	75%	100%	0%
Legal Advocate	60%	31%*	97%	7%
Legal Services Director	17%	75%	100%	0%
Outreach Coordinator	44%	38%*	90%	10%
Prevention Coordinator	33%**	31%*	94%	0%
Prevention Director	19%	78%*	100%	0%
Prevention Manager	19%	89%	100%	0%
Shelter Manager/Residential Coordinator	75%	61%	100%	36%
Shelter Support Staff	81%	0%	85%	69%
Thrift Store Manager	40%	21%*	95%	5%
Thrift Store Staff	38%	0%	78%	89%
Volunteer Coordinator	54%	42%*	88%	12%

\* Not every respondent designated Exempt or Non-exempt

\*\* Not every respondent designated as a full-time or part-time employee

## Tenure Rates

The *Building Longevity in Our Movement* report examines the tenure of 38 positions. For the 2022 Report, the positions with the highest rate of average tenure of ten years or more include executive directors (54%), BIPP directors (50%), deputy directors (44%), shelter support managers (40%), and BIPP coordinators (38%).

The following tenure rates are calculated for full-time employees.

ROLE	<1 YEAR	1-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS
Advocate/Case Manager	0%	23%	43%	23%	18%
Attorney	0%	44%	33%	0%	11%
BIPP Coordinator	0%	25%	25%	13%	38%
BIPP Director	0%	25%	25%	0%	50%
BIPP Manager	11%	33%	11%	22%	0%
Childcare Worker	13%	25%	13%	25%	38%
Children's Advocate	4%	21%	25%	21%	8%
Children's Services Director	0%	13%	50%	25%	13%
Clerical Staff	0%	19%	37%	22%	11%
Communications Director	0%	13%	63%	0%	13%
Community Educator	4%	17%	54%	8%	0%
Cook	9%	9%	45%	27%	9%
Counseling Professional	3%	6%	35%	6%	13%
Data Entry Staff	6%	19%	25%	44%	0%
Deputy Director	0%	11%	22%	22%	44%
Development Director	0%	7%	29%	14%	14%
Executive Director	0%	7%	15%	20%	54%
Finance Director	4%	12%	16%	20%	36%
Finance Staff	0%	12%	35%	18%	12%
Hospital/Medical Advocate	20%	20%	40%	0%	0%
Hotline Manager	0%	9%	27%	18%	27%
Housekeeper/Maintenance	15%	10%	25%	25%	15%
Housing Coordinator/Advocate	0%	15%	38%	15%	23%
Human Resources Manager/Director	13%	13%	38%	13%	13%
Human Resources Staff	0%	10%	50%	30%	10%
Information Technology Staff	0%	0%	50%	25%	25%
Legal Advocate	4%	19%	26%	22%	22%
Legal Services Director	0%	13%	13%	25%	38%
Outreach Coordinator	0%	11%	37%	16%	16%

*continued on next page...*

ROLE	<1 YEAR	1-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS
Prevention Coordinator	0%	25%	38%	13%	13%
Prevention Director	0%	13%	13%	0%	25%
Prevention Manager	0%	0%	25%	13%	13%
Shelter Manager/Residential Coordinator	0%	11%	17%	17%	40%
Shelter Support Staff	6%	14%	36%	19%	17%
Thrift Store Manager	0%	17%	56%	0%	22%
Thrift Store Staff	0%	36%	43%	0%	7%
Volunteer Coordinator	4%	17%	42%	13%	17%

# Salaries, Raises, Bonuses, and Differential Pay

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In the following salary section, the *Building Longevity in Our Movement* report categorizes salaries per position in four ways:

- » **RANGES** - from lowest reported salary to highest reported salary
- » **AVERAGE MAXIMUM** - the average of the top half of reported salaries
- » **STARTING AVERAGE SALARY** - the average of the lower half of reported salaries
- » **CURRENT AVERAGE SALARY** - the average of all reported salaries

## Highest Average Salaries

For the 2022 Report, employees in three leadership positions earn the highest average salaries in Texas family violence organizations: executive director, deputy director, and human resources manager/director. Their salaries include:

SALARY MEASURE	EXECUTIVE DIRECTOR	DEPUTY DIRECTOR	HUMAN RESOURCES MANAGER/DIRECTOR
Range	\$31,200 - \$318,240	\$50,000 - \$115,000	\$40,000 - \$122,990
Average Current Salary	\$94,692	\$81,285	\$75,056
Average Maximum Salary	\$104,638	\$92,774	\$89,674

## Salaries for Most Common Positions

Four positions, advocate/case manager, shelter support staff, shelter support manager, and counseling professional, are common, meaning 75% of family violence agencies have at least one of these positions within their agency organizations. The salary ranges, average salaries, and maximum average salaries for these full-time positions are:

SALARY MEASURE	ADVOCATE/CASE MANAGER	SHELTER SUPPORT STAFF	SHELTER SUPPORT MANAGER/ RESIDENTIAL COORDINATOR	COUNSELING PROFESSIONAL
Range	\$24,003 - \$59,717	\$20,800 - \$51,002	\$26,000 - \$88,046	\$34,070 - \$84,014
Average Current Salary	\$34,557	\$30,285	\$44,870	\$46,928
Average Maximum Salary	\$39,842	\$35,922	\$47,958	\$55,913

## Salaries under \$30,000

Five positions remain under \$30,000 for their annual average starting salaries: childcare worker, clerical staff, cook, housekeeper/maintenance, shelter support staff, and thrift store clerk. This has slightly improved since the 2020 Report, when seven positions were under \$30,000. Despite this improvement, it is important to note that care workers are paid the least. Underpaying these positions indicates the undervaluing of such responsibilities. And, given that women of color typically occupy these positions, the low payment is also rooted in misogynistic and racist societal ideals that women of color’s work is not essential.<sup>29,30</sup> Providing equitable wages to care workers will eliminate the structural disparities within the field.

29 Gould, E., Sawo, M., & Banerjee, A. July 16, 2021. Economic Policy Institute. “Care workers are deeply undervalued and underpaid: Estimating fair and equitable wages in the care sectors.” Retrieved from: <https://www.epi.org/blog/care-workers-are-deeply-undervalued-and-underpaid-estimating-fair-and-equitable-wages-in-the-care-sectors/>

30 Kinder, M. May 28, 2020. Brookings. “Essential but undervalued: Millions of health care workers aren’t getting the pay or respect they deserve in the COVID-19 pandemic.” Retrieved from: <https://www.brookings.edu/research/essential-but-undervalued-millions-of-health-care-workers-arent-getting-the-pay-or-respect-they-deserve-in-the-covid-19-pandemic/>

ROLE	2016 AVERAGE STARTING SALARY	2018 AVERAGE STARTING SALARY	2020 AVERAGE STARTING SALARY	2022 AVERAGE STARTING SALARY	CHANGE COMPARED TO 2020
Childcare Worker	\$23,303	\$21,127	\$26,939	\$28,600	+\$1,661
Cook	\$20,188	\$25,546	\$27,443	\$27,997	+\$553
Housekeeper/Maintenance	\$20,619	\$24,197	\$26,174	\$24,573	-\$1,601
Shelter Support Staff	\$20,076	\$20,543	\$27,324	\$28,142	+\$818
Thrift Store Staff	\$25,952	\$13,561	\$20,929	\$23,420	+\$2,491

## Living Wages

The living wage is an alternative measure of basic needs and considers additional contexts such as an area’s cost of living.<sup>31</sup> Based on the Living Wage Calculator data collected in March 2022, the living wage in Texas is \$15.24 an hour for a single adult working full-time with zero children, and \$36.77 an hour

for an adult working full-time with two children. The Texas poverty wage is \$6.19 an hour and \$10.56 an hour for respective family sizes. The Texas minimum wage is \$7.25 an hour.

When reviewing the overall average salaries by position, all full-time salaries are above the minimum and poverty-wage standards. However, two positions have starting salaries below the minimum and poverty-wage: Childcare workers and Cooks.

The average salary for five full-time positions do not meet the living wage in Texas for a single person with zero children: Childcare worker, Cook, Housekeeper/Maintenance, Shelter Support Staff, and Thrift Store Staff. When considering the Texas lowest living wage for a working adult with two children and the current salary average for each position from this survey, only two positions meet Texas living wage standards: Executive Director and Deputy Director.

WAGE TYPE	1 ADULT, 0 CHILDREN	1 ADULT, 2 CHILDREN
Living Wage	\$31,699	\$76,482
Poverty Wage	\$12,875	\$21,965
Minimum Wage	\$15,080	\$15,080

*Wages calculated based on 1 adult working full time, or 2,080 hours in the year*

31 Glasmeier, A. (2022). Massachusetts Institute of Technology, “Living Wage Calculator.” Retrieved from: <https://livingwage.mit.edu>.

## LIVING WAGE BY REGION

Below is a table that provides the average living wages by TCFV Membership region compared to the average advocate salary in the region, the most common position across programs.

REGION	AVERAGE ADVOCATE SALARY IN REGION	LIVING WAGE 1 ADULT, 0 CHILDREN	LIVING WAGE 1 ADULT, 2 CHILDREN
Region 1	\$32,563	\$28,468	\$70,235
Region 2	\$32,880	\$30,196	\$72,088
Region 3	\$32,618	\$28,538	\$68,536
Region 4	\$43,805	\$32,850	\$78,939
Region 5	\$42,493	\$31,039	\$76,638
Region 6	\$37,427	\$31,366	\$74,565
Region 7	\$36,261	\$31,210	\$76,861
Region 8	\$32,339	\$28,930	\$69,649
Region 9	\$32,840	\$31,803	\$76,742

*Average regional salaries were calculated based on the counties reported in the survey. We recognize that some programs serve more than one county and include multiple counties in the regional averages.*

Programs can visit [livingwage.mit.edu](https://livingwage.mit.edu) to find their county's specific living wage when developing organizational compensation budgets. In addition to paying living wages, programs should consider equitable pay across gender and racial demographics.



## Full-Time Data

For the 2022 *Building Longevity in Our Movement* survey, full-time is at least 30 hours per week.

ROLE	RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
Advocate/Case Manager	\$24,003 - \$59,717	\$32,582	\$39,842	\$34,557
Attorney	\$34,008 - \$90,000	\$59,223	\$73,188	\$65,150
BIPP Coordinator	\$30,160 - \$54,995	\$39,858	\$46,533	\$43,638
BIPP Director	\$52,145 - \$90,480	\$64,757	\$78,654	\$70,186
BIPP Facilitator	\$16,994 - \$65,000	\$35,886	\$47,193	\$39,522
Childcare Worker	\$12,480 - \$46,592	\$28,600	\$38,709	\$29,848
Children's Advocate	\$24,960 - \$59,738	\$31,185	\$34,070	\$34,064
Children's Services Director	\$32,240 - \$80,000	\$46,309	\$58,893	\$50,618
Clerical Staff	\$20,800 - \$57,221	\$31,102	\$41,429	\$34,512
Communications Director	\$39,998 - \$100,000	\$83,843	\$66,836	\$58,377
Community Educator	\$27,040 - \$90,000	\$33,402	\$42,897	\$37,870
Cook	\$10,920 - \$39,998	\$27,997	\$34,549	\$31,408
Counseling Professional	\$34,070 - \$84,015	\$42,803	\$55,913	\$46,928
Data Entry Staff	\$20,800 - \$72,134	\$30,037	\$37,785	\$33,928
Deputy Director	\$50,000 - \$115,000	\$67,830	\$92,774	\$81,285
Development Director	\$33,280 - \$120,000	\$57,680	\$72,647	\$66,130
Executive Director	\$31,200 - \$318,240	\$74,549	\$104,638	\$94,692
Finance Director	\$26,660 - \$160,000	\$62,400	\$82,478	\$73,512
Finance Staff	\$24,960 - \$75,001	\$45,136	\$52,141	\$44,383
Hospital/Medical Advocate	\$29,120 - \$45,760	\$33,822	\$38,840	\$34,862
Hotline Manager	\$24,700 - \$84,648	\$38,622	\$50,763	\$42,238
Housekeeper/Maintenance	\$20,800 - \$49,999	\$24,573	\$30,368	\$27,163
Housing Coordinator/Advocate	\$24,960 - \$62,192	\$34,024	\$41,619	\$38,166
Human Resources Manager/Director	\$40,000 - \$122,990	\$63,391	\$89,674	\$75,056
Human Resources Staff	\$26,660 - \$90,000	\$42,770	\$53,423	\$48,327
Information Technology Staff	\$40,000 - \$90,000	\$48,249	\$65,247	\$55,761
Legal Advocate	\$25,787 - \$60,000	\$34,105	\$41,741	\$37,859
Legal Services Director	\$35,360 - \$98,000	\$54,467	\$65,930	\$60,110
Outreach Coordinator	\$27,040 - \$64,418	\$36,447	\$44,758	\$39,471
Prevention Coordinator	\$26,660 - \$60,000	\$37,892	\$77,431	\$64,514
Prevention Director	\$34,986 - \$90,480	\$54,799	\$63,292	\$54,048
Prevention Manager	\$35,360 - \$90,480	\$50,406	\$61,345	\$54,648
Program Director	\$26,660 - \$150,000	\$49,045	\$68,139	\$58,037

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ROLE	RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
Shelter Manager/Residential Coordinator	\$26,000 - \$88,046	\$39,557	\$47,958	\$44,870
Shelter Support Staff	\$20,800 - \$51,002	\$28,142	\$35,922	\$30,285
Thrift Store Manager	\$22,318 - \$80,787	\$31,678	\$39,208	\$35,709
Thrift Store Staff	\$16,640 - \$52,000	\$23,421	\$32,094	\$27,768
Volunteer Coordinator	\$26,660 - \$80,787	\$37,567	\$45,375	\$41,391

## Part-Time Data

Texas and federal laws leave it up to an employer to define what constitutes full-time and part-time status within a company and determine the schedule of hours.<sup>32</sup>

For the 2022 *Building Longevity in Our Movement* survey, we defined part-time as 30 hours per week or less than the standard time requirements for most of the positions in the organization.

ROLE	RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
Advocate/Case Manager	\$10,400 - \$26,520	\$13,822	\$17,961	\$16,328
Attorney		<i>no information provided</i>		
BIPP Coordinator		<i>no information provided</i>		
BIPP Director		<i>no information provided</i>		
BIPP Facilitator	\$15,600 - \$19,500	\$20,641	\$27,227	\$25,288
Childcare Worker	\$12,480 - \$18,720	\$14,300	\$16,162	\$14,695
Children's Advocate		<i>no information provided</i>		
Children's Services Director		<i>no information provided</i>		
Clerical Staff	\$9,880 - \$22,880	\$7,753	\$9,646	\$9,100
Communications Director		<i>no information provided</i>		
Community Educator	\$12,480 - \$27,500	\$14,992	\$22,070	\$22,070
Cook	\$10,920 - \$20,582	\$12,324	\$18,096	\$14,300
Counseling Professional (89.7% licensed)	\$20,800 - \$36,067	\$16,628	\$20,483	\$16,866

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32 Texas Workforce Commission. April 23, 2020. Retrieved from: [https://www.twc.texas.gov/news/efte/part\\_time\\_full\\_time.html](https://www.twc.texas.gov/news/efte/part_time_full_time.html)

ROLE	RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
Data Entry Staff	\$12,480 - \$19,500	\$9,360	\$10,712	\$9,951
Deputy Director		<i>no information provided</i>		
Development Director		<i>no information provided</i>		
Executive Director		<i>no information provided</i>		
Finance Director	\$22,880 - \$62,244	\$37,440	\$45,682	\$44,642
Finance Staff	\$18,720 - \$40,394	\$22,412	\$31,637	\$25,782
Hospital/Medical Advocate		<i>no information provided</i>		
Hotline Manager		<i>no information provided</i>		
Housekeeper/Maintenance	\$11,440 - \$25,000	\$10,613	\$13,196	\$11,776
Housing Coordinator/Advocate		<i>no information provided</i>		
Human Resources Manager/Director		<i>no information provided</i>		
Human Resources Staff		<i>no information provided</i>		
Information Technology Staff		<i>no information provided</i>		
Legal Advocate	\$14,560 - \$26,541	\$15,782	\$21,590	\$18,824
Legal Services Director		<i>no information provided</i>		
Outreach Coordinator	\$7,540 - \$22,880	\$13,261	\$17,680	\$16,120
Prevention Coordinator		<i>no information provided</i>		
Prevention Director		<i>no information provided</i>		
Prevention Manager		<i>no information provided</i>		
Program Director		<i>no information provided</i>		
Shelter Manager/Residential Coordinator		<i>no information provided</i>		
Shelter Support Staff	\$7,800 - \$25,501	\$13,177	\$16,619	\$13,957
Thrift Store Manager		<i>no information provided</i>		
Thrift Store Staff	\$7,800 - \$26,000	\$9,079	\$13,250	\$11,118
Volunteer Coordinator		<i>no information provided</i>		

## Raises

The 2022 *Building Longevity in Our Movement* survey offered six options for determining raises: budgetary, performance, merit, cost of living, longevity, and others. Most family violence agencies (96%) reported providing employee raises at least once since the 2020 Report.

When reporting the average raise, some organizations reported the average raise was a 4% increase, a .25% increase over the average raise from the 2020 Report.

The agencies reported the following factors when determining raises: budgetary (67%),

performance (56%), merit (48%), cost of living (46%), longevity (20%), and “other” (2%) reasons as well. When comparing the results from the 2022 to 2020 Reports, there has been a 14% decrease in agencies providing raises based on budgetary from 81% (2020 Report) to 67% (2022 Report).

## **Bonuses**

Bonuses are payments to employees over and above their standard salary or compensation package. They are usually given at a certain time of the year, commentate on an anniversary, or recognize exceptional performance. Half of the agencies, 50%, offer bonuses, a 23% increase from the 2020 Report (27%). There are four types of bonuses that agencies may offer: performance (22%), holiday (35%), pandemic (4%), and/or other (11%). Forty-five percent of organizations last gave bonuses in 2021, while 9% reported providing their last bonus in 2020. The average bonus is \$710.

## **Differential Pay**

Fifty percent of organizations reported offering differential pay, which is a 6% increase since the 2020 Report (44%). Additionally, organizations only identified three types of differential pay offered: night/weekend shift (24%), bi-lingual (13%), and licensed staff (2%), compared to five categories identified in the previous report (2020 - night/weekend shift, bilingual, education & license attainment, shelter staff, and on-call/holidays). As previously mentioned, a key step in retaining employees is investing in staff. So, when trying to move toward more equitable payment practices, factor in additional responsibilities that staff may be doing and compensate them accordingly for the value they add to the program.

# Family Violence Agency Benefits

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## Insurance Benefits

Most family violence centers (96%) offer some form of group insurance benefits, specifically medical, dental, vision, long-term and short-term disability. The data shows that only 94% of the responding agencies offer medical insurance; of those agencies, only 40% of them pay 100% of the medical premium for their employees.

## Retirement Benefits

The survey asked family violence agencies to indicate the type of retirement benefits they offer and specify if the benefits are employer-paid, voluntary employee-paid, or a combination of the two. A majority, 60%, provide retirement benefits.

Of the 60% of organizations that offer retirement:

- » 39% offer the 403(b) plans; 33% of this group contributes to employee plans.
- » 11% offer a 401(k) plan; 20% of this group contributes to employee plans.
- » 15% offer an IRA; 29% of this group contributes to employee plans.

It's worth noting that among organizations that provide retirement benefits, the percentage of offerings provided for 403(b) and 401(k) has decreased by approximately 33% since the 2020 Report when 50% offered 403(b) and 20% offered 401(k). However, this significant shift in retirement benefits may be due to different programs responding to the 2020 and 2022 surveys.

## Paid Leave

The 2022 survey asked family violence centers to indicate the types of paid leave offered to eligible employees in terms of full or part-time and exempt and nonexempt employees. The survey defined the terms as follows:

- » **PAID TIME OFF (PTO):** combines vacation, sick time, and personal time into a single bank of days for employees to take paid time off from work and does not require an employee to specify the reason for PTO.
- » **FLOATING HOLIDAYS:** additional time off, like vacation time, to be used at employee discretion, but does not usually carry over into the next fiscal year.
- » **PERSONAL TIME:** also known as comp time, is an arrangement that allows an employee (usually exempt), who works more than forty hours per week on special projects/weekends, to accrue personal time off.
- » **FLEXTIME:** an arrangement that allows an employee to alter their workday's start and end times around the regular schedule. Flexitime does not reduce the total number of hours worked each week. Flexitime is intended to create flexible conditions that help employees integrate their work and personal lives more effectively and better manage commuting, caregiving, continuing education, and community service issues.

Family violence agencies differentiate how they classify some forms of leave and provide additional leave.

- » 33% give maternity leave, which is a decrease of 7% since the 2020 Report (40%); of those agencies, they provide 45 days off, on average.
- » 29% give paternity leave, an increase of 6% since the 2020 Report (23%); of those agencies, they provide 43 days off, on average.
- » 78% give bereavement leave, which is down by 14% since the 2020 Report (92%). The average leave provided is 3 days.
- » 11% allow days for a sabbatical; of those agencies, the average number of days for such leave is 25.

Family violence centers offer first-year employees 28 days of paid leave, with the average paid time off at eight days, sick leave at five days, an average vacation at five days, and an average holiday at ten. Some agencies offer vacation, sick, and personal time under the category of paid time off.

Comparing first-year employees with more tenured employees, family violence agencies offer more paid leave to tenured staff. On average, agencies increased paid leave to 38 days for employees in their fifth year of employment. On average, tenured employees have paid time off of 13 days, sick leave at six days, an average vacation at eight days, and an average holiday at ten. Again, some family violence agencies do not differentiate between sick and vacation time and list them as paid time off.

Eighty percent of family violence centers, down 16% from the 2020 Report (96%), allow employees to roll days over into the subsequent year.

TYPE OF TIME OFF	FULL-TIME EXEMPT	PART-TIME EXEMPT	FULL-TIME NON-EXEMPT	PART-TIME NON-EXEMPT
Holidays	89%	26%	74%	35%
Vacation Time	51%	16%	40%	20%
Sick Time	47%	13%	38%	13%
Paid Time Off	53%	20%	51%	24%
Floating Holidays	33%	16%	27%	13%
Personal Time	38%	9%	29%	9%
Flextime	42%	11%	20%	11%
Maternity Leave	33%	9%	29%	13%
Paternity Leave	29%	9%	24%	11%
Bereavement Leave	78%	31%	62%	31%
Sabbatical Leave	11%	0%	11%	0%

*Survey allowed agencies to report vacation, sick time, and personal time off, both under Paid Time Off (PTO) and separately. The future survey will restrict double reporting.*

Family violence centers offer a variety of paid holidays to their employees:

- » 100% offer New Year’s Day, Memorial Day, Labor Day, and Thanksgiving Day off
- » 87% offer Christmas Eve off

HOLIDAY	PERCENT OFFERING PAID HOLIDAY	HOLIDAY	PERCENT OFFERING PAID HOLIDAY
New Year's Day	100%	Veterans Day	47%
Martin Luther King Day	64%	Thanksgiving Day	100%
President's Day	47%	Day after Thanksgiving	84%
Good Friday	78%	Christmas Eve Day	87%
Cinco de Mayo	4%	Christmas Day	11%
Memorial Day	100%	Day after Christmas	20%
Independence Day	98%	New Year's Eve Day	7%
Labor Day	100%	Employee's Birthday	2%
Columbus Day	9%	Other and/or Floating Holidays (e.g., Emancipation Day, Indigenous People's Day, Juneteenth, Monday after Easter)	13%

## Professional Development

Family violence organizations provide financial assistance to support professional development for full-time (56%) and part-time (41%) employees. Furthermore, most organizations provide professional development from a third party for full-time (80%) and part-time (65%) employees.

Among organizations providing training and development, they receive their training benefits from the following sources:

TRAINING BENEFITS SOURCE	PERCENT USING THE SOURCE
Broker	36%
Conference Specialized	10%
Internal	16%
Online Resources	13%
Partners	29%



## Additional Methods of Compensation

There are creative ways family violence organizations support their employees by providing additional benefits, 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
- » Cell Phone Reimbursement
- » Free Health Gym Membership
- » Home/Mobile Wi-Fi/Hotspot

INCENTIVE	PERCENT OF ORGANIZATIONS OFFERING INCENTIVE
Ability to Bring an Infant to Work	11%
Car Allowance	2%
Cell Phone Allowance	28%
Fund Professional Development Opportunities	33%
Home/Mobile Wi-Fi/Hotspot	4%
Information about Student Loans	7%
Onsite Childcare for Employees	2%
Transportation Benefit/Reimbursement	26%

# COVID-19

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Data reported in the 2022 *Building Longevity in Our Movement* report were collected during the pandemic. As previously expected by TCFV, there was an inevitable impact of COVID-19 on the family violence agencies. The table below indicates how COVID-19 impacted agencies:

COVID-19 IMPACTS	PERCENT OF ORGANIZATIONS IMPACTED
Caused a Reduction in Offered Services	26%
Caused a Reduction in Staff and/or Volunteers	72%
Fewer Job Applicants	4%
Fewer Requests for Outreach Services	2%
Had to Create More Space Due to Social Distancing Restrictions	24%
Increased Cost	72%
Need to Offer Services Remotely	4%
Survivor/Offender Increased Requests for Services	39%

A few agencies (4%) also provided a pandemic-related bonus to their employees.

## Conclusion

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The 2022 *Building Longevity in Our Movement* points to the continued need to increase wages to provide a living wage, expand incentives, and enhance work culture to improve employee turnover and retention.

Although the findings in this report indicate that overall salaries are increasing compared to previous report years, many salaries are not at a living wage or are just barely there. In addition, the data shows an increase in turnover rate; turnover rate continues to be high, increasing significantly from past years.

This report highlights that, regardless of the circumstances, family violence agencies, along with the employees, volunteers, and community partners, are tenacious and continue to perform amazing work to help vulnerable Texas families. The report's data can inform important organizational decisions about sustaining competitive and living wages for employees.

# Appendix A

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*Salary breakdown by position,  
size of compensation budget,  
and number of staff*

01	Advocate / Case Manager
02	Attorney
03	BIPP Coordinator
04	BIPP Director
05	BIPP Manager
06	Childcare Worker
07	Children's Advocate
08	Children's Services Director
09	Clerical Staff
10	Communications Director
11	Community Educator
12	Cook
13	Counseling Professional
14	Data Entry Staff
15	Deputy Director
16	Development Director
17	Executive Director
18	Finance Director
19	Finance Staff
20	Hospital / Medical Advocate
21	Hotline Manager
22	Housekeeping/Maintenance
23	Housing Coordinator / Advocate
24	Human Resources Manager
25	Human Resources Staff
26	Information Technology Staff
27	Legal Advocate
28	Legal Services Director
29	Outreach Coordinator
30	Prevention Coordinator
31	Prevention Director
32	Prevention Manager
33	Program Director
34	Shelter Manager / Residential Coordinator
35	Shelter Support Staff
36	Thrift Store Manager
37	Thrift Store Staff
38	Volunteer Coordinator

# ADVOCATE / CASE MANAGER

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$24,003 - \$59,717	\$32,582	\$39,842	\$34,557

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	2%
1-2 years	22%
3-5 years	44%
6-9 years	16%
10+ years	16%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	3.3	\$20,540	\$30,391	\$24,583
\$500,000 - \$749,999	3.7	\$31,960	\$31,237	\$31,038
\$750,000 - \$999,999	3.7	\$30,333	\$31,237	\$34,928
\$1,000,000 - \$1,499,999	4.1	\$28,500	\$33,532	\$30,500
\$1,500,000 - \$4,499,999	4.5	\$29,150	\$32,149	\$29,003
\$5,000,000 - \$7,499,999	10	\$31,200	\$37,727	\$33,793
Greater than \$7,500,000	18	\$30,855	\$38,461	\$34,716

\* 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	3	\$24,117	\$29,346	\$25,588
10-19 FT employees	4.2	\$26,090	\$32,061	\$29,532
20-45 FT employees	4.1	\$29,211	\$33,583	\$29,636
46-64 FT employees	5.8	\$30,531	\$38,537	\$35,184
> 65 FT employees	12.2	\$29,331	\$37,326	\$33,829

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

# ATTORNEY

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$34,008 - \$90,000	\$59,223	\$73,118	\$65,150

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	10%
1-2 years	40%
3-5 years	20%
6-9 years	20%
10+ years	10%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$50,000	\$51,500	\$51,500
\$1,500,000 - \$4,499,999	3	\$64,000	\$72,625	\$68,750
\$5,000,000 - \$7,499,999	2.5	\$60,000	\$78,750	\$65,042
Greater than \$7,500,000	1.3	\$53,003	\$68,001	\$60,588

\* 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	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	3	\$61,200	\$68,400	\$65,300
46-64 FT employees	2	\$60,000	\$67,500	\$63,750
> 65 FT employees	1.8	\$54,752	\$73,500	\$62,025

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

# BIPP COORDINATOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$31,160 - \$54,995	\$ 39,858	\$ 46,533	\$ 43,638

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	10%
1-2 years	20%
3-5 years	30%
6-9 years	10%
10+ years	30%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 39,999	\$ 46,602	\$ 40,602
\$1,500,000 - \$4,499,999	1	\$ 37,245	\$ 41,799	\$ 41,148
\$5,000,000 - \$7,499,999	1	\$ 33,000	\$ 48,000	\$ 38,500
Greater than \$7,500,000	0	-	-	-

*\* 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	0	-	-	-
10-19 FT employees	1	\$ 27,498	\$ 33,498	\$ 27,498
20-45 FT employees	1	\$ 39,672	\$ 43,609	\$ 43,130
46-64 FT employees	1	\$ 3,560	\$ 45,760	\$ 45,427
> 65 FT employees	1	\$ 42,500	\$ 51,498	\$ 45,832

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

# BIPP DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$52,145 - \$90,480	\$ 64,757	\$ 78,654	\$ 70,186

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	40%
3-5 years	20%
6-9 years	0%
10+ years	40%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 68,573	\$ 73,396	\$ 71,181
\$5,000,000 - \$7,499,999	1	\$ 65,000	\$ 75,000	\$ 67,500
Greater than \$7,500,000	1	\$ 56,638	\$ 90,480	\$ 73,570

*\* 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	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 85,000	\$ 85,000	\$ 85,000
46-64 FT employees	1	\$ 61,073	\$ 68,896	\$ 63,681
> 65 FT employees	1	\$ 58,319	\$ 85,240	\$ 69,285

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



# BIPP MANAGER

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$16,994 - \$65,000	\$ 35,886	\$ 47,193	\$ 39,522

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	8%
1-2 years	62%
3-5 years	8%
6-9 years	8%
10+ years	15%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 26,000	\$ 26,000	\$ 26,000
\$1,500,000 - \$4,499,999	2.3	\$ 27,747	\$ 35,464	\$ 34,528
\$5,000,000 - \$7,499,999	1.5	\$ 36,005	\$ 44,970	\$ 33,862
Greater than \$7,500,000	3	\$ 30,243	\$ 48,318	\$ 39,291

*\* 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	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	2.3	\$ 28,288	\$ 36,670	\$ 35,818
46-64 FT employees	1	\$ 41,995	\$ 44,491	\$ 44,491
> 65 FT employees	3.4	\$ 31,117	\$ 42,846	\$ 33,259

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

# CHILDCARE WORKER

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$12,480 - \$46,592	\$ 28,600	\$ 38,709	\$ 29,848

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	38%
3-5 years	25%
6-9 years	38%
10+ years	0%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1.7	\$ 26,000	\$ 31,200	\$ 26,520
\$5,000,000 - \$7,499,999	2	\$ 14,518	\$ 17,306	\$ 15,267
Greater than \$7,500,000	6	\$ 26,749	\$ 37,586	\$ 33,758

\* 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	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 31,200	\$ 37,440	\$ 31,720
46-64 FT employees	0	-	-	-
> 65 FT employees	3.6	\$ 25,022	\$ 33,696	\$ 29,827

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

# CHILDREN'S ADVOCATE

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$24,960 - \$59,738	\$ 31,185	\$ 34,070	\$ 34,064

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	4%
1-2 years	46%
3-5 years	25%
6-9 years	17%
10+ years	8%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 24,960	\$ 52,000	\$ 38,480
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	2	\$ 31,500	\$ 47,500	\$ 36,380
\$1,000,000 - \$1,499,999	1.2	\$ 29,876	\$ 34,266	\$ 32,638
\$1,500,000 - \$4,499,999	1.3	\$ 30,371	\$ 35,941	\$ 32,750
\$5,000,000 - \$7,499,999	2	\$ 36,000	\$ 48,000	\$ 42,000
Greater than \$7,500,000	2	\$ 37,906	\$ 49,869	\$ 42,887

\* 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	\$ 23,400	\$ 52,000	\$ 28,480
10-19 FT employees	1.8	\$ 25,525	\$ 35,875	\$ 27,910
20-45 FT employees	1.3	\$ 29,956	\$ 35,334	\$ 31,549
46-64 FT employees	1	\$ 32,812	\$ 40,466	\$ 35,933
> 65 FT employees	1.8	\$ 35,040	\$ 41,310	\$ 38,441

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

# CHILDREN'S SERVICES DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$32,240 - \$80,000	\$ 46,309	\$ 58,893	\$ 50,618

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	13%
3-5 years	50%
6-9 years	25%
10+ years	13%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 40,686	\$ 50,381	\$ 43,168
\$5,000,000 - \$7,499,999	1	\$ 60,000	\$ 80,000	\$ 66,000
Greater than \$7,500,000	1	\$ 49,244	\$ 63,206	\$ 55,425

\* 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	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 42,461	\$ 54,348	\$ 45,535
46-64 FT employees	0	-	-	-
> 65 FT employees	1	\$ 48,618	\$ 61,620	\$ 53,668

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

# CLERICAL STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$20,800 - \$57,221	\$ 31,102	\$ 41,429	\$ 34,512

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	7%
1-2 years	27%
3-5 years	33%
6-9 years	20%
10+ years	13%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 34,237	\$ 42,557	\$ 37,357
\$500,000 - \$749,999	1	\$ 17,430	\$ 22,880	\$ 21,840
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1.1	\$ 26,790	\$ 34,611	\$ 31,013
\$1,500,000 - \$4,499,999	2.2	\$ 27,290	\$ 34,570	\$ 31,616
\$5,000,000 - \$7,499,999	3.7	\$ 28,330	\$ 39,790	\$ 34,778
Greater than \$7,500,000	4.3	\$ 29,099	\$ 42,557	\$ 34,902

*\* 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	\$ 15,350	\$ 26,000	\$ 20,801
10-19 FT employees	1.6	\$ 23,691	\$ 30,846	\$ 27,643
20-45 FT employees	1.9	\$ 28,018	\$ 35,464	\$ 31,970
46-64 FT employees	2.8	\$ 32,427	\$ 37,523	\$ 36,130
> 65 FT employees	4.6	\$ 27,872	\$ 40,373	\$ 33,571

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

# COMMUNICATIONS DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$39,998 - \$100,000	\$ 83,834	\$ 66,836	\$ 58,377

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	40%
3-5 years	50%
6-9 years	0%
10+ years	10%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 23,400	\$ 23,400	\$ 23,400
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 55,000	\$ 55,000	\$ 55,000
\$1,500,000 - \$4,499,999	1	\$ 60,714	\$ 61,213	\$ 60,755
\$5,000,000 - \$7,499,999	1	\$ 54,000	\$ 72,000	\$ 60,000
Greater than \$7,500,000	1.3	\$ 43,964	\$ 67,612	\$ 55,791

*\* 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	\$ 23,400	\$ 23,400	\$ 23,400
10-19 FT employees	10	\$ 55,000	\$ 55,000	\$ 55,000
20-45 FT employees	1	\$ 63,285	\$ 63,285	\$ 63,285
46-64 FT employees	0	-	-	-
> 65 FT employees	1.2	\$ 47,778	\$ 65,966	\$ 56,108

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

# COMMUNITY EDUCATOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$27,040 - \$90,000	\$ 33,402	\$ 42,897	\$ 37,870

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	4%
1-2 years	35%
3-5 years	50%
6-9 years	12%
10+ years	0%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 27,040	\$ 29,120	\$ 31,200
\$500,000 - \$749,999	1	\$ 32,240	\$ 36,400	\$ 36,317
\$750,000 - \$999,999	1.5	\$ 18,314	\$ 25,807	\$ 24,420
\$1,000,000 - \$1,499,999	1.6	\$ 32,697	\$ 40,900	\$ 35,360
\$1,500,000 - \$4,499,999	2.5	\$ 36,528	\$ 40,499	\$ 37,467
\$5,000,000 - \$7,499,999	2	\$ 41,000	\$ 47,000	\$ 43,000
Greater than \$7,500,000	6	\$ 38,866	\$ 73,309	\$ 25,587

*\* 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	\$ 32,240	\$ 35,360	\$ 36,317
10-19 FT employees	1.7	\$ 27,319	\$ 35,210	\$ 31,574
20-45 FT employees	2.2	\$ 34,728	\$ 40,133	\$ 36,139
46-64 FT employees	3	\$ 42,000	\$ 44,000	\$ 43,798
> 65 FT employees	3	\$ 34,119	\$ 52,920	\$ 45,548

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

# COOK

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$10,920 - \$39,998	\$ 27,997	\$ 34,549	\$ 31,408

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	8%
1-2 years	17%
3-5 years	42%
6-9 years	25%
10+ years	8%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	2	\$ 23,920	\$ 25,438	\$ 25,230
\$1,500,000 - \$4,499,999	1.2	\$ 25,106	\$ 31,762	\$ 28,184
\$5,000,000 - \$7,499,999	3	\$ 29,994	\$ 39,998	\$ 36,338
Greater than \$7,500,000	2	\$ 22,152	\$ 33,738	\$ 30,347

\* 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	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1.2	\$ 27,227	\$ 34,694	\$ 30,950
46-64 FT employees	1	\$ 27,747	\$ 34,902	\$ 31,328
> 65 FT employees	2.2	\$ 23,234	\$ 34,986	\$ 31,533

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



# COUNSELING PROFESSIONAL

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$34,070 - \$84,015	\$ 42,803	\$ 55,913	\$ 46,928

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	3%
1-2 years	50%
3-5 years	36%
6-9 years	6%
10+ years	6%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 64,133	\$ 71,067	\$ 64,133
\$500,000 - \$749,999	2	\$ 61,300	\$ 66,300	\$ 62,300
\$750,000 - \$999,999	1.8	\$ 33,500	\$ 36,949	\$ 36,160
\$1,000,000 - \$1,499,999	1.6	\$ 41,528	\$ 50,334	\$ 44,475
\$1,500,000 - \$4,499,999	3.3	\$ 45,391	\$ 54,327	\$ 48,549
\$5,000,000 - \$7,499,999	11	\$ 41,000	\$ 62,500	\$ 49,188
Greater than \$7,500,000	6.1	\$ 34,417	\$ 53,477	\$ 42,967

*\* 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	\$ 58,333	\$ 68,600	\$ 61,000
10-19 FT employees	1.7	\$ 44,080	\$ 49,680	\$ 46,608
20-45 FT employees	2.6	\$ 42,817	\$ 52,249	\$ 45,713
46-64 FT employees	6.3	\$ 44,533	\$ 59,000	\$ 51,072
> 65 FT employees	8.6	\$ 36,465	\$ 50,848	\$ 42,996

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

## DATA ENTRY STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$20,800 - \$72,134	\$ 30,037	\$ 37,785	\$ 33,928

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	5%
1-2 years	37%
3-5 years	21%
6-9 years	37%
10+ years	0%

### Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 21,840	\$ 23,795	\$ 23,795
\$500,000 - \$749,999	1	\$ 31,200	\$ 35,360	\$ 34,507
\$750,000 - \$999,999	1	\$ 27,997	\$ 50,003	\$ 32,011
\$1,000,000 - \$1,499,999	1	\$ 29,994	\$ 33,280	\$ 33,280
\$1,500,000 - \$4,499,999	1.3	\$ 29,994	\$ 35,256	\$ 33,259
\$5,000,000 - \$7,499,999	1	\$ 36,005	\$ 45,011	\$ 39,998
Greater than \$7,500,000	1	\$ 45,157	\$ 72,134	\$ 58,656

*\* 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	\$ 26,520	\$ 29,578	\$ 29,161
10-19 FT employees	10	\$ 27,914	\$ 33,634	\$ 31,054
20-45 FT employees	1.4	\$ 28,725	\$ 39,728	\$ 30,722
46-64 FT employees	1	\$ 39,728	\$ 46,842	\$ 46,654
> 65 FT employees	1.3	\$ 34,674	\$ 48,402	\$ 41,205

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

# DEPUTY DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$50,000 - \$115,000	\$ 67,830	\$ 92,774	\$ 81,285

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	11%
3-5 years	22%
6-9 years	22%
10+ years	44%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	1	\$ 60,320	\$ 68,640	\$ 66,269
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 63,207	\$ 87,016	\$ 75,870
\$5,000,000 - \$7,499,999	0	-	-	-
Greater than \$7,500,000	5	\$ 85,456	\$ 122,115	\$ 105,041

*\* 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	\$ 60,320	\$ 68,640	\$ 66,269
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 60,548	\$ 85,557	\$ 69,040
46-64 FT employees	1	\$ 59,161	\$ 89,936	\$ 89,529
> 65 FT employees	1	\$ 90,000	\$ 115,000	\$ 105,000

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

# DEVELOPMENT DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$33,280 - \$120,000	\$ 57,680	\$ 72,647	\$ 66,130

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	38%
3-5 years	31%
6-9 years	15%
10+ years	15%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 54,585	\$ 61,783	\$ 60,905
\$5,000,000 - \$7,499,999	1	\$ 42,284	\$ 50,750	\$ 45,770
Greater than \$7,500,000	1	\$ 44,500	\$ 110,000	\$ 112,580

*\* 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	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 47,106	\$ 60,967	\$ 53,086
46-64 FT employees	1	\$ 67,500	\$ 77,500	\$ 75,000
> 65 FT employees	1	\$ 59,987	\$ 69,992	\$ 65,000

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

# EXECUTIVE DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$31,200 - \$318,240	\$ 74,549	\$ 104,638	\$ 94,692

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	2%
1-2 years	19%
3-5 years	14%
6-9 years	14%
10+ years	51%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 37,840	\$ 68,917	\$ 54,165
\$500,000 - \$749,999	1	\$ 46,675	\$ 71,310	\$ 70,050
\$750,000 - \$999,999	1	\$ 45,667	\$ 99,167	\$ 73,200
\$1,000,000 - \$1,499,999	1	\$ 63,016	\$ 84,223	\$ 76,259
\$1,500,000 - \$4,499,999	1	\$ 79,537	\$ 102,839	\$ 95,928
\$5,000,000 - \$7,499,999	1	\$ 134,450	\$ 164,450	\$ 151,950
Greater than \$7,500,000	1	\$ 157,501	\$ 224,413	\$ 210,080

*\* 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	\$ 41,029	\$ 73,512	\$ 62,404
10-19 FT employees	1	\$ 58,744	\$ 85,665	\$ 73,005
20-45 FT employees	1	\$ 71,880	\$ 95,726	\$ 86,638
46-64 FT employees	1	\$ 101,646	\$ 113,624	\$ 109,374
> 65 FT employees	1	\$ 94,250	\$ 132,000	\$ 120,000

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

# FINANCE DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$26,660 - \$160,000	\$ 62,400	\$ 82,478	\$ 73,512

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	7%
1-2 years	24%
3-5 years	10%
6-9 years	24%
10+ years	34%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 31,200	\$ 38,480	\$ 38,480
\$500,000 - \$749,999	1	\$ 30,693	\$ 40,213	\$41,760
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 43,148	\$ 58,052	\$46,998
\$1,500,000 - \$4,499,999	1	\$ 66,039	\$ 83,617	\$61,454
\$5,000,000 - \$7,499,999	1	\$ 101,500	\$ 116,500	\$116,500
Greater than \$7,500,000	1	\$ 114,667	\$ 130,000	\$131,132

\* 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	\$ 39,733	\$ 56,837	\$ 50,688
10-19 FT employees	10	\$ 40,021	\$ 50,401	\$ 46,985
20-45 FT employees	1	\$ 55,256	\$ 74,629	\$ 67,332
46-64 FT employees	1	\$ 79,731	\$ 92,614	\$ 89,294
> 65 FT employees	1	\$ 71,665	\$ 105,000	\$ 92,417

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

## FINANCE STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$24,660 - \$75,001	\$ 45,136	\$ 52,141	\$ 44,383

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	5%
1-2 years	54%
3-5 years	38%
6-9 years	23%
10+ years	23%

### Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 24,960	\$ 35,006	\$ 35,006
\$1,000,000 - \$1,499,999	1	\$ 32,406	\$ 41,101	\$ 39,312
\$1,500,000 - \$4,499,999	1.3	\$ 47,154	\$ 57,429	\$ 50,773
\$5,000,000 - \$7,499,999	3	\$ 35,984	\$ 65,998	\$ 39,499
Greater than \$7,500,000	2.7	\$ 38,938	\$ 59,592	\$ 49,920

*\* 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	\$ 18,720	\$ 22,880	\$ 18,720
10-19 FT employees	10	\$ 27,206	\$ 32,219	\$ 32,219
20-45 FT employees	1	\$ 51,064	\$ 60,923	\$ 55,141
46-64 FT employees	1.7	\$ 34,715	\$ 50,253	\$ 42,578
> 65 FT employees	3	\$ 35,984	\$ 65,998	\$ 50,003

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

# HOSPITAL / MEDICAL ADVOCATE

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$29,120 - \$45,760	\$ 33,822	\$ 38,840	\$ 34,862

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	14%
1-2 years	43%
3-5 years	29%
6-9 years	0%
10+ years	14%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 15,600	\$ 19,080	\$ 17,680
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	2.3	\$ 27,222	\$ 32,240	\$ 28,262
\$5,000,000 - \$7,499,999	1	\$ 42,000	\$ 42,000	\$ 42,000
Greater than \$7,500,000	1	\$ 17,680	\$ 26,520	\$ 17,784

\* 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	\$ 15,600	\$ 19,080	\$ 17,680
10-19 FT employees	3	\$ 15,600	\$ 15,600	\$ 15,600
20-45 FT employees	1.5	\$ 31,564	\$ 40,560	\$ 33,644
46-64 FT employees	1	\$ 42,000	\$ 42,000	\$ 42,000
> 65 FT employees	6.5	\$ 23,920	\$ 29,380	\$ 23,972

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



# HOTLINE MANAGER

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$24,700 - \$84,648	\$ 38,622	\$ 50,763	\$ 42,238

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	36%
3-5 years	36%
6-9 years	9%
10+ years	18%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	3	\$ 24,960	\$ 31,200	\$ 24,040
\$500,000 - \$749,999	1	\$ 42,000	\$ 42,000	\$ 42,000
\$750,000 - \$999,999	1	\$ 38,000	\$ 45,000	\$ 45,000
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 32,815	\$ 32,815	\$ 37,815
\$5,000,000 - \$7,499,999	0	-	-	-
Greater than \$7,500,000	1.5	\$ 47,154	\$ 47,154	\$ 49,830

\* 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	3	\$ 17,333	\$ 19,413	\$ 18,027
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 35,600	\$ 49,920	\$ 39,127
46-64 FT employees	1	\$ 33,350	\$ 39,720	\$ 38,470
> 65 FT employees	1.3	\$ 43,663	\$ 57,986	\$ 46,731

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

# HOUSEKEEPING / MAINTENANCE

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$20,8000 - \$49,999	\$ 24,573	\$ 30,368	\$ 27,163

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	4%
1-2 years	35%
3-5 years	26%
6-9 years	22%
10+ years	13%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 10,400	\$ 10,400	\$ 10,400
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 11,034	\$ 15,600	\$ 11,034
\$1,000,000 - \$1,499,999	1.3	\$ 17,545	\$ 21,018	\$ 20,769
\$1,500,000 - \$4,499,999	1.5	\$ 25,875	\$ 31,658	\$ 27,993
\$5,000,000 - \$7,499,999	3	\$ 30,020	\$ 40,120	\$ 33,420
Greater than \$7,500,000	3	\$ 31,746	\$ 44,008	\$ 36,691

\* 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	0	-	-	-
10-19 FT employees	1	\$ 18,512	\$ 21,861	\$ 19,178
20-45 FT employees	1.7	\$ 23,358	\$ 28,995	\$ 26,582
46-64 FT employees	1	\$ 23,462	\$ 27,581	\$ 25,979
> 65 FT employees	3.4	\$ 28,059	\$ 38,376	\$ 31,450

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

# HOUSING COORDINATOR / ADVOCATE

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$24,960 - \$62,192	\$ 34,027	\$ 41,619	\$ 38,166

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	31%
3-5 years	46%
6-9 years	8%
10+ years	15%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	1	\$ 24,960	\$ 39,120	\$ 28,288
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 33,320	\$ 36,667	\$ 35,100
\$1,500,000 - \$4,499,999	1.7	\$ 26,931	\$ 37,981	\$ 35,738
\$5,000,000 - \$7,499,999	2	\$ 36,000	\$ 48,000	\$ 42,000
Greater than \$7,500,000	9	\$ 44,904	\$ 60,709	\$ 57,071

\* 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	0	-	-	-
10-19 FT employees	1	\$ 33,292	\$ 41,213	\$ 35,603
20-45 FT employees	1.7	\$ 26,252	\$ 36,855	\$ 35,251
46-64 FT employees	0	-	-	-
> 65 FT employees	3	\$ 38,732	\$ 51,415	\$ 46,462

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

# HUMAN RESOURCES MANAGER

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$40,000 - \$122,990	\$ 63,391	\$ 89,674	\$ 75,056

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	44%
3-5 years	33%
6-9 years	22%
10+ years	0%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 45,750	\$ 60,000	\$ 55,000
\$5,000,000 - \$7,499,999	1	\$ 90,000	\$ 90,000	\$ 90,000
Greater than \$7,500,000	1	\$ 74,380	\$ 109,347	\$ 91,377

*\* 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	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 44,333	\$ 56,667	\$ 51,667
46-64 FT employees	1	\$ 70,000	\$ 80,000	\$ 77,500
> 65 FT employees	1	\$ 74,380	\$ 109,347	\$ 91,377

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

# HUMAN RESOURCES STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$26,660 - \$90,000	\$ 42,770	\$ 53,423	\$ 48,327

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	10%
3-5 years	50%
6-9 years	20%
10+ years	20%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 26,660	\$ 34,000	\$ 34,000
\$1,500,000 - \$4,499,999	1	\$ 34,520	\$ 41,136	\$ 39,587
\$5,000,000 - \$7,499,999	1	\$ 63,000	\$ 70,000	\$ 64,000
Greater than \$7,500,000	2	\$ 37,634	\$ 57,691	\$ 46,345

*\* 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	0	-	-	-
10-19 FT employees	1	\$ 26,660	\$ 34,000	\$ 34,000
20-45 FT employees	1	\$ 38,333	\$ 45,000	\$ 31,667
46-64 FT employees	1	\$ 66,000	\$ 71,500	\$ 71,428
> 65 FT employees	1	\$ 31,717	\$ 45,766	\$ 37,093

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

# INFORMATION TECHNOLOGY STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$40,000 - \$90,000	\$ 48,249	\$ 65,247	\$ 55,761

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	25%
3-5 years	50%
6-9 years	0%
10+ years	25%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 40,000	\$ 60,000	\$ 48,672
\$1,500,000 - \$4,499,999	1	\$ 49,998	\$ 55,494	\$ 54,686
\$5,000,000 - \$7,499,999	0	-	-	-
Greater than \$7,500,000	2	\$ 45,000	\$ 90,000	\$ 65,000

*\* 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	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 40,000	\$ 60,000	\$ 48,672
46-64 FT employees	1	\$ 45,000	\$ 51,000	\$ 50,550
> 65 FT employees	1.5	\$ 49,998	\$ 74,994	\$ 61,911

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

# LEGAL ADVOCATE

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$25,787 - \$60,000	\$ 34,105	\$ 41,741	\$ 37,859

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	3%
1-2 years	27%
3-5 years	23%
6-9 years	23%
10+ years	23%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 31,200	\$ 37,440	\$ 38,064
\$500,000 - \$749,999	1	\$ 26,920	\$ 30,320	\$ 29,233
\$750,000 - \$999,999	1	\$ 32,000	\$ 50,000	\$ 41,739
\$1,000,000 - \$1,499,999	1.3	\$ 28,355	\$ 35,897	\$ 33,584
\$1,500,000 - \$4,499,999	2.1	\$ 33,525	\$ 41,864	\$ 37,319
\$5,000,000 - \$7,499,999	2	\$ 40,500	\$ 47,750	\$ 45,833
Greater than \$7,500,000	4.3	\$ 28,803	\$ 35,570	\$ 31,288

*\* 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	\$ 38,100	\$ 48,720	\$ 47,532
10-19 FT employees	1.6	\$ 28,355	\$ 35,897	\$ 33,584
20-45 FT employees	1.8	\$ 33,714	\$ 39,869	\$ 35,318
46-64 FT employees	2.7	\$ 40,322	\$ 48,220	\$ 46,121
> 65 FT employees	3	\$ 30,514	\$ 37,390	\$ 33,925

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

# LEGAL SERVICES DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$35,360 - \$98,000	\$ 54,467	\$ 65,930	\$ 60,110

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	25%
3-5 years	13%
6-9 years	25%
10+ years	38%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 41,787	\$ 54,280	\$ 49,813
\$1,500,000 - \$4,499,999	1	\$ 51,189	\$ 57,300	\$ 52,468
\$5,000,000 - \$7,499,999	1	\$ 78,000	\$ 94,000	\$ 87,250
Greater than \$7,500,000	1	\$ 52,000	\$ 62,000	\$ 52,000

*\* 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	\$ 45,000	\$ 60,000	\$ 57,000
10-19 FT employees	1	\$ 54,969	\$ 64,260	\$ 61,009
20-45 FT employees	1	\$ 654,000	\$ 44,460	\$ 37,679
46-64 FT employees	1	\$ 90,000	\$ 90,000	\$ 90,000
> 65 FT employees	1.5	\$ 59,000	\$ 80,000	\$ 68,250

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



# OUTREACH COORDINATOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$27,040 - \$64,418	\$ 36,447	\$ 44,758	\$ 39,471

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	5%
1-2 years	33%
3-5 years	33%
6-9 years	14%
10+ years	14%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 31,893	\$ 37,017	\$ 33,567
\$500,000 - \$749,999	3	\$ 29,120	\$ 31,200	\$ 31,200
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	2.3	\$ 25,873	\$ 32,413	\$ 27,320
\$1,500,000 - \$4,499,999	1.2	\$ 36,726	\$ 43,531	\$ 39,305
\$5,000,000 - \$7,499,999	1	\$ 36,000	\$ 48,000	\$ 45,000
Greater than \$7,500,000	3	\$ 38,038	\$ 51,882	\$ 42,748

*\* 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	\$ 28,860	\$ 33,483	\$ 30,115
10-19 FT employees	3	\$ 21,107	\$ 27,560	\$ 24,893
20-45 FT employees	1.1	\$ 40,805	\$ 46,744	\$ 42,702
46-64 FT employees	1	\$ 35,360	\$ 52,000	\$ 39,998
> 65 FT employees	2.4	\$ 35,847	\$ 47,177	\$ 40,681

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

# PREVENTION COORDINATOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$26,660 - \$60,000	\$ 97,892	\$ 77,432	\$ 64,514

Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	44%
3-5 years	38%
6-9 years	6%
10+ years	13%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 31,844	\$ 34,649	\$ 33,401
\$1,500,000 - \$4,499,999	1	\$ 33,046	\$ 44,582	\$ 41,523
\$5,000,000 - \$7,499,999	1	\$ 42,000	\$ 42,000	\$ 42,000
Greater than \$7,500,000	1	\$ 51,867	\$ 63,093	\$ 56,780

\* 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	0	-	-	-
10-19 FT employees	1.5	\$ 30,830	\$ 33,500	\$ 31,000
20-45 FT employees	1	\$ 36,290	\$ 41,300	\$ 38,999
46-64 FT employees	1	\$ 38,400	\$ 43,813	\$ 41,536
> 65 FT employees	1	\$ 41,439	\$ 54,888	\$ 49,876

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

# PREVENTION DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$34,986 - \$90,480	\$ 54,799	\$ 63,292	\$ 54,040

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	11%
1-2 years	56%
3-5 years	11%
6-9 years	11%
10+ years	11%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 47,500	\$ 51,600	\$ 51,600
\$1,500,000 - \$4,499,999	1	\$ 49,536	\$ 50,836	\$ 50,613
\$5,000,000 - \$7,499,999	1	\$ 80,000	\$ 80,000	\$ 80,000
Greater than \$7,500,000	1	\$ 60,023	\$ 84,870	\$ 68,488

*\* 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	0	-	-	-
10-19 FT employees	1	\$ 55,000	\$ 61,000	\$ 61,000
20-45 FT employees	1	\$ 49,409	\$ 49,409	\$ 49,409
46-64 FT employees	1	\$ 80,000	\$ 80,000	\$ 80,000
> 65 FT employees	1	\$ 56,664	\$ 67,190	\$ 58,816

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

# PREVENTION MANAGER

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$35,360 - \$90,480	\$ 50,406	\$ 61,346	\$ 54,648

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	11%
1-2 years	44%
3-5 years	22%
6-9 years	11%
10+ years	11%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	1	\$ 45,000	\$ 50,000	\$ 45,000
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 47,500	\$ 61,500	\$ 54,254
\$1,500,000 - \$4,499,999	1	\$ 44,254	\$ 51,874	\$ 47,580
\$5,000,000 - \$7,499,999	1	\$ 80,000	\$ 80,000	\$ 80,000
Greater than \$7,500,000	1	\$ 56,638	\$ 90,480	\$ 73,570

*\* 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	0	-	-	-
10-19 FT employees	1	\$ 46,667	\$ 57,667	\$ 51,169
20-45 FT employees	1	\$ 52,108	\$ 61,108	\$ 52,988
46-64 FT employees	1	\$ 58,720	\$ 62,880	\$ 62,506
> 65 FT employees	1	\$ 35,360	\$ 39,520	\$ 39,333

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

# PROGRAM DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$26,660 - \$150,000	\$ 49,045	\$ 68,139	\$ 58,037

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	6%
1-2 years	18%
3-5 years	24%
6-9 years	15%
10+ years	38%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$ 33,100	\$ 94,240	\$ 59,032
\$500,000 - \$749,999	1	\$ 40,880	\$ 55,120	\$ 52,260
\$750,000 - \$999,999	1	\$ 45,189	\$ 62,000	\$ 59,644
\$1,000,000 - \$1,499,999	1.4	\$ 45,135	\$ 55,018	\$ 49,606
\$1,500,000 - \$4,499,999	1.8	\$ 52,129	\$ 67,386	\$ 58,584
\$5,000,000 - \$7,499,999	2.5	\$ 67,500	\$ 93,500	\$ 79,500
Greater than \$7,500,000	7	\$ 55,040	\$ 91,022	\$ 68,198

*\* 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	\$ 38,920	\$ 86,747	\$ 61,501
10-19 FT employees	2.4	\$ 38,446	\$ 54,260	\$ 49,122
20-45 FT employees	1.3	\$ 48,293	\$ 60,286	\$ 53,514
46-64 FT employees	2.5	\$ 61,786	\$ 81,198	\$ 70,813
> 65 FT employees	4.2	\$ 58,351	\$ 84,177	\$ 69,100

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

# SHELTER MANAGER / RESIDENTIAL COORDINATOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$26,000 - \$88,046	\$ 39,557	\$ 47,958	\$ 44,870

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	3%
1-2 years	31%
3-5 years	17%
6-9 years	11%
10+ years	44%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1.3	\$ 29,120	\$ 34,840	\$ 31,720
\$500,000 - \$749,999	1.3	\$ 34,175	\$ 44,033	\$ 42,558
\$750,000 - \$999,999	1	\$ 37,500	\$ 30,284	\$ 50,050
\$1,000,000 - \$1,499,999	1.3	\$ 34,068	\$ 44,107	\$ 38,299
\$1,500,000 - \$4,499,999	1.1	\$ 40,503	\$ 47,207	\$ 43,612
\$5,000,000 - \$7,499,999	1	\$ 60,000	\$ 66,500	\$ 61,500
Greater than \$7,500,000	2.7	\$ 41,720	\$ 58,522	\$ 58,278

*\* 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	1.5	\$ 29,896	\$ 36,272	\$ 33,370
10-19 FT employees	1.3	\$ 33,426	\$ 42,297	\$ 40,544
20-45 FT employees	1.1	\$ 39,587	\$ 45,164	\$ 41,958
46-64 FT employees	1	\$ 51,322	\$ 58,053	\$ 53,555
> 65 FT employees	1.8	\$ 41,233	\$ 55,654	\$ 53,453

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

## SHELTER SUPPORT STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$20,800 - \$51,002	\$ 28,142	\$ 35,922	\$ 30,285

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	13%
1-2 years	28%
3-5 years	33%
6-9 years	13%
10+ years	13%

### Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	2	\$ 33,696	\$ 40,914	\$ 32,760
\$500,000 - \$749,999	4.3	\$ 23,400	\$ 32,469	\$ 27,352
\$750,000 - \$999,999	3.6	\$ 24,960	\$ 27,560	\$ 24,274
\$1,000,000 - \$1,499,999	3.6	\$ 25,230	\$ 30,472	\$ 26,894
\$1,500,000 - \$4,499,999	4.7	\$ 27,144	\$ 33,363	\$ 28,995
\$5,000,000 - \$7,499,999	5.5	\$ 30,597	\$ 33,617	\$ 31,658
Greater than \$7,500,000	11.1	\$ 32,302	\$ 44,075	\$ 39,520

*\* 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	2.7	\$ 22,589	\$ 26,811	\$ 22,984
10-19 FT employees	4.3	\$ 16,578	\$ 20,259	\$ 18,845
20-45 FT employees	4.2	\$ 20,322	\$ 24,398	\$ 22,485
46-64 FT employees	3.4	\$ 22,069	\$ 24,918	\$ 23,837
> 65 FT employees	9.5	\$ 23,816	\$ 32,198	\$ 27,768

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

## THRIFT STORE MANAGER

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$22,318 - \$80,787	\$ 31,678	\$ 39,208	\$ 35,709

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	5%
1-2 years	21%
3-5 years	53%
6-9 years	0%
10+ years	21%

### Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 22,568	\$ 27,373	\$ 25,501
\$1,000,000 - \$1,499,999	1.5	\$ 27,102	\$ 30,430	\$ 28,766
\$1,500,000 - \$4,499,999	2.1	\$ 28,954	\$ 35,651	\$ 33,613
\$5,000,000 - \$7,499,999	1	\$ 43,992	\$ 43,992	\$ 43,992
Greater than \$7,500,000	2	\$ 45,718	\$ 66,394	\$ 55,765

*\* 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	0	-	-	-
10-19 FT employees	1.5	\$ 26,437	\$ 32,074	\$ 29,994
20-45 FT employees	1.4	\$ 28,267	\$ 32,136	\$ 31,200
46-64 FT employees	3	\$ 34,320	\$ 34,085	\$ 36,920
> 65 FT employees	2	\$ 47,718	\$ 66,394	\$ 55,765

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



## THRIFT STORE STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$16,640 - \$52,500	\$ 23,420	\$ 32,094	\$ 27,768

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	42%
3-5 years	47%
6-9 years	5%
10+ years	5%

### Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	3	\$ 10,400	\$ 17,160	\$ 11,440
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	2.1	\$ 16,786	\$ 21,902	\$ 17,805
\$1,500,000 - \$4,499,999	9.9	\$ 14,955	\$ 20,987	\$ 17,493
\$5,000,000 - \$7,499,999	2	\$ 20,800	\$ 21,840	\$ 21,840
Greater than \$7,500,000	12.2	\$ 21,819	\$ 34,070	\$ 28,766

*\* 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	0	-	-	-
10-19 FT employees	2.2	\$ 14,768	\$ 22,589	\$ 18,096
20-45 FT employees	5.4	\$ 18,616	\$ 24,003	\$ 22,360
46-64 FT employees	11.5	\$ 18,366	\$ 23,566	\$ 22,069
> 65 FT employees	12.2	\$ 21,819	\$ 34,070	\$ 28,766

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

# VOLUNTEER COORDINATOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$26,660 - \$80,787	\$ 37,567	\$ 45,375	\$ 41,375

*Salary range is the lowest and highest reported salary. Starting, maximum, and current salaries are averages.*

TENURE	PERCENT OF RESPONDENTS
< 1 year	8%
1-2 years	28%
3-5 years	40%
6-9 years	8%
10+ years	16%

## Average Salaries and Number of Positions in Relation to Annual Compensation Budget

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	6	\$ 31,200	\$ 31,200	\$ 31,200
\$500,000 - \$749,999	1	\$ 27,040	\$ 34,382	\$ 34,382
\$750,000 - \$999,999	1	\$ 23,740	\$ 35,820	\$ 34,260
\$1,000,000 - \$1,499,999	1	\$ 37,182	\$ 44,200	\$ 40,864
\$1,500,000 - \$4,499,999	1	\$ 37,748	\$ 43,907	\$ 40,468
\$5,000,000 - \$7,499,999	1	\$ 40,500	\$ 41,500	\$ 41,500
Greater than \$7,500,000	1	\$ 43,522	\$ 59,596	\$ 50,562

*\* 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	\$ 27,040	\$ 31,200	\$ 31,160
10-19 FT employees	10	\$ 27,738	\$ 33,068	\$ 32,248
20-45 FT employees	1	\$ 37,847	\$ 44,050	\$ 40,533
46-64 FT employees	1	\$ 43,125	\$ 50,361	\$ 45,960
> 65 FT employees	1	\$ 38,147	\$ 50,671	\$ 45,731

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

## About TCFV

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The Texas Council on Family Violence (TCFV) is a statewide family violence advocacy organization dedicated solely to creating safer communities and freedom from family violence. With a statewide reach and direct local impact, TCFV shapes public policy, equips service providers with essential tools, and initiates strategic prevention efforts.

TCFV is one of the largest domestic violence coalitions in the nation. It is strengthened by a membership of more than 1,000 family violence service providers, businesses and business professionals, communities of faith, concerned citizens, and family violence survivors. Since 1978, TCFV is regarded as the statewide expert, think tank, and training entity for domestic violence programs and intersecting systems, including civil and criminal justice, child support and welfare, economic and workforce organizations, healthcare, and the general public.

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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.

