

BUILDING LONGEVITY IN OUR MOVEMENT

2020 Statewide
Family Violence Program
Compensation Report

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NOTE

The information and analysis for this report were collected prior to the pandemic. TCFV is closely monitoring the inevitable impact of COVID-19 on service models and essential workers who compromise their health and safety every day to keep vulnerable families safe from physical harm. COVID-19 will invariably impact front line staff and their leaders' tenure and wellbeing; this report allows a baseline to draw from for future analysis. It is also important to note that health insurance premiums will likely significantly increase, adding further economic strain on these critical agencies in communities across Texas.

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 simple list of common positions and focused on reporting the high, low, and average salary for key positions. The original goal was to assist family violence centers with salary comparisons. Throughout the years, TCFV expanded the scope to include a salary overview of 32 positions 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 delineation between part-time and full-time positions.

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.

Highlights from 2020 Building Longevity in Our Movement Survey

RESPONDING AGENCIES

- ▶ 65% operate as dual family violence/sexual assault programs.
- ▶ 33% are in rural areas, 36% are in urban areas, and 31% are in combined urban and rural areas.

GOVERNMENT FUNDING

- ▶ 27% of the overall average budget amount comprises the Victims of Crime Act funding through the Criminal Justice Division at the Office of the Governor (CJD VOCA), up 3% from 2018.
- ▶ 18.7% of the overall average budget amount comprises the Health and Human Services Commission Family Violence Program (HHSC FVP) funding, down 2.3% from 2018.

PRIVATE SECTOR FUNDING & INNOVATIVE APPROACHES

- ▶ 90% receive private donor funds comprising 9% of their overall budget.
- ▶ 90% fundraise, which, on average, comprises 8% of their overall budget.
- ▶ 80% receive private foundations funds, comprising 6% of their overall budget.
- ▶ 40% operate a thrift store, which has seen an 18% increase since 2018. However, only 19% reported receiving funds from thrift store revenue.

OVERALL BUDGET

- ▶ 62.5% overall budget is of \$1,499,999 or less
- ▶ The employee compensation budget increased 5.7% from 2019 to 2020, with the compensation budget median for 2018 at \$842,645 and increased to \$1,051,471 in 2020.

TURNOVER

- ▶ Employee turnover, which includes voluntary and involuntary, although high at 36% in 2020, is down 3% from 2018 when it was at 39%.
- ▶ The voluntary turnover rate at 27%, is up 5% from 2018, at 22%.

SALARIES

- ▶ Advocate/case manager, shelter manager, and program director positions show an increase in average starting salary over the past 6 years.
- ▶ Seven positions' average starting salaries remain under \$30,000: childcare worker, clerical staff, cook, hospital/medical advocate, housekeeper/maintenance, shelter support staff, and thrift store clerk.
- ▶ The average deputy directors' salary decreased \$3,901 across the 6 years from \$81,730 (2016 Report) to \$78,613 (2018 Report) \$77,829 (2020 Report). This decrease may be due to the 50% drop in deputy directors' tenure across the Texas agencies in the last years.

Highlights from 2020 Building Longevity in Our Movement Survey continued...

RAISES

- ▶ 98% provided raises within the last two years, an increase of 5% from 2018: 4% provided raises in 2020, 75% reported provided raises in 2019, 19% provided raises in 2018, and 2% reported not providing raises since 2017.
- ▶ The average raise was 3.75%, a 1% increase over the average raise from the 2018 report.

BENEFITS

- ▶ 90% offer group benefits, a decrease of 3% from 2018.
- ▶ 63% offer retirement plans, a decrease of 4% from 2018.

PAID LEAVE

- ▶ Offer first-year employees on average 27 days of paid leave with the average sick leave at 10 days, an average vacation at 13 days, and an average holiday at 11.
- ▶ 13% offer vacation, sick, and personal time under the category of paid time off.
- ▶ On average, agencies increase paid leave to 37 days to employees in their fifth year of employment.
- ▶ 96% allow paid leave to roll over into the subsequent year. This is up 8% from 2018 and up 27% from 2016.

TENURE

- ▶ Five positions have the highest rate of average tenure of 10 years or more: executive directors (45%), prevention directors (38%), program directors (33%), finance directors (33%), and deputy directors (30%).
- ▶ In 2016, 60% of the executive directors were in positions ten years or longer; this decreased to 51% in 2018 and 45% in 2020. Deputy directors with 10 years of tenure were at 80% in 2016, decreased to 50% in 2018, and 30% in 2020. BIPP employees with a tenure of more than 6 years have decreased. BIPP coordinators went from 80% in 2018 to 34% in 2020, BIPP directors went from 50% in 2018 to 20% in 2020, and BIPP facilitators from 30% in 2018 to 8% in 2020.
- ▶ Across the 6 years, the average tenure of 10 years or more for finance directors and program directors has been steady. 31% in 2016, 29% in 2018 and 33% in 2020 for finance directors and 35% in 2016, 35% in 2018 and 33% in 2020 for program directors.
- ▶ The tenure of prevention coordinators is increasing, with 3-4-year tenure growing from 30% in 2016 to 33% to 41%.

FAMILY VIOLENCE AGENCY LANDSCAPE

Creating A Safer Texas: Access to Safety, Justice & Opportunity

In 2019, TCFV completed *Creating a Safer Texas: Access to Safety, Justice & Opportunity* (referenced as the 2019 State Plan). As outlined in the 2019 State Plan:

“Texas is home to an estimated 5 million family violence survivors. Family violence is a long-standing epidemic that affects individuals, families, and communities. As one of the fastest-growing states in the nation, Texas covers an enormous space and encompasses an unparalleled variety of cultures and geographic regions. Survivors come in all languages, colors, gender identities, cultures, sexual orientations, abilities, economic brackets, and ages. These survivors display strength and bravery every day by finding safer options for themselves and their families. Our communities and helping systems should honor that strength by meeting their needs and critically examining unique responses to meet each survivor’s needs. To achieve this goal, the 2019 Texas State Plan comprehensively examines the services available in the state and the needs of family violence survivors to create a funding blueprint for responsible investment in Texas and support its most vital resource — its people.¹”

Highlights from the 2019 State Plan

- ▶ In 2018, Texas’ 79 HHSC-funded programs served 71,500 survivors.
- ▶ The majority of Texas’s 254 counties (247) are covered by these domestic violence centers, leaving only seven counties not covered.
- ▶ 29.5% of counties have a shelter physically present.
- ▶ 3,527 family violence shelter beds exist in the state, inclusive of cribs, cots, and air mattresses.
- ▶ 63% of counties have “comprehensive” nonresidential family violence services physically provided within the county.
- ▶ 6% of family violence agencies use online chat, 8% use Skype, 37% use text, and 38% use social media for alternative communication with survivors.
- ▶ Almost 1/3 of Texas counties have femicide rates at or above the state per capita femicide rate.
- ▶ Most programs have at least one, many several, Spanish speakers available for survivors with limited English proficiency.
- ▶ More than 50% of Texas counties (125) have a Batterers Intervention and Prevention Program (BIPP) services.

Overarching Strengths

The 2019 State Plan points to high rates of success among key missions. According to those surveyed:²

- ▶ 76.6% of survivors felt very satisfied with the amount of time their advocates spent with them.

1 2019 TCFV State Plan. Pages 2-5. Retrieved from <http://tcfv.org/wp-content/uploads/2019/11/2019-State-Plan-Executive-Summary-11.2.pdf>

2 2019 TCFV State Plan, page 6. Retrieved from <http://tcfv.org/wp-content/uploads/2019/11/2019-State-Plan-Executive-Summary-11.2.pdf>

- ▶ 75.5% of survivors felt very satisfied with the amount of effort their advocates made.

Most importantly, survivors reported a 74.6% decrease in violence after receiving services. The work done in family violence organizations across Texas is the key to creating a better society, one survivor at a time. When an advocate/case manager works with a survivor to gain confidence and find their self-worth, that advocate/case manager helps that survivor and the survivor's children and society. For survivors, the decision to leave an abusive relationship, and sometimes even the discovery that they are in an abusive relationship, is a huge step toward regaining control over and bettering their lives. It begins the transition from merely surviving to thriving. The relationship between the survivor and advocate/case manager is key. Often, family violence agencies are the only entities to truly understand the survivor's situation and offer them desperately needed support. Resiliency and hope are key indicators of successfully not returning to an abuser, and many family violence agencies across Texas recognize this and are empowering survivors each day. The levels of satisfaction among survivors indicate this.³

This program, I think, is awesome because you have people that care about you. They listen. They help.

She put a lot of time in me. She had a lot of faith in me.

Very satisfied. She's a great case advocate. She's very compassionate. She's very understanding. She's very patient.

{My advocate} always put herself in my place. I look at her expressions when she talks to me, and I can tell that she feels what I'm going through.

From the moment one gets here, one feels good. {My advocate} lets me in, and I start talking to her, and I leave the place feeling good, feeling amazing.

Overarching Needs

The goal of all family violence centers is to help survivors and their families. It is critical to examine the care and benefits agencies provide to those who support the survivors. With defined budgets, it can be challenging to decide how to allocate funds to have the most impact. Allocating funds are decisions that boards, and executive directors, confront frequently. While no one chooses a career at a nonprofit to get wealthy, the individuals working at nonprofits do need to have financial stability, feel supported, valued, and have access to reliable benefits.

3 Wood, L., Backes, B.L., McGiffert, M., Wang, A., Thompson, J. & Wasim, A. (2019). [Texas State Plan 2019: Availability of services at Texas family violence programs and assessment of unmet needs of survivors of family violence](#). The University of Texas at Austin Steve Hicks School of Social Work, Austin, Texas.

The Impact of Turnover

Building Longevity in Our Movement survey demonstrates that the average turnover rate for Texas family violence agencies during 2020 is 36%. National turnover rates are significantly lower. According to a study by Mercer,⁴ the average general turnover rates among organizations in 2018 showed a national average of 20.1%. Similar to this study, the Nonprofit HR survey found the national total turnover rate at 21.3%. Examining only voluntary rates, GuideStar and Nonprofit HR survey the nonprofit voluntary annual turnover rate at 19%, outpacing the all-industry average of 12% while the Texas family violence centers voluntary rate is 27%, far outpacing the all-industry and national nonprofit rate.⁵

TCFV tracks the number of executive directors within Texas family violence centers with 3 years or less tenure; currently, 24 executive directors are in this category. This number of new executive directors represents the largest number of new leaderships in Texas since TCFV began collecting data. Among respondents to the *Building Longevity in Our Movement* survey, an average of one in five people left their employment at a family violence center. An average of seven were fired in 2020.

In the *Building Longevity in Our Movement* survey, the average tenure for case managers of those surveyed is 4.1 years. However, it is slightly skewed by three agencies whose average tenure is more than 10 years. If those three are removed, the average drops to 3.5 years; an average turnover rate of 1 in 4 leaves in under 2 years.

Although survivors report high levels of satisfaction with the services they receive at Texas family violence centers, the survivors and their children may feel frustrated and disillusioned when their advocate/caseworker changes:



As a beneficiary of two different organizations in Texas, my boys and I had several different counselors in the span of a few months. My boys did not see the point in starting their story over and getting to know someone else. The connection and trust that a survivor builds with their counselor takes time. When employee turnover occurs (or is high), having to do that repeatedly doesn't seem worth the effort, especially when they typically don't understand why they should go and talk about their feelings instead of playing with their friends. The result is less connection with a healthy adult and environment to help them work through what is happening around them. It opens the door for parental alienation, abuse, depression, etc.

SURVIVOR

According to Inc.'s article "5 Ways to Ensure a Happier Workforce,"⁶ it costs companies six to nine months' worth of salary to replace an employee. If turnover is high, those costs increase and can take away from critical programs and new initiatives.

Relias⁷ points out that high turnover decreases morale among employees, especially when those employees must divide the work of the person who left.

4 Mercer. January 29, 2020. "North American Employee Turnover: Trends and Effects" Retrieved from: <https://www.imercer.com/e-commerce/articleinsights/North-American-Employee-Turnover-Trends-and-Effects>

5 Nonprofit HR 2019 Talent Retention Practices Survey-<https://www.nonprofithr.com/nonprofit-talent-retention-practice-infographic/>

6 Goldman, J. June 3, 2018. Inc.com "5 Ways to Ensure a Happier Workforce" Retrieved from: <https://www.inc.com/jeremy-goldman/5-tips-for-boosting-employee-morale-retention.html>

7 Relias blog post, "The Impact of Employee Turnover in Service Delivery in Behavioral Health" by Jason Vanover, February 16, 2017, <https://www.relias.com/blog/impact-of-employee-turnover-on-service-delivery-in-behavioral-health>

According to the Work Institute's *2018 Retention Report: Truth and Trends in Turnover*,⁸ one in four employees left their jobs in 2018. The top three reasons given were career development (21%), work-life balance (13%), and manager behavior (11%).

A recent study by NonProfit HR reveals a trend on the horizon for nonprofit organizations: 45% of responding nonprofit employees indicate that they will seek new or different employment in the next five years. Of that group, 23% say that nonprofits would not be among the types of organizations they intend to pursue. Of the 45% who say they would seek other employment, 49% report that nonprofit organizations do not pay enough. Additionally, 19% say that nonprofits do not offer good long-term career opportunities, and 12% concluded that nonprofits are not well-run businesses.⁹

How do we retain employees?

In 2010, Jeanne Meister wrote *The 2020 Workplace: How Innovative Companies Attract, Develop, and Keep Tomorrow's Employees Today* and suggests key facets that are relevant today. In *Forbes*, "Top 10 HR Trends That Matter Most in the 2020 Workplace,"¹⁰ Meister outlines important workplace culture to keep in mind when hiring and retaining employees.

While some may not be applicable at this time for smaller nonprofits, like using bots to screen applicants, other tips can be incorporated. This may include hiring for soft skills or focusing on an employee's wellbeing through physical, mental, emotional, and spiritual lenses as well as auditing the workplace environment for physical, emotional, and environmental attributes, including air quality, access to natural light, and the ability to personalize their workspace. Using Virtual Reality for training as well as on-demand coaching and making the workplace experience a top priority is also a viable option.

Finding and hiring the right employees takes time. Retaining employees requires a strong, healthy work culture. Human Resource best practices, along with Relias,¹¹ offer several suggestions for reducing turnover:

- ▶ **Provide paid time off and encourage employees to use the earned time.** A survey from the U.S. Bureau of Labor Statistics¹² found that 73% of all civilian workers have access to paid vacations. However, a trend is occurring where only 50% of employees are taking the paid time off. The results of not taking paid leave can be burnout, decreased efficiency, irritability, and impatience, which can strain work relationships.

8 Work Institute 2018 Retention Report. Retrieved from: <http://info.workinstitute.com/2018retentionreport>

9 Strub, C. February 10, 2020. *Forbes* "45% of nonprofit Employees Seek New Jobs by 2025: Report." Retrieved from: <https://www.forbes.com/sites/chrisstrub/2020/02/10/nonprofithr/#5ccc6c3715ca>

10 Meister, J. January 15, 2020. *Forbes* "Top 10 HR Trends That Matter Most In The 2020 Workplace." Retrieved from: <https://www.forbes.com/sites/jeannemeister/2020/01/15/top-10-hr-trends-that-matter-most-in-the-2020-workplace/#45eabbb27dfc>

11 Vanover, J. February 16, 2017. Relias blog post, "The Impact of Employee Turnover in Service Delivery in Behavioral Health" Retrieved from: <https://www.relias.com/blog/impact-of-employee-turnover-on-service-delivery-in-behavioral-health>

12 U.S. Bureau of Labor Statistics, June 1, 2017. Retrieved from: <https://www.bls.gov/opub/ted/2017/73-percent-of-all-civilian-workers-had-access-to-paid-vacations-in-march-2016.htm>

The Job Network¹³ takes a closer look at why employees are not taking vacations:

- Juggling multiple jobs.
 - Worrying the vacation will burden others with their added workload, while others fear that they may be seen as replaceable, and their jobs will be at risk.
 - Using vacation time for other life obligations, such as dental appointments, caring for sick children/parents/partners, taking their pets to the veterinarian, car maintenance, and other life responsibilities, leaving no actual vacation time.
- ▶ **Re-envision performance evaluations** so that they are offered throughout the year, and establish a safe feedback loop to encourage and increase an open and honest work culture.
- ▶ **Increase technology.** Technology can impact the quality of services provided, employee efficiency, and workplace happiness.
- Reduce paperwork.
 - The COVID-19 pandemic provided an opportunity for domestic violence programs to offer secure and confidential virtual advocacy.
 - Provide employees with needed technology such as dual monitors, laptops, tablets, headphones, and updated software.
 - Provide employees with company email addresses. A company email helps an employee feel part of the team and provides a professional way to communicate with colleagues.
 - Transition telephone services such as crisis hotlines to accommodate younger generations.
- ▶ **Provide living wages.** According to the *2020 Building Longevity in Our Movement* survey, the average full-time caseworker makes \$33,798. The median earnings for households in Texas is \$56,565.¹⁴ While according to Glassdoor,¹⁵ the national average salary for a caseworker is \$47,184.
- ▶ **Create and sustain a supportive work culture.** Many articles and books offer creative and thoughtful ways on how to create and maintain healthy work cultures. For example, Brene Brown’s “The Daring Greatly Leadership Manifesto.”
- ▶ **Provide and encourage professional training and development.** Investing in training employees in the latest best practices helps them grow professionally, helps them deliver better service to survivors, and establishes the agency as a stellar organization committed to improving lives.



When employees succeed, the organization succeeds.

KEVIN LYNCH, President and CEO at National Industries for the Blind
in his *Forbes Nonprofit Council* article

13 Titner, E. The Job Network, “The Impact of 50% of American workers not taking vacation time” Retrieved from: <https://www.thejobnetwork.com/the-impact-of-50-of-american-workers-not-taking-vacation-time/>

14 Austin American Statesman, September 2017. “Here’s how much you have to earn to be considered middle class in Texas” Retrieved from: <https://www.statesman.com/news/20170918/heres-how-much-you-have-to-earn-to-be-considered-middle-class-in-texas>

15 Glassdoor. Retrieved from: U.S. Bureau of Labor Statistics, June 1, 2017. <https://www.bls.gov/opub/ted/2017/73-percent-of-all-civilian-workers-had-access-to-paid-vacations-in-march-2016.htm>

METHODOLOGY

TCFV engaged HumCap, LLC, to conduct the 2020 biennial *Building Longevity in Our Movement* survey. TCFV sent an explanatory letter regarding the 2020 compensation survey to 79 executive directors of Texas family violence centers and simultaneously asked each agency to identify an employee to complete the survey. Most organizations identified a human resource employee to complete the survey. Forty-eight (61%) of executive directors and/or senior human resource executives completed the survey over three weeks.

The survey covered six areas related to fiscal years 2019 and 2020 compensation, including:

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

The 2020 *Building Longevity in Our Movement* survey was designed to ensure salary information could be presented based on agency compensation budget. The current survey totaled 123 pages and allowed respondents to skip questions not relevant to their organization's scope. The survey took respondents approximately two hours to complete. TCFV piloted the survey with employees and incorporated the feedback into the survey design. HumCap, LLC, used Microsoft Excel to collect the data and, along with JKJ Marketing and TCFV, performed the analysis. JKJ Marketing assisted in the writing of this report. Since survey participants could skip questions, findings are based on the number of programs responding to a specific question. JKJ Marketing completed the analysis and 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.

Overall Response

A total of 79 programs received the survey, and 48 programs responded. This represents a 61% completion rate for the survey. The organizations' executive directors and/or human resources executives completed the majority of surveys.

FAMILY VIOLENCE AGENCY DEMOGRAPHICS

How Programs are Structured

Texas family violence centers provide their services in various programmatic settings and structures that include stand-alone family violence agencies, dual family violence, and sexual assault agencies, and family violence programs within larger or smaller social service organizations. Programs in larger social service organizations include family violence programs working as umbrellas to other similar sized or smaller social service organizations. The majority of the respondents (65%) provide family violence services as dual domestic violence and sexual assault agencies, followed by stand-alone family violence organizations (19%), and family violence programs that are part of other equal or smaller agencies under an umbrella (8%). A smaller number of family violence programs are incorporated into larger social service organizations (7%).

Where Programs are Located

Agencies categorized their program service area using the U.S. Census definition of urban/rural¹⁶ and chose between three options: urban, rural, or both urban and rural. Of the respondents, almost one-third (31%) reported their location as rural and urban, with the remaining respondents splitting relatively evenly between rural (33%) and urban (36%). By comparison, in 2016, 42% of organizations identified as rural, an 11% decrease.

Services Requiring Specialized Training or Accreditation

Of the family violence organizations completing the survey, 96% of agencies have a contract with the Texas Health and Human Services Commission Family Violence Program (HHSC FVP) to operate as a shelter center. HHSC FVP state-funded family violence contractors must provide comprehensive services to survivors and training to employees as outlined in Chapter 51 of the Texas Human Resource Code¹⁷ and follow a detailed, survivor-centered set of regulations.¹⁸

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.¹⁹ Of the agencies surveyed, 6% provided childcare facilities, down 12% from 2018. Providers offering Battering Intervention and Prevention Program (BIPP) services must follow state-mandated accreditation guidelines for hiring and training employees.²⁰ Thirty-eight percent of agencies surveyed operate a Battering Intervention and Prevention Program.

The specialized services require trained employees and extensive professional development to retain licensure and/or maintain a high level of service. 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 routinely provide training and 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 as a component of any compensation package. Training is required for maintenance of licensure and to bolster retention of qualified employees.

16 U.S. Census (2010). Census Urban Area FAQ's. Retrieved from: <https://www.census.gov/programs-surveys/geography/guidance/geo-areas/urban-rural.html>

17 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>

18 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)

19 Texas Administrative Code 379.716

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

FAMILY VIOLENCE AGENCY FUNDING

Government Grants

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

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

- ▶ 96% of agencies reported funding through HHSC FVP, comprising 18.7% of their overall budget.
 - ▶ 92% reported funding from CJD VOCA, representing 27% of their overall budget.
 - ▶ Other funding sources, although critical to maintaining services, represent a significantly lesser percentage of programs' overall budgets.
- 77% reported receiving OAG funds, comprising approximately 3% of their overall budget.
 - 29% reported receiving OAG- SAPCS (state) funds, comprising approximately 1% of their overall budget.
 - 29% reported receiving U.S. Department of Housing (HUD) funds, comprising approximately 3% of their overall budget.

GOVERNMENT FUNDING SOURCE	MEAN PERCENT OF BUDGET	PERCENT OF ORGANIZATIONS RECEIVING FUNDING
HHSC FVP	18.7%	96%
OAG - OVAG	3%	77%
CJD – VAWA*	2.4%	15%
CJD - VOCA	27%	92%
OJP	.4%	6%
TDHCA	1.1%	27%
TDCJ – BIPP	.7%	27%
OVW – Transitional Housing*	1%	8%
OAG – SAPCS State	1%	29%
OAG – SAPCS Federal	1.1%	29%
HUD	3%	29%

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

Private Funding Sources

Family violence centers also receive much-needed funding from the private sector. The majority of family violence centers reporting, 90%, have funding that originates from private donors, with fundraising events being second at 90%. The table below details the different types of private funding sources.

- ▶ 90% reported receiving Private donor funds, comprising approximately 9% of their overall budget.
- ▶ 90% reported Fundraising, comprising approximately 8% of their overall budget.
- ▶ 80% reported receiving Private Foundations funds, comprising approximately 6% of their overall budget.

SOURCE	MEAN PERCENT OF BUDGET	PERCENT OF ORGANIZATIONS RECEIVING FUNDING
Endowment	.4%	10%
Fundraisers	8%	90%
Local United Way	3%	70%
Private Foundations	6%	80%
Private Donors	9%	90%

Thrift Store Revenue

Forty percent of organizations reported operating a thrift store, which is an 18% increase since 2018. However, only 19% reported receiving funds from thrift store revenues. TCFV will continue to seek funding to support critical technical assistance and improve the family violence centers' profitability.

FAMILY VIOLENCE AGENCY BUDGETS

Budget Ranges

Family violence organizations were asked to identify a range for their total agency budget and then asked for specific compensation budgets for 2019 and 2020. Responses to the query about the size of total organizational budgets are represented in the table below. Of note, 62.5% of the family violence centers operate with an overall total budget of \$1,499,000 or less.

TOTAL BUDGET RANGE	PERCENT OF ORGANIZATIONS
\$0 to \$99,999	4.5%
\$100,000 to \$499,000	17.5%
\$500,000 to \$749,900	6.6%
\$750,000 to \$999,999	6.6%
\$1,000,000 to \$1,499,999	27.3%
\$1,500,000 to \$4,999,999	24%
\$5,000,000 to \$7,499,999	9%
Greater than \$7,500,000	4.5%

Compensation Budgets

The *Building Longevity in Our Movement* survey queried family violence centers on their specific compensation budgets for fiscal years 2019 and 2020. Below are average compensation budgets shown in relation to eight tiers of agency total budget according to total revenue.

A review of the budgets shows that agencies with total budgets ranging from \$500,000 to \$749,999 experienced a significant compensation budget increase (14.03%). In comparison, total budgets of \$100,000 to \$499,999 saw a decrease (4.44%) in their compensation budgets.

TOTAL BUDGET RANGE	2019 COMPENSATION BUDGET AVERAGE	2020 COMPENSATION BUDGET AVERAGE	PERCENT CHANGE
\$0 to \$99,999	\$85,962	\$87,161	1.39%
\$100,000 to \$499,999*	\$364,370	\$348,182	-4.44%
\$500,000 to \$749,999	\$558,121	\$636,416	14.03%
\$750,000 to \$999,999	\$879,484	\$853,415	-2.96%
\$1,000,000 to \$1,499,999	\$1,238,106	\$1,249,527	.09%
\$1,500,000 to \$4,999,999	\$2,868,062	\$2,902,230	1.19%
\$5,000,000 to \$7,499,999	\$5,774,747	\$5,867,279	1.6%
Greater than \$7,500,000*	\$12,309,004	\$13,170,267	6.99%

**Two budgets were removed in 2020 for survey entry error.*

The median compensation budget for 2018 was \$842,645 and increased to \$1,051,471 in 2020. The highest reported compensation budget in 2018 was \$7,144,011 and increased to \$17,178,034 in 2020. The increase in 2020 is partly due to programs slightly increasing their compensation budgets and to two large organizations that responded to the 2020 survey that had not responded to the 2018 one.

Note that the overall employee compensation budgets increased by 5.7% from 2019 to 2020, while from 2017 to 2018, they only increased by 1.6%. This is an indication that family violence centers are providing more compensation to employees and/or hiring more employees.

Compensation Budget				
MEASURE	2017	2018	2019	2020
Range	\$101,521 - \$7,296,220	\$111,956 - \$7,144,011	\$91,996 - \$15,488,465	\$150,000 - \$17,178,034
Median	\$836,627	\$842,645	\$1,058,795	\$1,051,471
Mean	\$1,404,920	\$1,421,531	\$3,009,732	\$3,139,309

FAMILY VIOLENCE AGENCY PERSONNEL

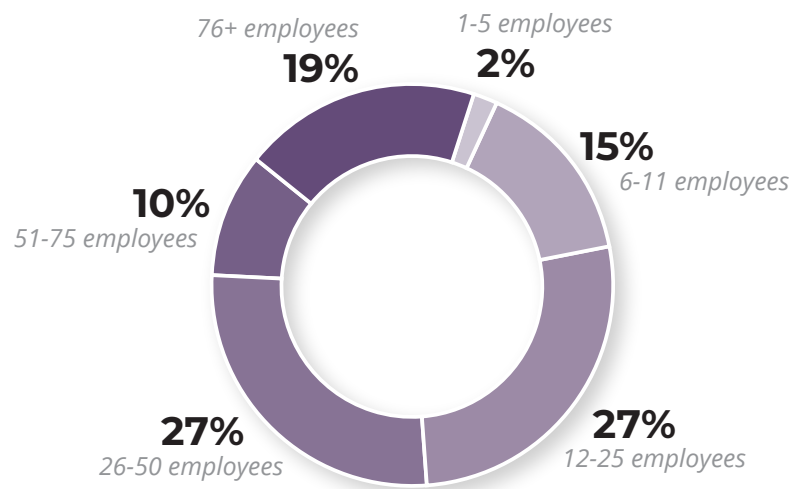
Family violence centers were asked 40 questions about employment, including the number of full-time employees, part-time employees, contract workers, on-call employees, position types, and employee separations.

The results demonstrate that family violence organizations:

- ▶ Employ a significantly higher number of full-time employees than part-time employees.
- ▶ On-call and contract employees are much less common, with most organizations using contractors and on-call employees for specific positions.
- ▶ The majority of organizations (79%) reported a standard 40-hour workweek.
- ▶ A smaller but significant number of agencies (21%) reported offering flexible workweek schedules for full-time employees ranging from 30 to 40 hours.

Number of Employees

The number of employees for each organization is shown to the right, with most organizations (54%) reporting that they employ 12-25 or 26-50 individuals and 19% reporting they employ 76 or more individuals. A complete breakdown of employment classifications below shows the reliance on full-time employees. Of note is the diversity in staffing across Texas family violence centers, with programs reporting a minimum of 2 full-time employees and a maximum of nearly 300. When including part-time employees and contractors, the maximum increases to 401.



TYPE OF EMPLOYEES	MEAN	MEDIAN	MINIMUM	MAXIMUM
Full-time	40.58	23	2	299
Part-time	10.29	7	0	60
Contract	1.27	0	0	15
On-call	2.83	0	0	68
Total 2020 Employees	52.56	34.5	2	401

Turnover Rates

For this survey, turnover was calculated in two ways:

- ▶ **1st Method:** Using the employer-reported total Full-Time Employee (FTE) count and comparing the voluntary and involuntary separation numbers.
- ▶ **2nd Method:** Comparing the employer-reported average number of employees throughout the year to the number of separations.

This first method shows high-volume employee turnover at 36%; however, the turnover rate is down 3% from 2018 when it was 39%.

When utilizing the second method, the voluntary turnover rate is 22% for full-time and part-time employees and 6% for involuntary separation for a total of 28% turnover. Using this method of turnover and in comparison, with the number of voluntary separations in 2018, the numbers are similar at 22%.

POPULATION	AVERAGE VOLUNTARY SEPARATION	AVERAGE INVOLUNTARY SEPARATION	TURNOVER RATE
Reported FTE <i>Method 1</i>	27%	9%	36%
Reported # Total Annual Employees <i>Method 2</i>	22%	6%	28%

Common Positions

Similar to the 2018 survey, the most common position family violence centers employed was an advocate/case manager, with 98% of organizations having at least one advocate/case manager. Ninety-six percent of organizations with an advocate/case manager have at least one full-time advocate/case manager. Other common positions include executive director at 98% (this consists of an umbrella program with no executive director over the family violence program), shelter manager at 81%, and program director at 81%.

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

Family violence centers reported a significant increase in hiring of three positions. The most notable changes included an increase of 12-point rise from 69% to 81% for hiring program directors, an 11-point rise from 33% to 44% for human resources employees, and an 8-point rise for information technology employees almost doubled from 9% to 17%.

Exempt Positions

The common positions with the highest percentage of exempt employees were director level and up. One hundred percent of the agencies reported classifying deputy, prevention, and BIPP directors' positions as exempt from overtime. In addition, 100% of the agencies classified the information technology employees and attorneys as exempt. It should be noted that the executive director's position was reported at 89% as exempt likely due to a few agencies that did not respond to this question.

ROLE	% OF ORGANIZATIONS THAT EMPLOY	% EXEMPT	% FULL-TIME	% PART-TIME
Advocate/Case Manager	98%	16%*	96%	40%
Attorney	17%	100%	88%	25%
BIPP Coordinator	13%	34%	83%	0%
BIPP Director	10%	100%	100%	0%
BIPP Facilitator	27%	31%	54%	54%
Childcare Worker	25%	0%	75%	58%
Children's Advocate	60%***	31%*	100%	0%
Clerical Staff	79%	11%	84%	21%
Communications Director	19%	67%	100%	0%
Community Educator	65%	35%	100%	6%
Cook	27%	8%	100%	8%
Counseling Professional	79%	58%*	89%	18%
Data Entry Staff	42%	5%	90%	15%
Deputy Director	21%	100%	100%	0%
Development Director	38%	78%*	89%	11%
Executive Director	98%	89%*	96%	4%
Finance Director	77%	89%	100%	3%
Hospital/Medical Advocate	19%	56%	78%**	0%**
Housekeeper/Maintenance	50%	0%	75%	25%
Housing Coordinator/Advocate	42%	35%	100%	0%
Human Resources Staff	44%	67%	90%	5%
Information Technology Staff	17%	50%	88%	0%
Legal Advocate	58%	29%	96%	7%
Outreach Coordinator	38%	28%*	94%	6%
Prevention Coordinator	36%	41%*	100%	0%
Prevention Director	17%	100%	100%	0%
Prevention Manager	16%***	71%	100%	0%
Program Director	81%	85%	97%	5%
Shelter Manager/Residential Coordinator	81%	62%*	85%**	0%**
Shelter Support Staff	37%	3%*	80%	100%
Thrift Store Clerk	44%	0%*	67%	95%
Volunteer Coordinator	71%	41%	97%	3%

*Not every respondent is designated Exempt/Non-exempt
 **Not every respondent is designated as a full-time or part-time employee
 ***Some serve in more than one role

Tenure Rates

The *Building Longevity in Our Movement* report examines the tenure of 32 positions. For the 2020 report, 5 positions had the highest rate of average tenure 10 years or more: executive directors (45%), prevention directors (38%), program directors (33%) finance directors (33%), and deputy directors (30%).

Significant to the movement is the trend in the last 6 years of losing tenured executive directors and deputy directors with 10 years or more of tenure to either retirement, advancement, or replacement. In 2016, the *Building Longevity in Our Movement* report found that 60% of the executive directors were in the positions 10 years or longer; this decreased to 51% in 2018 and 45% in 2020. In addition, deputy directors with 10 years of tenure were at 80% in 2016, decreased to 50% in 2018, and 30% in 2020. This is a 50% drop in deputy directors, demonstrating a significant decrease in tenure in this position.

Across the 6 years, the average tenure of 10 years or more for finance directors and program directors has been steady. Thirty-one percent in 2016, 29% in 2018 and 33% in 2020 for finance directors and 35% in 2016, 35% in 2018 and 33% in 2020 for program directors.

Prevention director tenure has fluctuated across the last 6 years. In 2016, the *Building Longevity in Our Movement* report found that 43% of the prevention directors were in the positions 10 years or longer; this decreased to 17% in 2018 and increased to 38% in 2020. In contrast, family violence centers are retaining prevention coordinators, and there is a marked increase in tenure for this position. The tenure of prevention coordinators has grown as the average tenure of less than one year was 29% in 2018 and is now 0%, a significant decrease indicating an increase in tenured employees. This is also demonstrated in the 1-2-year tenure decrease from 40% in 2016 to 24% in 2018, then back up to 41% in 2020, and 3-4-year tenure growing from 30% in 2016 to 33% to 41%.

The *Building Longevity in Our Movement* report tracks the tenure of three BIPP positions: coordinators, directors, and facilitators. For the past 6 years, the majority of BIPP employees with two years or less tenure has increased. In 2020, 67% of BIPP coordinators, 67% of BIPP directors and 77% of BIPP facilitators have less than two years of experience, a significant increase from 2018 when the numbers were 20% (47% increase), 17% (50% increase) and 50% (27% increase) respectively. While at the same time, BIPP employees with a tenure of more than 6 years decreased for BIPP coordinators from 80% in 2018 to 34% in 2020, BIPP directors went from 50% in 2018 to 20% in 2020 and BIPP facilitators from 30% in 2018 to 8% in 2020.

This demonstrates a trend indicating an increase in new hires while losing tenured employees.

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

ROLE	<1 YEAR	1-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS
Advocate/Case Manager	2%	28%	43%	15%	6%
Attorney	0%	25%	38%	0%	13%
BIPP Coordinator	17%	50%	0%	17%	17%
BIPP Director	0%	67%	0%	20%	0%
BIPP Facilitator	31%	46%	8%	8%	0%
Childcare Worker	8%	50%	17%	17%	8%
Children's Advocate	0%	48%	38%	7%	3%
Clerical Staff	5%	34%	32%	11%	8%
Communications Director	11%	78%	0%	11%	0%
Community Educator	3%	61%	29%	3%	0%

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ROLE	<1 YEAR	1-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS
Cook	0%	31%	38%	15%	8%
Counseling Professional	5%	34%	45%	3%	5%
Data Entry Staff	5%	35%	45%	5%	5%
Deputy Director	0%	10%	40%	20%	30%
Development Director	6%	28%	39%	6%	11%
Executive Director	0%	1%	19%	15%	45%
Finance Director	0%	24%	30%	8%	33%
Hospital/Medical Advocate	11%	44%	22%	22%	0%
Housekeeper/Maintenance	13%	33%	13%	21%	0%
Housing Coordinator/Advocate	5%	45%	35%	0%	10%
Human Resources Staff	0%	6%	8%	3%	2%
Information Technology Staff	13%	0%	25%	50%	13%
Legal Advocate	0%	43%	29%	7%	18%
Outreach Coordinator	0%	67%	22%	0%	0%
Prevention Coordinator	0%	41%	41%	12%	6%
Prevention Director	0%	13%	38%	0%	38%
Prevention Manager	0%	29%	57%	14%	0%
Program Director	3%	15%	23%	23%	33%
Shelter Manager/Residential Coordinator	3%	28%	15%	21%	18%
Shelter Support Staff	11%	37%	23%	6%	9%
Thrift Store Clerk	20%	29%	33%	0%	10%
Volunteer Coordinator	0%	44%	35%	6%	15%

SALARIES, RAISES, BONUSES & DIFFERENTIAL PAY

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
- ▶ **STARTING AVERAGE SALARY** - the average of the lower half of reported salaries
- ▶ **AVERAGE MAXIMUM** - the average of the top half of reported salaries
- ▶ **CURRENT AVERAGE SALARY** - the average of all reported salaries

Highest Average Salaries

For the 2020 report, employees in three leadership positions earn the highest average salaries in Texas family violence organizations: executive director, deputy director, and development director. Their salaries include:

SALARY MEASURE	EXECUTIVE DIRECTOR	DEPUTY DIRECTOR	DEVELOPMENT DIRECTOR
Range	\$25,000 - \$307,507	\$49,920 - \$110,000	\$29,120 - \$150,000
Average Salary	\$91,173	\$77,829	\$71,730
Average Maximum Salary	\$102,168	\$86,941	\$74,416

Examining trends across the span of 6 years of data from the past three *Building Longevity Our Movement* reports indicates that salaries are both increasing and decreasing. Executive directors' salaries show an average salary increase of \$12,111: \$91,173 (2020 Report), \$82,352 (2018 Report) and \$79,062 (2016 Report). At the same time, development directors' salaries demonstrate an average salary increase of \$8,271 since the 2016 Report: \$63,459 to \$69,365 (2018 Report) \$71,730 (2020 report). Of note is the average deputy director's salary decreased \$3,901 across the 6 years from \$81,730 (2016 Report) to \$78,613 (2018 Report) \$77,829 (2020 Report). This decrease may be due to the 50% drop in the deputy director's tenure across the Texas agencies in the last years.

Salaries for Most Common Positions

Three positions, advocate/case manager, shelter manager, and program director, are common, meaning 98% 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 positions are:

SALARY MEASURE	ADVOCATE / CASE MANAGER	SHELTER MANAGER	PROGRAM DIRECTOR
Range	\$17,840 - \$56,160	\$21,000 - \$90,480	\$23,660 - \$95,000
Average Salary	\$33,798	\$43,338	\$51,376
Average Maximum Salary	\$38,503	\$47,971	\$55,352

Examining trends across the span of 6 years of data from the past three *Building Longevity in Our Movement Reports*, salaries for these three positions are both increased. Advocates/case managers show a small increase of \$3,639 since the 2016 Report when the average salary was \$30,159, rising to \$32,064 in the 2018 Report and the 2020 Report to \$33,798. Shelter managers also indicate an increase of \$5,670 in average salary, which is at \$43,338 in the 2020 Report, \$44,464 in the 2018 Report, and \$37,668 in the 2016 Report. In 2020, there was an overall decrease in program directors' average salaries when compared to the 2018 Report but an increase of \$3,354 in average salary when compared to the 2016 Report: \$51,376 in the 2020 Report, \$57,572 in the 2018 Report, and \$48,022 in the 2016 Report.

Salaries under \$30,000

The annual average starting salaries for seven positions remain under \$30,000: childcare worker, clerical staff, cook, hospital/medical advocate, housekeeper/ maintenance, shelter support staff, and thrift store clerk. Six positions have seen an increase in their average starting salary in the past 6 years of data, while the thrift store clerk shows a decrease.

- ▶ **Childcare worker** average starting salary indicates an increase of \$3,636 in average salary, which is at \$26,939 in the 2020 Report, \$21,127 in the 2018 Report, and \$23,303 in the 2016 Report.
- ▶ **Clerical staff** average starting salary indicates an increase of \$3,845 in average salary, which is at \$28,754 in the 2020 Report, \$26,387 in the 2018 Report, and \$24,909 in the 2016 Report.
- ▶ **Cook** average starting salary indicates an increase of \$7,255 in average salary, which is at \$27,443 in the 2020 Report, \$25,456 in the 2018 Report, and \$20,188 in the 2016 Report.
- ▶ **Hospital/medical advocate** starting salary indicates an increase of \$6,369 in average salary, which is at \$28,755 in the 2020 Report, \$34,740 in the 2018 Report, and \$22,386 in the 2016 Report.
- ▶ **Housekeeper/maintenance** starting salary indicates an increase of \$5,555 in average salary, which is at \$26,174 in the 2020 Report, \$24,197 in the 2018 Report, and \$20,619 in the 2016 Report.
- ▶ **Shelter support staff** starting salary indicates an increase of \$7,248 in average salary, which is at \$27,324 in the 2020 Report, \$20,543 in the 2018 Report, and \$20,076 in the 2016 Report.
- ▶ **Thrift store clerk** starting salary indicates a decrease of \$5,023 in average salary, which is at \$20,929 in the 2020 Report, \$13,561 in the 2018 Report, and \$25,952 in the 2016 Report.

When reviewing the salary ranges, there are three positions—clerical staff, hospital/medical advocate, and thrift store clerk—with a starting salary below the annual minimum wage. One position is below the poverty level for a household of one person. The poverty level is considered \$12,760 annually for a household of one person.²¹ The hospital/medical advocate salary range for the 2020 Report starts at \$12,221 per year. In addition, two positions are below minimum wage, which is \$7.25 per hour or \$15,080 per year: thrift store clerk, which reports a salary range starting at \$14,082 and clerical staff, which reports a starting salary range at \$15,000 per year. An explanation is that some family violence agencies consider full-time employment as less than 40 hours per week. For example, dividing these salaries among a 30-hour workweek (lowest reported in the 2020 survey) keeps these salaries at the required minimum wage.

21 Paying For Senior Care. April 17, 2020. Retrieved from: <https://www.payingforseniorcare.com/federal-poverty-level#48-Contiguous-States-and-D.C.>

Full-Time Data

ROLE	SALARY RANGE*	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
Advocate/Case Manager	\$17,840 - \$56,160	\$30,909	\$38,503	\$33,798
Attorney	\$33,500 - \$90,000	\$54,004	\$68,989	\$64,753
BIPP Coordinator	\$29,120 - \$50,000	\$39,824	\$44,110	\$41,695
BIPP Director	\$40,000 - \$90,480	\$50,926	\$68,094	\$57,402
BIPP Facilitator	\$20,800 - \$64,418	\$34,477	\$46,457	\$38,373
Childcare Worker	\$19,760 - \$45,760	\$26,939	33,972	\$28,761
Children's Advocate	\$20,800 - \$65,000	\$31,314	\$36,705	\$35,128
Clerical Staff	\$15,000* - \$51,210	\$28,754	\$35,859	\$32,838
Communications Director	\$27,560 - \$100,000	\$46,819	\$60,679	\$51,181
Community Educator	\$23,660 - \$60,000	\$32,741	\$39,604	\$35,444
Cook	\$20,800 - \$50,000	\$27,443	\$33,567	\$29,958
Counseling Professional	\$30,000 - \$83,200	\$43,634	\$54,162	\$46,742
Data Entry Staff	\$22,880 - \$72,134	\$33,003	\$40,588	\$35,444
Deputy Director	\$49,920 - \$110,000	\$69,392	\$86,941	\$77,829
Development Director	\$29,120 - 150,000	\$62,717	\$74,416	\$71,730
Executive Director	\$25,000 - \$307,507	\$71,666	\$102,168	\$91,173
Finance Director	\$23,660 - 150,000	\$53,613	\$71,286	\$64,955
Hospital/Medical Advocate	\$12,221* - \$54,549	\$28,755	\$40,814	\$32,857
Housekeeper/Maintenance	\$17,680 - \$45,760	\$26,174	\$34,292	\$29,772
Housing Coordinator/Advocate	\$27,000 - \$56,618	\$33,389	\$38,692	\$36,209
Human Resources Staff	\$23,660 - \$242,990	\$42,146	\$63,768	\$48,632
Information Technology Staff	\$35,000 - \$67,650	\$43,562	\$56,243	\$50,115
Legal Advocate	\$23,660 - \$51,542	\$33,114	\$40,492	\$35,993
Outreach Coordinator	\$20,800 - \$44,000	\$32,033	\$36,862	\$34,648
Prevention Coordinator	\$27,000 - \$49,920	\$34,161	\$40,289	\$37,929
Prevention Director	\$32,000 - \$80,000	\$50,409	\$62,824	\$59,166
Prevention Manager	\$32,000 - \$46,800	\$37,632	\$44,680	\$41,694
Program Director	\$23,660 - \$102,734	\$47,110	\$65,421	\$57,572
Shelter Manager/Residential Coordinator	\$21,000 - \$90,480	\$39,604	\$47,971	\$43,338
Shelter Support Staff	\$18,000 - \$43,680	\$27,324	\$35,337	\$31,431
Thrift Store Clerk	\$14,082* - \$42,000	\$20,929	\$28,672	\$23,909
Volunteer Coordinator	\$23,660 - \$90,480	\$35,633	\$42,632	\$39,298

*\$15,080 or less indicates employees working less than 40 hours per week are still considered full-time by their employer.

Part-Time Data

Based on a request from family violence centers, the 2020 *Building Longevity in Our Movement* survey collected information on part-time positions. As this is the first year to collect part-time salaries, a comparison with past years is not possible.

Texas and federal laws leave it up to an employer to define what constitutes full-time and part-time status within a company and to determine the specific schedule of hours.²²

For the 2020 *Building Longevity in Our Movement* survey, we defined part-time as 20 hours per week or less; however, we have come to realize that agencies differ. Many family violence agencies report full-time to be 30 or 35 hours, making part-time 5-20 hours a week.

ROLE	SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
Advocate/Case Manager	\$15,600 - \$53,456	28,004	33,667	30,627
Attorney	\$65,000 - \$74,880	66,820	69,940	69,940
BIPP Coordinator	<i>no pay information provided</i>			
BIPP Director	<i>no pay information provided</i>			
BIPP Facilitator	\$8,000 - \$72,800	31,036	40,808	34,186
Childcare Worker	\$20,800 - \$51,002	27,396	35,488	33,628
Children's Advocate	\$31,200 - \$44,990	31,200	44,990	<i>no pay info provided</i>
Clerical Staff	\$23,920 - \$37,960	27,857	30,190	29,578
Communications Director	<i>no pay information provided</i>			
Community Educator	\$24,960 - \$44,990	28,720	34,930	36,514
Cook	\$27,040 - \$41,163	27,238	37,586	34,736
Counseling Professional	\$30,420 - \$66,560	40,642	48,776	39,104
Data Entry Staff	\$12,000 - \$44,990	22,240	30,228	15,910
Deputy Director	<i>no pay information provided</i>			
Development Director	\$24,000 - \$30,000	27,000	30,000	30,000
Executive Director	\$40,232 - \$70,720	50,276	58,651	53,916
Finance Director	\$70,720 - \$79,040	70,720	79,040	<i>no pay info provided</i>
Hospital/Medical Advocate	<i>no pay information provided</i>			
Housekeeper/Maintenance	\$19,760 - \$48,506	27,046	33,113	30,617
Housing Coordinator/Advocate	<i>no pay information provided</i>			
Human Resources Staff	\$29,120 - \$41,600	29,120	41,600	35,360

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22 Texas Workforce Commission. April 23, 2020. Retrieved from: https://www.twc.texas.gov/news/efte/part_time_full_time.html

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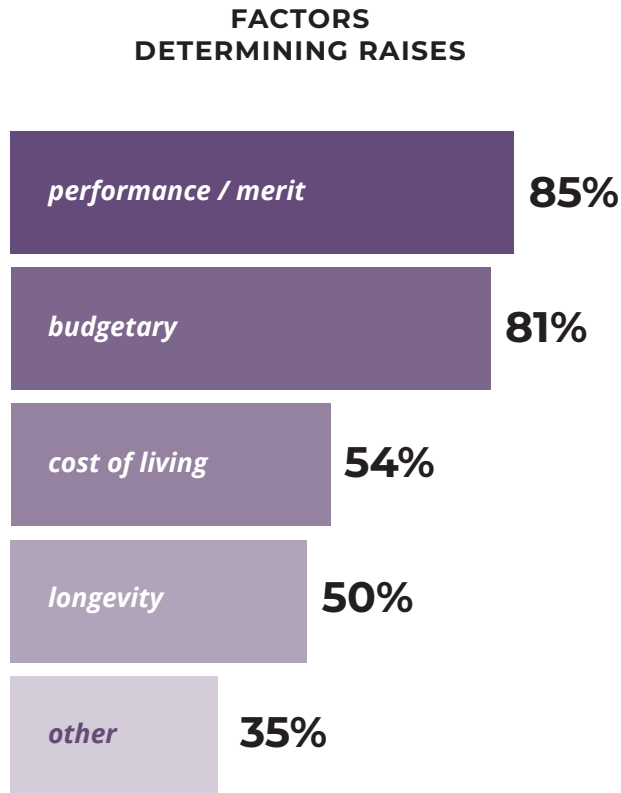
ROLE	SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
Information Technology Staff	no pay information provided			
Legal Advocate	\$24,960 - \$76,960	49,920	54,080	53,040
Outreach Coordinator	\$20,800 - \$30,160	20,800	30,160	29,120
Prevention Coordinator	\$31,200 - \$44,990	31,200	44,990	no pay info provided
Prevention Director	no pay information provided			
Prevention Manager	no pay information provided			
Program Director	\$38,400 - \$124,800	81,600	89,600	86,145
Shelter Manager/Residential Coordinator	no pay information provided			
Shelter Support Staff	\$11,253 - \$41,600	23,593	28,542	24,697
Thrift Store Clerk	\$8,320 - \$41,163	19,250	24,515	20,657
Volunteer Coordinator	\$31,200 - \$41,600	31,200	41,600	39,520

Raises

The 2020 *Building Longevity in Our Movement* survey offered five options for determining raises: budgetary, performance/merit, cost of living, longevity, and others. All family violence agencies reported providing employee raises at least once since 2017.

Four percent of the family violence agencies reported providing raises in 2020, 75% reported providing raises in 2019, 19% reported providing raises in 2018, and 2% reported not providing raises since 2017. When reporting the average raise, some organizations reported the average was 3.75%, a 1% increase over the average raise from the 2018 Report.

The agencies reported the following factors when determining raises: performance/merit (85%), budgetary (81%), cost of living (50%), longevity (35%), and “other” (4%) reasons as well. When comparing the results from the 2020 to 2018 report, providing raises based on budgetary significantly increased from 57% (2018 Report) to 81%. Utilizing performance/merit as a factor for determining raises also slightly increased from 79% (2018 Report) to 83%.



Bonuses

Bonuses are monetary payments made to an employee over and above their standard salary or compensation package. They are usually given at a certain time of the year, commensurate on an anniversary, or recognize exceptional performance. A small percentage of agencies, 27%, offer bonuses: one based on performance and 11 of the 13 indicating that it was holiday or calendar-based, two based on years of service, and one based on the cost of living adjustment. Organizations last gave bonuses in 2019 or 2018, with an average bonus of \$593.

Differential Pay

Forty-four percent of organizations reported offering differential pay; the table below indicates the breakdown of what type of differential pay each of those organizations offers.

DIFFERENTIAL	ORGANIZATIONS OFFERING DIFFERENTIAL
Night/Weekend Shift	62%
Bilingual	62%
Education & License Attainment	6%
Shelter Staff	3%
On-Call/Holidays	6%

FAMILY VIOLENCE AGENCY BENEFITS

Insurance

Most family violence centers (90%) offer group insurance benefits, specifically health and dental.

Retirement

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, 63%, offer retirement benefits.

Of the 63% organizations that offer retirement:

- ▶ 63% offer the 403(b) plans; 84% of this group contributes to employee plans.
- ▶ 20% offer a 401(k) plan; 67% of this group contributes to employee plans.
- ▶ 27% offer an IRA; 88% of this group contributes to employee plans.

Paid Leave

The 2020 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 use to take paid time off from work and does not require an employee to specify the reason for PTO.
- ▶ **Floating holidays:** additional time off, similar to 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 the start and end times of their workday around the normal schedule. Flextime does not reduce the total number of hours worked in a given week. Flextime is intended to create flexible conditions that help employees integrate their work and personal lives more effectively and better manage issues regarding commuting, caregiving, continuing education, and community service.

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

- ▶ 40% give maternity leave; of those agencies, 79% give additional time ranging from 10 to 90 days.
- ▶ 23% give paternity leave; of those agencies, 82% give additional days. The agencies that give extra days match their maternity leave policy.
- ▶ 92% give bereavement leave with an average of 3.45 additional days.
- ▶ 8% allow days for a sabbatical; of those agencies, 50% offer 20 additional days, and 25% offer 10 days.

On average, family violence centers offer first-year employees 27 days of paid leave with the average sick leave at 10 days, an average vacation at 13 days, and an average holiday at 11. Some agencies offer vacation, sick, and personal time under the category of paid time off. Employees do not have to differentiate which leave they are using.

Comparing first-year employees with more tenured employees, family violence agencies offer more paid leave. On average, agencies increased paid leave to 37 days to employees in their fifth year of employment. On average, these 37 days were increased as follows: vacation increased to 23 days, sick days increased to 11 days, while holidays stayed consistent at 11 days. Again, some family violence agencies do not differentiate between sick and vacation time and list them as paid time off.

Ninety-six percent of family violence centers, up 8% from the 2018 Report and up 27% from 2016 Report, allow employees to roll days over into the subsequent year. Eighty-eight percent report capping and restricting the total amount of time an employee could accrue. There are various reasons for restricting carryover of accrued leave: one is to reduce the agency's payout liability. Another important reason is to encourage employees to utilize their earned benefit and manage self-care.

TYPE OF TIME OFF	FULL-TIME EXEMPT	PART-TIME EXEMPT	FULL-TIME NON-EXEMPT	PART-TIME NON-EXEMPT
Holidays	96%	27%	83%	31%
Vacation time	54%*	19%	46%*	17%
Sick time	48%*	19%	38%*	19%
Paid time off	63%*	23%	54%*	27%
Floating holidays	44%	17%	38%	17%
Personal time	35%	10%	29%	10%
Flextime	50%	15%	33%	13%
Maternity leave	40%	13%	35%	15%
Paternity leave	23%	10%	23%	11%
Bereavement leave	92%	35%	73%	33%
Sabbatical leave	8%	2%	8%	2%

**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, Independence Day, Labor Day, and Thanksgiving Day off, and 94% offer Christmas.

HOLIDAY	% OFFERING PAID HOLIDAY
New Year’s Day	100%
Martin Luther King, Jr. Day	67%
President’s Day	33%
Good Friday	63%
Memorial Day	100%
Independence Day	100%
Labor Day	100%
Veterans Day	35%
Thanksgiving Day	100%
Day after Thanksgiving	83%
Christmas Eve Day	83%
Christmas Day	94%
Day after Christmas	29%

Other Benefits

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

INCENTIVES	2016	2018	2020
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			✓

CONCLUSION

Over the past six years, family violence centers have increased pay, vacation, benefits, and incentives. The increased compensation packages inspire, motivate, and retain dedicated, skilled, and compassionate employees. *Building Longevity in Our Movement* points to the continued need to increase wages and expand incentives to employees to improve employee turnover and retention. Even though the average turnover for Texas family violence agencies is high at 36%, it has decreased by 3% from the 2018 Report. Family violence agencies, along with the employees, volunteers, and community partners, perform amazing work to help vulnerable Texas families. It is inspiring to witness the great lengths each agency takes to increase family safety, connect families to resources, and help them survive and thrive. As Texas family violence agencies continue to provide life-saving services to our most vulnerable Texans during natural disasters, pandemics, and economic turmoil, they will need to strategically enhance retention of talented employees.

APPENDIX A

*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 Facilitator
- 06** Childcare Worker
- 07** Children's Advocate
- 08** Clerical Staff
- 09** Communications Director
- 10** Community Educator
- 11** Cook
- 12** Counseling Professional
- 13** Data Entry Staff
- 14** Deputy Director
- 15** Development Director
- 16** Executive Director
- 17** Finance Director
- 18** Hospital / Medical Advocate
- 19** Housekeeping / Maintenance
- 20** Housing Coordinator / Advocate
- 21** Human Resources Staff
- 22** Information Technology Staff
- 23** Legal Advocate
- 24** Outreach Coordinator
- 25** Prevention Coordinator
- 26** Prevention Director
- 27** Prevention Manager
- 28** Program Director
- 29** Shelter Manager / Residential Coordinator
- 30** Shelter Support Staff
- 31** Thrift Store Clerk
- 32** Volunteer Coordinator

01

ADVOCATE / CASE MANAGER

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$17,840 - \$56,160	\$30,909	\$38,503	\$33,798

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	2%
1-2 years	30%
3-5 years	45%
6-9 years	16%
10+ years	7%

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	4.25	\$23,920	\$43,018	\$32,386
\$500,000 - \$749,999	4.5	\$24,000	\$45,000	\$31,200
\$750,000 - \$999,999	2.8	\$24,960	\$50,000	\$31,845
\$1,000,000 - \$1,499,999	5.4	\$17,840	\$50,000	\$33,073
\$1,500,000 - \$4,499,999	9.1	\$24,960	\$49,766	\$34,129
\$5,000,000 - \$7,499,999	12.3	\$31,200	\$50,000	\$38,027
Greater than \$7,500,000	18	\$31,200	\$56,160	\$35,535

* 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	4.3	\$23,920	\$45,000	\$32,149
10-19 FT employees	4.5	\$17,840	\$50,000	\$33,324
20-45 FT employees	7.8	\$20,800	\$49,766	\$33,889
46-64 FT employees	11	\$29,120	\$50,000	\$36,885
> 65 FT employees	16.8	\$28,496	\$56,160	\$34,658

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

02

ATTORNEY

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$33,500 - \$90,000	\$54,004	\$68,989	\$64,753

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	43%
3-5 years	43%
6-9 years	-
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	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	-	-	-	-
\$1,500,000 - \$4,499,999	1.25	\$33,500	\$75,000	\$61,583
\$5,000,000 - \$7,499,999	3	\$60,000	\$90,000	\$75,625
Greater than \$7,500,000	1	\$47,600	\$62,000	\$52,520

* 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	-	-	-	-
10-19 FT employees	-	-	-	-
20-45 FT employees	1	\$44,928	\$75,000	\$70,000
46-64 FT employees	2	\$33,500	\$85,000	\$60,500
> 65 FT employees	2.5	\$47,600	\$90,000	\$63,760

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

03

BIPP COORDINATOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$29,120 - \$50,000	\$39,824	\$44,110	\$41,695

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	16%
1-2 years	50%
3-5 years	-
6-9 years	17%
10+ years	17%

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	1	\$40,000	no info provided	\$40,000
\$1,500,000 - \$4,499,999	1	\$29,120	\$50,000	\$42,119
\$5,000,000 - \$7,499,999	-	-	-	-
Greater than \$7,500,000	-	-	-	-

* 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	-	-	-	-
10-19 FT employees	-	-	-	-
20-45 FT employees	1	\$29,120	\$50,000	\$42,494
46-64 FT employees	1	\$36,000	\$41,000	\$38,500
> 65 FT employees	-	-	-	-

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

04

BIPP DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$40,000 - \$90,480	\$50,926	\$68,094	\$57,402

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	80%
3-5 years	-
6-9 years	20%
10+ years	-

Average Salaries and Number of Positions in Relation to Annual Compensation Budget				
TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	1	\$40,000	\$50,000	\$40,000
\$1,500,000 - \$4,499,999	1	\$44,990	\$57,990	\$53,165
\$5,000,000 - \$7,499,999	1	\$48,000	\$72,000	\$62,000
Greater than \$7,500,000	1	\$56,638	\$90,480	\$69,846

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees				
TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	-	-	-	-
10-19 FT employees	1	\$40,000	\$50,000	\$40,000
20-45 FT employees	-	-	-	-
46-64 FT employees	1	\$65,000	\$70,000	\$70,000
> 65 FT employees	1	\$44,990	\$90,480	\$59,004

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

05

BIPP FACILITATOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$20,800 - \$64,418	\$34,477	\$46,457	\$38,373

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	74%
3-5 years	13%
6-9 years	13%
10+ years	-

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	-	-	-	-
\$1,500,000 - \$4,499,999	2.5	\$20,800	\$45,760	\$35,125
\$5,000,000 - \$7,499,999	2	\$36,000	\$54,000	\$41,000
Greater than \$7,500,000	4	\$40,331	\$64,418	\$46,114

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	-	-	-	-
10-19 FT employees	-	-	-	-
20-45 FT employees	2	\$31,200	\$45,760	\$37,939
46-64 FT employees	1.5	\$37,000	\$44,500	\$39,500
> 65 FT employees	3.7	\$20,800	\$64,418	\$37,912

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

06

CHILDCARE WORKER

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$19,760 - \$45,760	\$26,939	\$30,972	\$28,761

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	55%
3-5 years	18%
6-9 years	18%
10+ years	9%

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	-	-	-	-
\$1,500,000 - \$4,499,999	2.33	\$19,760	\$45,760	\$31,723
\$5,000,000 - \$7,499,999	5	\$24,000	\$36,000	\$27,201
Greater than \$7,500,000	3.5	\$21,840	\$45,594	\$29,050

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	-	-	-	-
10-19 FT employees	-	-	-	-
20-45 FT employees	2.3	\$19,760	\$45,760	\$31,723
46-64 FT employees	-	-	-	-
> 65 FT employees	4	\$21,840	\$45,594	\$28,807

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$20,800 - \$65,000	\$31,314	\$36,705	\$35,128

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	50%
3-5 years	39%
6-9 years	7%
10+ years	4%

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$22,880	\$22,880	\$22,880
\$500,000 - \$749,999	1	\$24,000	\$38,000	\$31,995
\$750,000 - \$999,999	1	\$23,566	\$39,520	\$30,131
\$1,000,000 - \$1,499,999	1.1	\$20,800	\$45,000	\$34,742
\$1,500,000 - \$4,499,999	1.2	\$26,000	\$65,000	\$37,757
\$5,000,000 - \$7,499,999	2.5	\$31,200	\$45,000	\$35,974
Greater than \$7,500,000	2.7	\$31,200	\$39,520	\$38,881

* 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	\$22,880	\$38,000	\$28,957
10-19 FT employees	1.1	\$23,566	\$45,000	\$34,385
20-45 FT employees	1.1	\$20,800	\$65,000	\$36,832
46-64 FT employees	-	-	-	-
> 65 FT employees	2.5	\$26,000	\$45,000	\$36,458

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

08

CLERICAL STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$15,000 - \$51,210	\$28,754	\$33,859	\$32,838

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	41%
3-5 years	38%
6-9 years	12%
10+ years	9%

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$15,000	\$45,344	\$30,672
\$500,000 - \$749,999	1	\$20,800	\$31,200	\$27,040
\$750,000 - \$999,999	1	\$27,000	\$35,000	\$28,500
\$1,000,000 - \$1,499,999	1	\$23,660	\$43,680	\$35,017
\$1,500,000 - \$4,499,999	1.7	\$20,800	\$46,291	\$32,938
\$5,000,000 - \$7,499,999	5	\$24,960	\$48,000	\$35,604
Greater than \$7,500,000	3	\$24,960	\$51,210	\$31,231

* 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	\$15,000	\$45,344	\$33,346
10-19 FT employees	1.1	\$23,660	\$43,680	\$34,534
20-45 FT employees	1.1	\$20,800	\$65,000	\$36,832
46-64 FT employees	2	\$24,960	\$33,280	\$31,075
> 65 FT employees	3.6	\$20,800	\$51,210	\$31,501

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

09

COMMUNICATIONS DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$27,560 - \$100,000	\$46,819	\$60,679	51,181

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	13%
1-2 years	74%
3-5 years	-
6-9 years	13%
10+ years	-

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$33,000	\$38,000	\$33,000
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	-	-	-	-
\$1,500,000 - \$4,499,999	1	\$27,560	\$57,990	\$42,082
\$5,000,000 - \$7,499,999	1	\$54,000	\$80,000	\$64,667
Greater than \$7,500,000	1	\$40,000	\$100,000	\$63,100

* 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	\$33,000	\$38,000	\$33,000
10-19 FT employees	-	-	-	-
20-45 FT employees	1	\$27,560	\$50,000	\$36,540
46-64 FT employees	1	\$65,000	\$70,000	\$70,000
> 65 FT employees	1	\$40,000	\$100,000	\$60,673

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

10

COMMUNITY EDUCATOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$23,660 - \$60,000	\$32,741	\$39,604	\$35,444

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	3%
1-2 years	61%
3-5 years	33%
6-9 years	3%
10+ years	-

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$33,000	\$40,000	\$36,000
\$500,000 - \$749,999	1.5	\$24,000	\$38,000	\$29,370
\$750,000 - \$999,999	1	\$24,960	\$60,000	\$36,348
\$1,000,000 - \$1,499,999	1.9	\$23,660	\$47,000	\$36,662
\$1,500,000 - \$4,499,999	2.6	\$24,960	\$60,000	\$34,723
\$5,000,000 - \$7,499,999	4	\$31,200	\$44,990	\$37,755
Greater than \$7,500,000	8	\$32,500	\$43,680	\$38,072

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	1.3	\$24,000	\$40,000	\$32,685
10-19 FT employees	1.6	\$23,660	\$60,000	\$36,320
20-45 FT employees	2.5	\$24,960	\$60,000	\$35,056
46-64 FT employees	4.5	\$39,000	\$44,500	\$41,209
> 65 FT employees	4.8	\$26,000	\$44,990	\$34,199

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$20,800 - \$50,000	\$27,443	\$33,567	\$29,958

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	33%
3-5 years	42%
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	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	1	\$20,800	\$27,040	\$24,856
\$1,500,000 - \$4,499,999	1.5	\$20,800	\$50,000	\$29,910
\$5,000,000 - \$7,499,999	2.5	\$26,000	\$42,000	\$31,549
Greater than \$7,500,000	2.8	\$25,002	\$41,163	\$23,010

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	-	-	-	-
10-19 FT employees	-	-	-	-
20-45 FT employees	1.3	\$20,800	\$50,000	\$30,467
46-64 FT employees	-	-	-	-
> 65 FT employees	2.6	\$20,800	\$42,000	\$25,315

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

12

COUNSELING PROFESSIONAL

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$30,000 - \$83,200	\$43,634	\$54,162	\$46,742

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	39%
3-5 years	52%
6-9 years	3%
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	\$55,000	\$55,000	\$55,000
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	1.25	\$30,000	\$65,000	\$47,250
\$1,000,000 - \$1,499,999	2.1	\$30,000	\$55,000	\$45,519
\$1,500,000 - \$4,499,999	3.3	\$30,160	\$83,200	\$45,650
\$5,000,000 - \$7,499,999	10	\$38,000	\$60,008	\$46,598
Greater than \$7,500,000	6.8	\$40,000	\$72,134	\$48,888

* 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	\$46,000	\$55,000	\$51,167
10-19 FT employees	1.8	\$30,000	\$65,000	\$46,593
20-45 FT employees	2.6	\$30,000	\$83,200	\$46,316
46-64 FT employees	9	\$43,000	\$55,000	\$44,667
> 65 FT employees	7.4	\$38,000	\$72,134	\$46,985

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

13

DATA ENTRY STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$22,880 - \$72,134	\$33,003	\$40,588	\$35,444

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	38%
3-5 years	50%
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	\$22,880	\$22,880	\$22,880
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	1	\$31,200	\$31,200	\$31,200
\$1,000,000 - \$1,499,999	1	\$31,200	\$50,000	\$38,338
\$1,500,000 - \$4,499,999	1.25	\$26,000	\$47,251	\$35,965
\$5,000,000 - \$7,499,999	2	\$30,000	\$45,000	\$33,808
Greater than \$7,500,000	1.3	\$31,200	\$72,134	\$41,907

* 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	\$22,880	\$22,880	\$22,880
10-19 FT employees	1	\$31,200	\$50,000	\$36,493
20-45 FT employees	1.3	\$28,080	\$47,251	\$36,656
46-64 FT employees	-	-	-	-
> 65 FT employees	1.5	\$26,000	\$72,134	\$37,423

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

14

DEPUTY DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$49,920 – \$110,000	\$69,392	\$86,941	\$77,829

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	10%
3-5 years	40%
6-9 years	20%
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	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	1	\$50,000	\$76,500	\$70,000
\$1,500,000 – \$4,499,999	1.25	\$49,920	\$110,000	\$81,713
\$5,000,000 - \$7,499,999	1	\$75,000	\$90,000	\$84,872
Greater than \$7,500,000	3	\$70,000	\$100,000	\$86,570

* 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	-	-	-	-
10-19 FT employees	1	\$50,000	\$76,500	\$70,667
20-45 FT employees	1.2	\$49,920	\$110,000	\$78,970
46-64 FT employees	-	-	-	-
> 65 FT employees	2	\$70,000	\$100,000	\$85,721

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

15

DEVELOPMENT DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$29,120 – \$150,000	\$62,717	\$74,416	\$71,730

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	16%
3-5 years	24%
6-9 years	24%
10+ years	35%

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	1	\$39,998	\$50,000	\$44,999
\$1,500,000 – \$4,499,999	1.125	\$29,120	\$93,713	\$59,826
\$5,000,000 - \$7,499,999	1	\$54,000	\$80,000	\$66,421
Greater than \$7,500,000	1	\$50,565	\$150,000	\$103,227

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	-	-	-	-
10-19 FT employees	1	\$39,998	\$50,000	\$44,999
20-45 FT employees	1.2	\$29,120	\$93,713	\$57,881
46-64 FT employees	1	\$60,000	\$70,000	\$67,187
> 65 FT employees	1	\$50,565	\$150,000	\$86,739

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

16

EXECUTIVE DIRECTOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$25,000 - \$307,507	\$71,666	\$102,168	\$91,173

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	18%
3-5 years	20%
6-9 years	15%
10+ years	47%

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	\$47,528	\$46,714
\$500,000 - \$749,999	1	\$25,000	\$100,000	\$60,747
\$750,000 - \$999,999	1	\$41,600	\$80,000	\$64,009
\$1,000,000 - \$1,499,999	1	\$40,000	\$100,000	\$78,844
\$1,500,000 - \$4,499,999	1	\$35,000	\$138,008	\$90,880
\$5,000,000 - \$7,499,999	1	\$90,000	\$180,000	\$129,242
Greater than \$7,500,000	1.2	\$100,000	\$307,507	\$170,722

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	1	\$25,000	\$100,000	\$60,340
10-19 FT employees	1	\$25,000	\$100,000	\$72,060
20-45 FT employees	1	\$35,000	\$138,008	\$87,181
46-64 FT employees	1	\$80,000	\$140,000	\$113,750
> 65 FT employees	1.1	\$84,510	\$307,507	\$150,168

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$23,660 – \$150,000	\$53,613	\$71,286	\$64,955

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	25%
3-5 years	31%
6-9 years	8%
10+ years	36%

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	-	-	-	-
\$500,000 - \$749,999	1	\$24,000	\$38,000	\$34,250
\$750,000 - \$999,999	1	\$33,000	\$50,000	\$40,508
\$1,000,000 - \$1,499,999	1	\$23,660	\$65,000	\$56,036
\$1,500,000 – \$4,499,999	1.1	\$31,200	\$105,000	\$62,321
\$5,000,000 - \$7,499,999	1	\$60,000	\$150,000	\$96,667
Greater than \$7,500,000	1	\$50,000	\$125,000	\$100,925

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	1	\$24,000	\$38,000	\$52,125
10-19 FT employees	1	\$23,660	\$61,500	\$50,523
20-45 FT employees	1.1	\$31,200	\$105,000	\$59,727
46-64 FT employees	1	\$70,000	\$115,000	\$93,750
> 65 FT employees	1	\$50,000	\$150,000	\$92,670

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$12,221 - \$54,549	\$28,755	\$40,814	\$32,857

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

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

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	7	\$12,221	\$54,549	\$27,921
\$500,000 - \$749,999	5	\$24,000	\$38,000	\$33,308
\$750,000 - \$999,999	1	\$29,120	\$35,360	\$30,972
\$1,000,000 - \$1,499,999	-	-	-	-
\$1,500,000 - \$4,499,999	2	\$28,995	\$48,000	\$35,341
\$5,000,000 - \$7,499,999	-	-	-	-
Greater than \$7,500,000	2	\$31,200	\$40,000	\$33,660

* 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	6	\$12,221	\$54,549	\$30,615
10-19 FT employees	2.3	\$24,000	\$38,000	\$31,750
20-45 FT employees	3	\$34,507	\$48,000	\$38,514
46-64 FT employees	-	-	-	-
> 65 FT employees	1.5	\$28,995	\$40,000	\$31,328

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

19

HOUSEKEEPER / MAINTENANCE

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$17,680 - \$45,760	\$26,174	\$34,292	\$29,772

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	50%
3-5 years	19%
6-9 years	31%
10+ years	-

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	1.7	\$20,800	\$37,440	\$29,640
\$1,500,000 - \$4,499,999	1.4	\$17,680	\$45,510	\$28,378
\$5,000,000 - \$7,499,999	4	\$26,000	\$42,000	\$31,736
Greater than \$7,500,000	2.4	\$22,880	\$45,760	\$30,738

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	-	-	-	-
10-19 FT employees	1.5	\$24,960	\$37,440	\$31,460
20-45 FT employees	1.6	\$17,680	\$45,510	\$21,775
46-64 FT employees	-	-	-	-
> 65 FT employees	2.6	\$19,760	\$45,760	\$29,904

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

20

HOUSING COORDINATOR / ADVOCATE

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$27,000 - \$56,618	\$33,389	\$38,692	\$36,209

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	5%
1-2 years	47%
3-5 years	37%
6-9 years	-
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	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	1	\$27,000	\$27,851	\$27,426
\$1,000,000 - \$1,499,999	1.7	\$35,000	\$45,000	\$40,920
\$1,500,000 - \$4,499,999	1.4	\$27,040	\$38,480	\$33,594
\$5,000,000 - \$7,499,999	4	\$35,000	\$50,000	\$41,398
Greater than \$7,500,000	2.4	\$33,280	\$56,618	\$38,264

* 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	no info provided	no info provided	\$45,760
10-19 FT employees	1	\$27,000	\$45,000	\$35,522
20-45 FT employees	1.3	\$27,040	\$38,480	\$32,760
46-64 FT employees	3	\$35,000	\$44,500	\$39,625
> 65 FT employees	3.3	\$28,995	\$56,618	\$38,516

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

21

HUMAN RESOURCES STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$23,660 - \$242,990	\$42,146	\$63,768	\$48,632

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	33%
3-5 years	39%
6-9 years	17%
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	-	-	-	-
\$500,000 - \$749,999	1	\$26,000	\$38,000	\$34,250
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	1	\$23,660	\$47,500	\$40,250
\$1,500,000 - \$4,499,999	1.2	\$24,960	\$65,000	\$47,041
\$5,000,000 - \$7,499,999	1.5	\$33,000	\$58,011	\$34,754
Greater than \$7,500,000	1.4	\$35,360	\$122,990	\$66,050

* 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	\$26,000	\$38,000	\$34,250
10-19 FT employees	1	\$23,660	\$38,000	\$33,625
20-45 FT employees	1.3	\$24,960	\$65,000	\$46,508
46-64 FT employees	1	\$56,000	\$60,000	\$55,810
> 65 FT employees	1.4	\$31,200	\$122,990	\$55,344

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$35,000 - \$67,650	\$43,562	\$56,243	\$50,115

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	14%
1-2 years	-
3-5 years	29%
6-9 years	43%
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	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	-	-	-	-
\$1,500,000 - \$4,499,999	1	\$37,440	\$67,650	\$40,467
\$5,000,000 - \$7,499,999	1	\$35,000	\$50,000	\$50,000
Greater than \$7,500,000	1.3	\$36,000	\$66,768	\$43,097

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees				
TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	-	-	-	-
10-19 FT employees	-	-	-	-
20-45 FT employees	1	\$37,440	\$48,000	no info provided
46-64 FT employees	1	\$61,500	\$67,650	\$64,575
> 65 FT employees	1.2	\$35,000	\$66,768	\$47,223

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$23,660 - \$51,542	\$33,114	\$40,492	\$35,993

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	44%
3-5 years	30%
6-9 years	7%
10+ years	19%

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1.5	\$23,920	\$40,404	\$33,462
\$500,000 - \$749,999	1	\$24,000	\$38,000	\$33,250
\$750,000 - \$999,999	1	\$30,000	\$41,600	\$31,112
\$1,000,000 - \$1,499,999	-	-	-	-
\$1,500,000 - \$4,499,999	2.4	\$27,040	\$49,766	\$36,840
\$5,000,000 - \$7,499,999	1.5	\$40,000	\$50,000	\$44,125
Greater than \$7,500,000	2.3	\$32,400	\$51,542	\$34,830

* 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	1.3	\$23,920	\$40,404	\$33,391
10-19 FT employees	1.4	\$23,660	\$50,000	\$34,013
20-45 FT employees	2.3	\$27,040	\$49,766	\$36,639
46-64 FT employees	1.5	\$37,000	\$50,000	\$41,625
> 65 FT employees	2	\$32,400	\$51,542	\$36,623

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$20,800 - \$44,000	\$32,033	\$36,862	\$34,648

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	75%
3-5 years	25%
6-9 years	-
10+ years	-

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	\$35,360	\$31,200
\$500,000 - \$749,999	2	\$24,000	\$38,000	\$29,210
\$750,000 - \$999,999	1	\$29,120	\$37,440	\$32,540
\$1,000,000 - \$1,499,999	2	\$30,000	\$39,520	\$35,147
\$1,500,000 - \$4,499,999	1.3	\$20,800	\$42,000	\$36,084
\$5,000,000 - \$7,499,999	1	\$36,000	\$44,000	\$40,000
Greater than \$7,500,000	3	\$36,400	\$43,680	\$41,267

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees				
TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	1.7	\$24,000	\$38,000	\$29,873
10-19 FT employees	1.7	\$24,000	\$39,520	\$33,727
20-45 FT employees	1.2	\$29,994	\$42,000	\$35,576
46-64 FT employees	2	\$38,000	\$40,000	\$39,000
> 65 FT employees	2	\$20,800	\$44,000	\$36,796

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$27,000 - \$49,920	\$34,161	\$40,289	\$37,929

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	41%
3-5 years	41%
6-9 years	12%
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	-	-	-	-
\$500,000 - \$749,999	1	\$27,040	\$27,040	\$27,040
\$750,000 - \$999,999	1	\$27,000	\$29,349	\$28,175
\$1,000,000 - \$1,499,999	1.25	\$35,000	\$40,000	\$40,110
\$1,500,000 - \$4,499,999	1.1	\$29,994	\$42,000	\$39,611
\$5,000,000 - \$7,499,999	2	\$31,200	\$36,000	\$37,100
Greater than \$7,500,000	1	\$38,480	\$38,480	\$49,483

* 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	\$27,040
10-19 FT employees	1.2	\$27,000	\$47,000	\$35,358
20-45 FT employees	1.1	\$29,994	\$48,959	\$40,274
46-64 FT employees	-	-	-	-
> 65 FT employees	1.5	\$31,200	\$49,920	\$39,761

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$32,000 - \$80,000	\$50,409	\$62,824	\$59,166

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

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

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	1	\$32,000	\$45,000	\$40,000
\$1,500,000 - \$4,499,999	1	\$33,280	\$65,000	\$57,388
\$5,000,000 - \$7,499,999	1	\$60,000	\$80,000	\$67,333
Greater than \$7,500,000	-	-	-	-

* 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	-	-	-	-
10-19 FT employees	1	\$32,000	\$45,000	\$40,000
20-45 FT employees	1	\$33,280	\$65,000	\$59,500
46-64 FT employees	1	\$65,000	\$70,000	\$70,000
> 65 FT employees	1	\$44,990	\$80,000	\$61,722

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$32,000 - \$46,800	\$37,632	\$44,680	\$41,694

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	33%
3-5 years	50%
6-9 years	17%
10+ years	-

Average Salaries and Number of Positions in Relation to Annual Compensation Budget				
TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	-	-	-	-
\$500,000 - \$749,999	-	-	-	-
\$750,000 - \$999,999	-	-	-	-
\$1,000,000 - \$1,499,999	1	\$32,000	\$46,800	\$41,650
\$1,500,000 - \$4,499,999	1	\$33,800	\$65,000	\$47,854
\$5,000,000 - \$7,499,999	-	-	-	-
Greater than \$7,500,000	-	-	-	-

* 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	-	-	-	-
10-19 FT employees	1	\$32,000	\$46,800	\$41,650
20-45 FT employees	1	\$55,000	\$65,000	\$60,000
46-64 FT employees	1	\$45,000	\$45,000	\$45,000
> 65 FT employees	1	\$33,800	\$41,600	\$38,563

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$23,660 – \$102,734	\$47,110	\$65,421	\$57,572

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	16%
3-5 years	24%
6-9 years	24%
10+ years	35%

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	1	\$45,000	\$70,000	\$59,774
\$500,000 - \$749,999	1	\$24,000	\$100,000	\$52,125
\$750,000 - \$999,999	1.2	\$31,000	\$80,000	\$47,423
\$1,000,000 - \$1,499,999	1.2	\$23,660	\$65,000	\$48,195
\$1,500,000 – \$4,499,999	1.8	\$33,280	\$95,000	\$61,710
\$5,000,000 - \$7,499,999	6.3	\$54,000	\$80,000	\$67,148
Greater than \$7,500,000	7	\$48,000	\$102,734	\$73,379

* 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	1.2	\$24,000	\$100,000	\$55,035
10-19 FT employees	1.2	\$23,660	\$80,000	\$46,971
20-45 FT employees	1.8	\$33,280	\$95,000	\$58,753
46-64 FT employees	3	\$50,000	\$70,000	\$64,495
> 65 FT employees	6.1	\$48,000	\$102,734	\$70,707

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

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SHELTER MANAGER / RESIDENTIAL COORDINATOR

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$21,000 - \$90,480	\$39,604	\$47,971	\$43,338

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	34%
3-5 years	19%
6-9 years	25%
10+ years	22%

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

TOTAL COMPENSATION BUDGET	#*	MINIMUM	MAXIMUM	AVERAGE
up to \$499,999	-	-	-	-
\$500,000 - \$749,999	2	\$21,000	\$28,000	\$21,500
\$750,000 - \$999,999	1	\$29,120	\$60,000	\$43,541
\$1,000,000 - \$1,499,999	1.2	\$23,660	\$63,000	\$40,924
\$1,500,000 - \$4,499,999	1.2	\$30,909	\$55,000	\$42,945
\$5,000,000 - \$7,499,999	2	\$35,000	\$70,000	\$49,299
Greater than \$7,500,000	3.5	\$38,480	\$90,480	\$50,731

* 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	\$21,000	\$28,000	\$21,500
10-19 FT employees	1.3	\$21,000	\$63,000	\$39,754
20-45 FT employees	1.1	\$31,200	\$55,000	\$43,206
46-64 FT employees	1.5	\$36,000	\$70,000	\$57,500
> 65 FT employees	2.9	\$30,909	\$90,480	\$45,169

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

30

SHELTER SUPPORT STAFF

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$18,000 - \$43,680	\$27,324	\$35,337	\$31,431

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	50%
3-5 years	31%
6-9 years	8%
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	4	\$23,920	\$24,253	\$22,714
\$500,000 - \$749,999	1	\$20,800	\$31,200	\$24,960
\$750,000 - \$999,999	3	\$22,505	\$24,960	\$23,795
\$1,000,000 - \$1,499,999	4	\$18,000	\$37,440	\$29,132
\$1,500,000 - \$4,499,999	4.7	\$20,800	\$43,000	\$29,900
\$5,000,000 - \$7,499,999	5	\$26,000	\$36,000	\$30,316
Greater than \$7,500,000	14	\$23,171	\$43,680	\$32,034

* 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	2.5	\$20,800	\$31,200	\$23,837
10-19 FT employees	3.7	\$18,000	\$37,440	\$28,286
20-45 FT employees	4.8	\$22,880	\$43,000	\$30,659
46-64 FT employees	1.5	\$29,120	\$31,200	\$30,160
> 65 FT employees	10.9	\$20,800	\$43,680	\$29,993

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$14,082 - \$42,000	\$20,929	\$28,672	\$23,909

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	40%
3-5 years	46%
6-9 years	-
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	-	-	-	-
\$500,000 - \$749,999	1	\$20,000	\$25,000	\$25,000
\$750,000 - \$999,999	1.5	\$16,640	\$32,240	\$24,627
\$1,000,000 - \$1,499,999	3.4	\$14,082	\$42,000	\$24,131
\$1,500,000 - \$4,499,999	9.3	\$16,640	\$39,520	\$21,872
\$5,000,000 - \$7,499,999	-	-	-	-
Greater than \$7,500,000	9	\$20,800	\$41,163	\$26,052

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	1	\$20,000	\$25,000	\$25,000
10-19 FT employees	3.2	\$14,082	\$42,000	\$25,930
20-45 FT employees	6.5	\$16,640	\$39,520	\$21,564
46-64 FT employees	-	-	-	-
> 65 FT employees	9	\$20,800	\$41,163	\$26,052

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

SALARY RANGE	STARTING SALARY AVERAGE	MAXIMUM SALARY AVERAGE	CURRENT SALARY AVERAGE
\$23,660 - \$90,480	\$35,633	\$42,632	\$39,298

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

TENURE	PERCENT OF RESPONDENTS
< 1 year	-
1-2 years	44%
3-5 years	35%
6-9 years	6%
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	1	\$31,200	\$47,528	\$38,587
\$500,000 - \$749,999	1	\$24,000	\$38,000	\$29,345
\$750,000 - \$999,999	1	\$27,040	\$60,000	\$38,194
\$1,000,000 - \$1,499,999	1.25	\$23,660	\$57,000	\$37,350
\$1,500,000 - \$4,499,999	1	\$28,080	\$47,375	\$40,373
\$5,000,000 - \$7,499,999	1	\$35,000	\$50,000	\$39,000
Greater than \$7,500,000	1.5	\$33,280	\$90,480	\$45,199

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

Average Salaries and Number of Positions in Relation to Number Of Full-Time (FT) Employees

TOTAL EMPLOYEE COUNT	#*	MINIMUM	MAXIMUM	AVERAGE
1-9 FT employees	1	\$24,000	\$47,528	\$34,890
10-19 FT employees	1.2	\$23,660	\$60,000	\$36,715
20-45 FT employees	1	\$32,000	\$47,375	\$40,944
46-64 FT employees	1	\$40,000	\$42,000	\$41,000
> 65 FT employees	1.3	\$28,080	\$90,480	\$42,395

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

APPENDIX B

Primary job functions by position

01 ADVOCATE / CASE MANAGER

Other job titles: Victim Advocate / Crisis Intervention Specialist / Outreach Advocate / Shelter Advocate

- ▶ Responsible for all primary advocacy with adult survivors (short term strategies for intervention, safety planning, and community referrals)
- ▶ Facilitate survivors' goal-setting and attainment
- ▶ Answer hotline and complete intake forms

02 ATTORNEY

- ▶ Practice law as a licensed attorney in the state of Texas
- ▶ Provide legal representation, consultation, and/or resources

03 BIPP COORDINATOR

- ▶ Facilitate BIPP groups
- ▶ Train and educate staff and other community members
- ▶ Supervise BIPP facilitators

04 BIPP DIRECTOR

- ▶ Supervise BIPP staff
- ▶ Ensure the BIPP program complies with BIPP guidelines

05 BIPP FACILITATOR

- ▶ Facilitate BIPP groups
- ▶ Train and educate staff and other community members

06 CHILDCARE WORKER

- ▶ Provide direct supervision for the children of survivors and/or of program staff

07 CHILDREN'S ADVOCATE

Other job titles: Children's Coordinator

- ▶ Conduct intakes with children; educate/enhance children's and parent's understanding of domestic violence; create developmentally appropriate goal plan for child and parent; supervise volunteers working with children; provide training relevant to children's domestic violence issues
- ▶ Responsible for the provision of services to both residential and/or non-residential children
- ▶ Oversee and/or facilitate children and parenting groups

08 CLERICAL STAFF

Other Job titles: Administrative Assistant / Secretary / Office Manager / Clerk / Support Staff

- ▶ Support executive
- ▶ Manage route phone calls and mailings and/or filings
- ▶ Stock supplies for office/program
- ▶ Produce and/or type documents

09 COMMUNICATIONS DIRECTOR

Other job titles: Communications Manager / Graphic Designer

- ▶ Handle responses to the media
- ▶ Develop press releases and program announcements for media outlets
- ▶ Publicize events
- ▶ Act as a liaison to the community
- ▶ Maintains social media presence
- ▶ Maintains the organization's website

10 COMMUNITY EDUCATOR

Other job titles: Community Trainer / Outreach Coordinator

- ▶ Educate and present information to the community, students, and civic groups about services provided by the program
- ▶ Develop curriculum and materials for community presentations

11 COOK

- ▶ Prepare meals for program participants
- ▶ Maintain kitchen facility

12 COUNSELING PROFESSIONAL

Other Job titles: LPC / LMFT / LMSW

- ▶ Provide individual and/or group counseling sessions to adult survivors of family violence and their children
- ▶ Facilitate support groups
- ▶ Provide training and education to staff members and outside community members

13 DATA ENTRY STAFF

- ▶ Client database maintenance and/or grant database maintenance

14 DEPUTY DIRECTOR

Other job titles: Chief Operations Officer / Vice-President

- ▶ Shape the organization's direction
- ▶ Supervise divisions of the organization
- ▶ Lead, guide, direct, and evaluate the work of other organization leaders

15 DEVELOPMENT DIRECTOR

- ▶ Coordinate special fundraising events
- ▶ Facilitate and oversee fundraising
- ▶ Coordinate planned giving initiatives
- ▶ Write grants

16 EXECUTIVE DIRECTOR

Other job titles: CEO / President

- ▶ Shape the organization's direction
- ▶ Supervise financial operations
- ▶ Manage personnel
- ▶ Directly responsible for the organization's Board of Directors

17 FINANCE DIRECTOR

Other job titles: CFO / Fiscal Officer / Bookkeeper / Accountant / Grant Writer

- ▶ Payroll
- ▶ Manage finances of the organization
- ▶ Bookkeeping
- ▶ Generate financial reports
- ▶ Responsible for supervising all secondary advocacy
- ▶ Supervise staff working with survivors from the initial point of contact on crisis intervention issues
- ▶ Supervise overnight/weekend/evening staff

18 HOSPITAL / MEDICAL ADVOCATE

- ▶ Respond to domestic violence and/or sexual assault hospital calls
- ▶ Provide immediate crisis intervention and follow up
- ▶ Provide information and community resources
- ▶ Participate in the program's efforts to develop a coordinated community response

19 HOUSEKEEPER / MAINTENANCE

- ▶ Maintain physical facilities

20 HOUSING COORDINATOR / ADVOCATE

- ▶ Act as primary contact for housing residents/clients
- ▶ Facilitate the long-term housing goals of program participants
- ▶ Provide resources and referrals to community services

21 HUMAN RESOURCES STAFF

Other job titles: Personnel Director

- ▶ Oversee personnel issues and benefits
- ▶ Manage reports of injury, insurance claims, etc.

22 INFORMATION TECHNOLOGY STAFF

- ▶ Administrator of the organization's server
- ▶ Sets-up technology
- ▶ Troubleshoots technology issues

23 LEGAL ADVOCATE

- ▶ Provide education and personal advocacy services to victims of domestic and seeking assistance with the civil and/or criminal justice systems
- ▶ Participate in the program's efforts to develop a coordinated community response
- ▶ Provide information/education to victims regarding domestic and/or sexual violence, safety planning, protective orders, court and law enforcement procedures, etc.

24 OUTREACH COORDINATOR

Other job titles: Outreach Worker / Non-Resident Case Manager / Outreach Worker

- ▶ Facilitate services to adult survivors
- ▶ Provide primary advocacy with adult survivors (short-term and long-term strategies for intervention, safety planning, and community referrals)
- ▶ Provide crisis intervention to adult survivors not staying at the 24-hour emergency shelter

25 PREVENTION COORDINATOR

Other job titles: Prevention Specialist

- ▶ Educate and train students and community groups
- ▶ Lead community-based prevention efforts

26 PREVENTION DIRECTOR

- ▶ Develop strategic planning efforts for prevention
- ▶ Develop prevention programming for your organization
- ▶ Provide supervision for prevention employees

27 PREVENTION MANAGER

- ▶ Provide supervision for prevention employees
- ▶ Educate and train communities

28 PROGRAM DIRECTOR

- ▶ Oversee one or more of the organization's programs
- ▶ Oversee daily program operations
- ▶ Handle personnel issues

29 SHELTER MANAGER / RESIDENTIAL COORDINATOR

- ▶ Supervise staff leading house meetings
- ▶ Supervise staff providing support to all survivors
- ▶ Supervising staff on safety-related items like watching shelter cameras and doors
- ▶ Provide support and supervision to staff providing advocacy and information to survivors

30 SHELTER SUPPORT STAFF

Other job titles: Shelter Support Advocate / Overnight/Weekend/Evening Staff

- ▶ Facilitate house meetings
- ▶ Provide support when on-site to all survivors
- ▶ Responsible for safety-related items like watching shelter cameras and doors
- ▶ Provide advocacy and information to survivors when on site
- ▶ Responsible for all secondary advocacy
- ▶ Work with survivors from the initial point of contact on crisis intervention issues
- ▶ Overnight/weekend/evening staff

31 THRIFT STORE CLERK

- ▶ Maintain thrift store facilities

32 VOLUNTEER COORDINATOR

- ▶ Recruit prospective volunteers
- ▶ Create, compile and update volunteer manual, protocols and procedures
- ▶ Schedule and/or provide volunteer training
- ▶ Maintain volunteer records

ABOUT TCFV

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.

