



Building Longevity in Our Movement

2024 STATEWIDE
TEXAS FAMILY VIOLENCE
SERVICE PROVIDERS
COMPENSATION REPORT

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OVERVIEW

The Texas Council on Family Violence (TCFV) biennially collects salary and benefit information from family violence service providers across Texas. It produces a report titled *Building Longevity in Our Movement*.

The report began in 1991 as the Salary Survey and was focused on reporting the high, low, and average salaries for key positions. The original goal was to assist family violence service providers with salary comparisons. Throughout the years, TCFV expanded the scope to include salary comparisons of 38 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.

TCFV publishes the biennial *Building Longevity in Our Movement* report 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.

2024 HIGHLIGHTS

RESPONDING AGENCIES

- » **41% of the family violence agencies completed the survey.**
- » 62% operate as dual family violence/sexual assault programs.
- » 31% are in rural areas, 22% are in urban areas, and 47% are in combined urban and rural areas.

PRIVATE FUNDING SOURCES

- » 100% receive some private funding.
- » 82% receive private donor funds; on average this constitutes 7% of their overall budget.
- » 82% fundraised; on average, this constitutes 6% of their overall budget.
- » 79% receive private foundation funding; on average this constitutes 7% of their overall budget.
- » 55% operate a thrift store; on average this constitutes 9% of their revenue budget.

SALARIES

- » 17 positions have an average starting wage at or below the living wage for an adult in Texas with no children, \$43,514.
- » One position's average starting salary, thrift store staff, remains under \$30,000.

GOVERNMENT FUNDING

- » 21% of the overall average budget is comprised of the Office of the Governor (OOG) Criminal Justice Division (CJD) Victims of Crime Act Grant (VOCA).
- » 18% of the overall average budget is comprised of the Health and Human Services Commission Family Violence Program (HHSC FVP).

PERSONNEL

- » The total number of employees per agency ranged from 1 to 205 with the average number of employees at 49.

RAISES

- » 95% provided raises.
- » 89% based raises on budgetary considerations.
- » Employee compensation budget averaged \$2,450,128; this is an increase from \$1,873,689 in 2022.

BONUSES & DIFFERENTIAL PAY

- » 61% provided an average bonus of \$1,231.70.
- » 49% offered differential pay.

2024 HIGHLIGHTS

BENEFITS

- » 92% offer group health and dental benefits.
- » 70% offer retirement plans and 96% contribute to retirement plans.

PAID LEAVE

- » 84% allow paid leave to roll over into the subsequent year.
- » 53% offer Paid Time Off (PTO).
- » Employees with one year of tenure on average receive 30 days of paid leave.
- » Employees with tenure of 5 years or more on average receive 41 days of paid leave.
- » In addition to the above paid leave:
 - 46% provide maternity leave;
 - 35% provide paternity leave;
 - 92% provide bereavement leave; and
 - 5% provide sabbatical leave.

TURNOVER

- » Employee turnover is 34% with a voluntary turnover rate at 29% and an involuntary rate at 5%.

TENURE

- » 47% of executive directors and 40% of prevention directors have the highest rate of average tenure of 11 years or more.
- » 13% decrease in tenure across the past 8 years for executive directors with 11+ years or more of service.
- » 40% decrease of Battering Intervention and Prevention Programs (BIPP) coordinators with 6-10 years of tenure across the past 8 years and a 20% increase with 11+ years of tenure.
- » 50% decrease of BIPP directors with 6-10 years of tenure across the past 8 years and a 17% increase with 11+ years of tenure.
- » 15% decrease of BIPP facilitators across the past 8 years with 11+ years of tenure.
- » 60% of human resource staff and 71% of grant writers have tenure of 2 years or less.

METHODOLOGY

TCFV engaged HumCap, LLC, to conduct the 2024 biennial *Building Longevity in Our Movement* survey. In 2023, TCFV sent an email regarding the 2024 compensation survey to 92 executive directors of Texas family violence service providers and asked them to identify an employee to complete the survey. The respondents had approximately six weeks to complete the survey.

The survey covered 12 topic areas related to fiscal years 2023 and 2024 compensation:

- » ***Agency Demographics***
- » ***Agency Funding***
- » ***Budgets and Personnel Basics***
- » ***Employee Turnover***
- » ***Individual Positions***
- » ***Raises***
- » ***Bonuses***
- » ***Salary***
- » ***Insurance Benefits***
- » ***Retirement Benefits***
- » ***Paid Leave Practices***
- » ***Additional Compensation***

The 2024 *Building Longevity in Our Movement* survey collected information on employee compensation spent in Fiscal Year 2023 and budgeted for Fiscal Year 2024. The current survey totaled 374 questions, included 152 pages, and allowed respondents to skip questions irrelevant to their organization's scope. The survey took respondent organizations approximately two hours to complete.

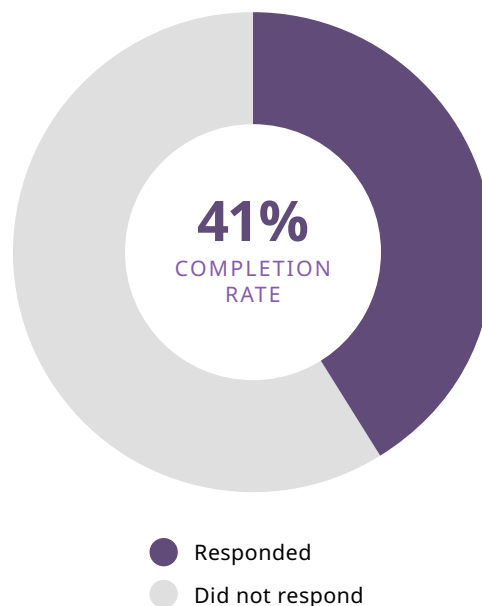
HumCap, LLC used SurveyMonkey to collect the data and Microsoft Excel to analyze the data. Since survey participants could skip questions, findings are based on the number of programs responding to a specific question. HumCap, LLC completed the analysis, removed duplicated data from the same program, and calculated averages from completed answers. In the case of salary averages, annual rates were used to calculate mean income. JKJ Marketing LLC and TCFV collaborated to author the report.

Overall Response

92 agencies received the survey, 38 responded. This represents a 41% completion rate for the survey.

Terminology

The terms *family violence service providers*, *family violence agencies*, and *family violence organizations* refer to Texas nonprofit agencies that provide services primarily to domestic violence survivors. The report interchanges these terms.



SUMMARY

Building Longevity in Our Movement

Throughout 2023 and 2024, Texas family violence agencies have addressed many challenges impacting compensation packages such as recovering from the COVID-19 pandemic. The pandemic changed the way we work, it ignited the Great Resignation, silent quitting, and a transformative period where employees across various sectors began to reevaluate their work-life balance. This phenomenon has been particularly impactful in the nonprofit sector.

Amidst the COVID-19 backdrop, Texas family violence agencies face challenges, such as, how to incorporate and normalize remote work, how to address inflation rates, and how to create a successful work culture with the generational gap. In addition, they face further challenges of how to compete with the increased hourly wages offered by other industries and how to address high turnover rates and decreased tenure.

A pressing issue for employers, particularly nonprofits, is the ability to compensate employees beyond a living wage. In the United States, federal minimum wage is set at \$7.25. For a full-time job, this hourly wage is the annual salary of \$15,080. The [Poverty Guidelines API](#)¹ is available with 2024 data and lists the annual salary of \$15,060 for one person household as meeting the poverty wage for 2024 in the 48 contiguous states and District of Columbia. As the cost of living continues to rise, many Texas households struggle to make ends meet despite working full-time jobs.² Utilizing various tools such as the [MIT Living Wage calculator](#),³ Texas family violence agencies can examine salaries to ensure

1 Office of Assistant Secretary for Planning and Evaluation (ASPE). U.S. Federal Poverty Guidelines Used to Determine Financial Eligibility for Certain Programs, HHS Poverty Guidelines for 2024. Retrieved April 9, 2024, from <https://aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines/>.

2 Every Texan. Retrieved April 4, 2024, from <https://everytexan.org/our-work/policy-areas/worker-power-thriving-families/>.

3 Amy K. Glasmeier. "Living Wage Calculator," Massachusetts Institute of Technology, 2024. Retrieved April 9, 2024, from <https://livingwage.mit.edu/>.

they are compensating at the rate for living wages, which for an adult in Texas with no children is \$43,514. Providing a living wage can reduce turnover, improve morale, and lead to higher productivity and quality of services.⁴

It is encouraging that the 2024 *Building Longevity in Our Movement* indicates Texas family violence agencies have increased the overall starting average salaries compared to previous report years, provided raises and differential pay, provided a variety of paid leave, offered paid health insurance and retirement plans, paid for professional development, offered wellness packages and reduced work week hours.

There is still work to accomplish as turnover rates remain high at 34% and tenure is decreasing across key leadership positions. In addition, 17 positions have average starting wages at or below the living wage for an adult in Texas with no children, \$43,514, and one position, thrift store staff, average starting salary remains under \$30,000.

Conclusion

Texas family violence agencies, along with the broader nonprofit sector, face significant compensation and retention challenges in the wake of the Great Resignation, quiet quitting, and the COVID-19 pandemic backdrop. It is promising to learn that family violence agencies are examining how to create a work culture that respects and values the unique preferences, habits, and behaviors of each generation, from the baby boomers to Generation Alpha. Family violence agencies continue to strive to honor and respect cultural differences. For family violence agencies to remain relevant and sustainable, we must engage and retain a vibrant workforce. By bridging the generational gap, and fostering inclusion and belonging, family violence agencies can cultivate a productive, loyal, and satisfied workforce that is prepared and willing to meet the challenges and opportunities of the future.

Despite challenging circumstances, family violence agencies, along with the employees, volunteers, and community partners, are tenacious and continue to perform amazing work to help vulnerable Texas families.

⁴ Habschman and Wethington. NonProfitPRO, "Many Nonprofit Employees Don't Make a Thriving Wage – And it Can Harm Others." Retrieved from <https://www.nonprofitpro.com/post/many-nonprofit-employees-dont-make-thriving-wage/>.

FAMILY VIOLENCE AGENCY DEMOGRAPHICS

According to NNEDV's *18th Annual Domestic Violence Counts 2023 Report*, Texas Family Violence Service Providers in one day:

IN ONE DAY



SERVED

7,974
victims



ANSWERED

1,758
crisis calls



AVERAGED

73+
contacts
per hour

"We have received more hotline calls up to this point than at any point in the past decade."

- TEXAS ADVOCATE

1,444 requests for services from victims were unmet in one day due to Texas family violence providers' insufficient resources. Approximately 41% of these requests were victims asking for emergency shelter, hotels, motels, transitional housing, and other housing.⁵

According to HHSC, Texas Family Violence Service Centers in all of 2023:

IN ONE YEAR



SERVED

65,683
victims



ANSWERED

293,206
hotline calls



DENIED

59.3%
of shelter requests
solely due to lack of space

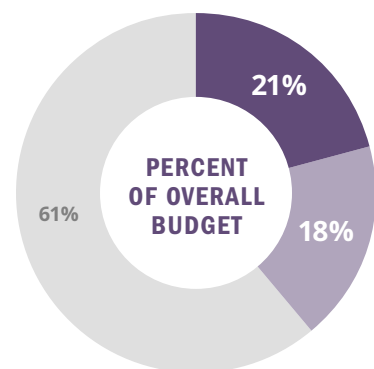
5 NNEDV 18th Annual Domestic Violence Counts 2023 Report Texas Summary

FAMILY VIOLENCE AGENCY FUNDING

Government Grants

Family violence agencies have diverse funding sources including: private-sector funding, thrift store revenues, and government grants. The majority of the family violence agencies rely heavily on government funding, with the two leading funding sources being: (1) Texas Health & Human Services Commission Family Violence Program Funding (HHSC FVP) and (2) Office of the Governor (OOG) Criminal Justice Division (CJD) Victims of Crime Act Grant (VOCA).

- The Victims of Crime Act funding through the Criminal Justice Division at the Office of the Governor (CJD VOCA) comprised 21% of the overall average budget amount.
- Health and Human Services Commission Family Violence Program (HHSC FVP) funding comprised 18% of the overall average budget amount.



- CJD VOCA funding
- HHSC FVP funding
- All other funding sources

GOVERNMENT FUNDING SOURCE	AVERAGE PERCENT OF BUDGET	PERCENT OF AGENCIES RECEIVING FUNDING
City/County Government	3%	60%
Office of the Governor (OOG): Criminal Justice Division (CJD): Violence of Crime Act Grant (VOCA)	21%	92%
Office of the Governor (OOG): Criminal Justice Division (CJD): Violence Against Women Act (VAWA)	1%	5%
Health & Human Services Commission (HHSC) Family Violence Program Funding (FVP)	18%	92%
Office of Justice Department (OJP)	1%	3%
Office of the Attorney General (OAG): Other Victim Assistance Grant (OVAG)	3%	70%
Office of the Attorney General (OAG): Sexual Assault Prevention and Crisis Services (SAPCS - Federal)	1%	10%
Office of the Attorney General (OAG): Sexual Assault Prevention and Crisis Services (SAPCS - State)	8%	68%
Office on Violence Against Women (OVW): Sexual Assault Services Program (SASP)	1%	16%
Office on Violence Against Women (OVW): Transitional Housing (TH)	1%	3%
Office on Violence Against Women (OVW - Other)	7%	34%
Texas Department of Criminal Justice, Criminal Justice Assistance Division: Battering Intervention and Prevention Programs (BIPPs): Services for Abusers	1%	26%
Texas Department of Housing and Community Affairs (TDHCA): Emergency Solutions Grants (ESG)	1%	18%
Texas Health and Human Services Commission (HHSC - Other)	18%	11%
U.S. Department of Housing and Urban Development (HUD)	4%	24%
Texas Health and Human Services Commission (CARES)	1%	34%
Texas Health and Human Service Commission American Rescue Plan (ARP)	3%	68%

Private Funding Sources

Family violence agencies receive much needed funding from the private and corporate giving sectors. This type of funding continues to be an area of potential growth. However, forecasting fundraising revenue can be difficult in any given year, especially in 2024, as the economy fluctuates, and presidential elections occur at the end of the year. According to CCS Fundraising, the growth of the Gross Domestic Product, a strong labor market, and low unemployment have strengthened this fundraising area. Corporate giving is predicted to increase by 1.9% in 2024 and by 2.6% in 2025, although these numbers are predicted to be below the historical 10-year, 25-year, and 40-year annualized average. CCS Fundraising also forecasts individual/household giving to increase by 4.2% in 2024 and by 3.9% in 2025.⁶

All the family violence agencies who responded to the survey receive some form of private funding constituting on average 1%–7% of the agency’s budget. Family violence agencies also receive funding from estates, insurance proceeds, as well as oil and gas royalties. The table below details the distinct types of private funding sources.

FUNDING SOURCE	AVERAGE PERCENT OF BUDGET	PERCENT OF AGENCIES RECEIVING FUNDING
Investment / Interest Revenue	1%	37%
Endowment	1%	16%
Fundraisers	6%	82%
Local United Way	3%	74%
Private Foundations	7%	79%
Private Donors	7%	82%
Other*	7%	34%**

* Funding from civic organizations, churches, cities, counties, estates, insurance proceeds, oil and gas royalties

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

6 Indiana University Lilly Family School of Philanthropy (March 2024). The Philanthropy Outlook 2024 & 2025. Retrieved May 15, 2024, 3:00 pm from <https://www.ccsfundraising.com/insights/philanthropy-outlook/>.

Thrift Store Revenue

Thrift stores continue to be a viable funding source for Texas family violence service providers. Thrift stores provide needed community resources, increase

awareness, and are utilized by the family violence agencies to hire and train clients. Clients can learn to enhance sales and comprehend management and retail skills. 55% of the responding family violence agencies operated at least one thrift store. The revenues comprised 9% of their agency's overall budget and are the second-highest source of revenue after government grants.

AVERAGE PERCENT OF BUDGET	PERCENT OF AGENCIES OPERATING A THRIFT STORE
9%	55%

BUDGETS

Budget Ranges

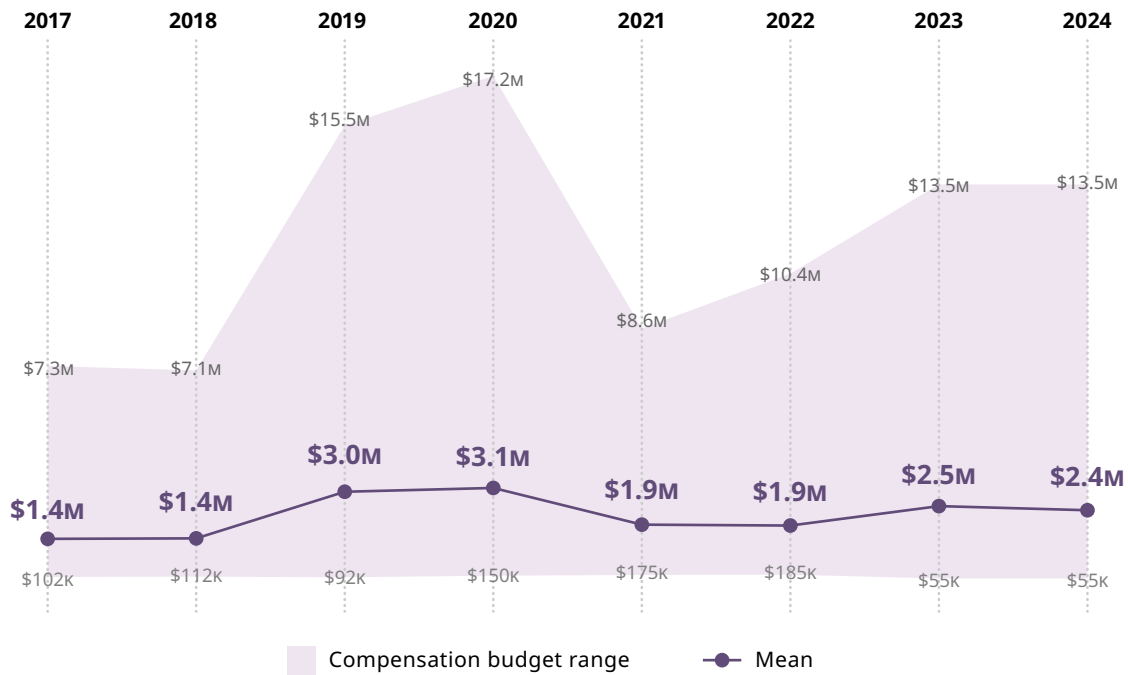
Family violence agencies identified a range for their total agency budget and then reported their corresponding compensation budgets. Listed below are average compensation budgets shown with eight tiers of the agency's total budget.

TOTAL BUDGET RANGE	PERCENT OF ORGANIZATIONS WITHIN TOTAL BUDGET RANGE	2024 COMPENSATION BUDGET AVERAGE
\$0 to \$99,999	2%	\$55,000
\$100,000 to \$499,000	9%	\$282,022
\$500,000 to \$749,900	7%	\$433,103
\$750,000 to \$999,999	9%	\$590,849
\$1,000,000 to \$1,499,999	11%	\$1,092,188
\$1,500,000 to \$4,999,999	31%	\$2,005,061
\$5,000,000 to \$7,499,999	13%	\$5,501,577
Greater than \$7,500,000*	18%	\$7,636,529

* One budget was removed from the 2024 Compensation Budget Average due to survey entry errors

Compensation Budgets

The compensation budget mean fluctuates based on the size of the agencies responding to the survey. For the 2024 survey, 31% of the agencies had a budget greater than \$5,000,000 in comparison to 13% in 2022.



YEAR	COMPENSATION BUDGET RANGE	MEAN
2017	\$101,521 – \$7,296,220	\$1,404,920
2018	\$111,956 – \$7,144,011	\$1,421,531
2019	\$91,996 – \$15,488,465	\$3,009,732
2020	\$150,000 – \$17,178,034	\$3,139,309
2021	\$175,000 – \$8,572,485	\$1,889,212
2022	\$185,000 – \$10,441,600	\$1,858,166
2023	\$55,000 – \$13,481,202	\$2,520,428
2024	\$55,000 – \$13,481,203	\$2,379,847

PERSONNEL

Family violence organizations were asked to report the following: the number of full-time employees, part-time employees, contract workers, on-call employees; the position types; and employee separations. The number of employees ranges from 1 to 205 with the average number at 49 employees. As one would expect, the number of employees increases as the budget size increases with the average of 49 employees being within the \$1,500,000 to \$4,999,999 total budget range.

Core Positions

For this report, core positions are defined as having 75% of the responding family violence agencies employing at least one of these positions. Utilizing this definition the following positions include executive director (100%), advocate/case manager (97%), finance director (92%), shelter support staff (79%), shelter support manager/residential coordinator (78%), clerical staff (78%), children's advocate (76%), and counseling professional (75%). For agencies not employing these positions, they are either going through a third-party vendor or utilize volunteers.

A detailed analysis of each position can be found in the [Appendix](#).

ROLE	PERCENTAGE OF ORGANIZATIONS THAT EMPLOY	PERCENT FULL-TIME	PERCENT PART-TIME
Advocate / Case Manager	97%	87%	13%
Attorney	24%	100%	0%
BIPP Coordinator	19%	100%	0%
BIPP Director	22%	100%	0%
BIPP Facilitator	24%	59%	41%
Childcare Worker	22%	85%	15%
Children's Advocate	76%	95%	5%
Children's Services Director	16%	100%	0%
Clerical Staff	78%	92%	8%
Communications Director	27%	100%	0%
Community Educator	46%	96%	4%
Cook	32%	89%	11%
Counseling Professional	75%	86%	22%
Data Entry Staff	30%	86%	14%
Deputy Director	22%	100%	0%
Development Director	46%	100%	0%
Executive Director	100%	97%	3%
Finance Director	92%	94%	6%
Finance Staff	41%	90%	10%
Grant Writer	19%	95%	5%
Hospital / Medical Advocate	22%	87%	13%
Hotline Manager	22%	100%	0%
Housekeeper / Maintenance	49%	91%	9%
Housing Coordinator / Advocate	35%	100%	0%
Human Resources Manager / Director	38%	100%	0%
Human Resources Staff	14%	100%	0%
Information Technology (IT) Staff	19%	100%	0%
Legal Advocate	54%	100%	0%
Legal Services Director	19%	100%	0%
Outreach Coordinator	27%	100%	0%
Prevention Coordinator	19%	100%	0%
Prevention Manager	0%	N/A	N/A
Prevention Director	16%	100%	0%
Program Director	73%	100%	0%
Shelter Manager / Residential Coordinator	78%	100%	0%
Shelter Support Staff	79%	54%	46%
Thrift Store Manager	51%	97%	3%
Thrift Store Staff	54%	49%	51%
Volunteer Coordinator	49%	100%	0%

Turnover Rates

For this report, family violence agencies were asked to calculate the turnover rate by comparing the employer reported average number of all employees throughout the year to the number of separations. The voluntary separation for family violence providers in 2024 is 29% and involuntary separation is 5%. The overall turnover rate for family violence agencies has been increasing since the 2020 report, when it was 22%. It increased to 35% in 2022 and dipped slightly to 34% in 2024.

2024 AVERAGE VOLUNTARY SEPARATION	2024 AVERAGE INVOLUNTARY SEPARATION	2024 TURNOVER RATE
29%	5%	34%

The overall turnover rate for all sectors, including for profits and not-for-profits, is becoming more prevalent based on societal trends. According to the U.S. Department of Labor,⁷ the median tenure of baby boomers is 10 years, while it is a little under 3 years for millennials. Based on an article from Inside Charity, the average turnover for nonprofit organizations was 19%, while the average all-industry turnover rate was 12%.⁸

According to the National Leadership Alliance (NLA), the single greatest reason for voluntary turnover is lack of opportunity for growth at 59.7%; inadequate compensation and benefits

“The lessons from 2023 have laid the groundwork for understanding and responding to these (turnover) challenges. Businesses that continue to adapt, focusing on employee engagement, technological integration, and a deep understanding of industry-specific trends, will be better positioned to maintain a stable and satisfied workforce.”⁹

7 News Release Bureau of Labor Statistics. United States Department of Labor, September 22, 2022. Retrieved April 15, 2024, from <https://www.bls.gov/news.release/pdf/tenure.pdf>.

8 Inside Charity. *Tips for Retaining Nonprofit Employees*. Retrieved April 15, 2024, from <https://insidecharity.org/2023/03/03/tips-for-retaining-nonprofit-employees>.

9 Joseph Garcia-Rocha. January 8, 2024. Introduction to “Navigating the 2024 Employee Turnover Landscape: Lessons from 2023 and Strategies for Retention.” Retrieved May 15, 2024, from <https://www.linkedin.com/pulse/introduction-navigating-2024-employee-turn-over-from-garcia-rocha-b0tcc/>.

is second at 47.6%, while discomfort or dissatisfaction with an organization or its culture is third at 26.2%.¹⁰ Turnover results in temporarily diminished capacity, productivity, and expenses to rehire and retrain each position. Turnover results in temporarily diminished capacity, productivity, and expenses to rehire and retrain each position. Turnover rates for family violence organizations may also be impacted by exposure to secondary trauma.

Tenure Rates

The report examines the tenure of 38 positions. For this section and analysis, the review focuses on positions with a tenure rate of 40% or higher. The 2024 data shows that family violence agencies are retaining on average only two positions, executive directors (47%) and prevention directors (40%) for 11 or more years.

Impact of Tenure Across the Years

EXECUTIVE DIRECTORS

Although executive directors currently have the highest rate of average tenure, there has been a dramatic decrease in tenure across the past 8 years when 60% of the executive directors in 2016 held on average tenure of 11 years or longer.

BATTERING INTERVENTION & PREVENTION PROGRAMS

Battering Intervention and Prevention Programs (BIPP) have also experienced a significant decrease in tenure in the past 6 years. The majority of BIPP directors, coordinators, and facilitators have on average a tenure of 2 years or less. In 2018, 40% of the BIPP coordinators were on average in positions eleven years or longer, in 2024 the average tenure decreased to 20%. Comparing 2016 to 2024, there is a 50% decrease in BIPP directors with 6-10 years of tenure, and a 15% decrease in BIPP facilitators.

It is promising that in comparison to 2016 there is a 20% increase of BIPP coordinators with 11+ years of tenure in 2024.

¹⁰ National Leadership Alliance. *The Power of Employee Turnover*. Retrieved April 15, 2024, from <https://nla1.org/cost-of-employee-turnover/#:-:text=Voluntary%20Turnover%20%E2%80%94%20Voluntary,your%20staff%20retention.>

HUMAN RESOURCES AND GRANT WRITERS

Key operating roles such as human resource staff (60%) and grant writers (71%) are held by staff with an average of 2 or less years of tenure.

PREVENTION

Although prevention directors have one of the highest average tenures, the staff on prevention teams are mostly held by staff with an average of 2 or less years of tenure: community educators (53%) and prevention coordinators (57%) are held by staff with an average of 2 or less years of tenure.

Impact of Low Tenure Averages

The tenure statistics of this report demonstrate the need for family violence service providers to carefully look at how to support, train, and retain direct service staff and positions that are intricately responsible for oversight, changing abusive behaviors and elevating prevention awareness. The statistics elevate the difficulty of retaining frontline positions at family violence organizations which can quickly lead to burnout, compassion fatigue and the common pitfalls of being in the care sector.

The Tinypulse Retention Report,¹¹ highlights the importance of retention in the workforce and recommends agencies develop an employee retention strategy. Thereafter they will need to adjust the strategy as needed. The retention strategy should include regular, clear, honest, and open lines of communication of employee thoughts to management to understand the employees' needs so the agency can make overall agency improvements. An article by Nectar and Society For Human Resource Management (SHRM),¹² also stresses the need for employee retention, a retention strategy, and reducing the cost for replacing staff that leave the agency. In general, employee retention can be increased when staff feel their contributions are valued, and leaders recognize when adjustments are needed.

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

11 Tinypulse. Employee Retention Report, The Real Story Behind Why Your Employees are Leaving for Good, 2018. Retrieved April 15, 2024, from <https://www.tinypulse.com/hubfs/2018%20Employee%20Retention%20Report.pdf>.

12 Nathan Ojaokomo. *Crowdsourced Guide to Employee Retention Strategies Blog*, Updated December 29, 2023. Retrieved June 18, 2024, from <https://nectarhr.com/blog/employee-retention-strategies>.

ROLE	< 1 YEAR	1-2 YEARS	3-5 YEARS	6-10 YEARS	11+ YEARS
Advocate / Case Manager	0%	36%	28%	28%	8%
Attorney	0%	12%	63%	25%	0%
BIPP Coordinator	0%	40%	20%	20%	20%
BIPP Director	0%	67%	17%	0%	17%
BIPP Facilitator	0%	60%	20%	20%	0%
Childcare Worker	0%	43%	29%	0%	29%
Children's Advocate	4%	42%	29%	11%	7%
Children's Services Director	17%	17%	33%	17%	17%
Clerical Staff	4%	42%	19%	27%	8%
Communications Director	20%	20%	30%	10%	20%
Community Educator	0%	53%	29%	6%	12%
Cook	18%	36%	9%	27%	9%
Counseling Professional	0%	44%	39%	13%	4%
Data Entry Staff	0%	33%	22%	44%	0%
Deputy Director	0%	13%	13%	38%	38%
Development Director	6%	41%	18%	24%	12%
Executive Director	0%	8%	19%	25%	47%
Finance Director	3%	17%	37%	17%	27%
Finance Staff	0%	46%	31%	8%	15%
Grant Writer	0%	71%	29%	0%	0%
Hotline Manager	0%	38%	25%	38%	0%
Housekeeper / Maintenance	0%	50%	14%	21%	14%
Housing Coordinator / Advocate	0%	42%	33%	17%	8%
Human Resources Manager / Director	0%	42%	42%	8%	8%
Human Resources Staff	0%	60%	0%	20%	20%
Information Technology (IT) Staff	0%	0%	33%	33%	33%
Legal Advocate	5%	42%	26%	11%	16%
Legal Services Director	0%	29%	14%	29%	29%
Outreach Coordinator	0%	33%	11%	44%	11%
Prevention Coordinator	14%	57%	0%	29%	0%
Prevention Director	0%	20%	40%	0%	40%
Prevention Manager	0%	0%	0%	0%	0%
Program Director	0%	19%	26%	26%	30%
Shelter Manager / Residential Coordinator	0%	28%	28%	21%	24%
Shelter Support Staff	5%	50%	27%	9%	9%
Thrift Store Manager	0%	44%	39%	11%	6%
Thrift Store Staff	0%	60%	27%	13%	0%
Volunteer Coordinator	12%	41%	29%	6%	12%

National Shortage of Finance Directors and Certified Public Accountants and Landscape Impacting Finance Departments

All sectors, including nonprofits, are grappling with a critical shortage of finance directors and Certified Public Accountants (CPAs). This scarcity is multifaceted, attributable to a combination of fewer individuals pursuing accounting majors, the retirement of baby boomers, and more lucrative opportunities in other industries. An article in the *Wall Street Journal*, referenced a Society for Human Resource Management (SHRM) piece, and notes a 17% decline in employed accountants and auditors from their peak in 2019.¹³ Data from Robert Half reveals that 30% of accounting and finance professionals report high levels of burnout.¹⁴

13 SHRM. "The CPA Shortage" (2023). Retrieved from <https://www.shrm.org/topics-tools/news/all-things-work/cpa-shortage>.

14 Robert Half. "Workplace Trends of 2023, Predictions for 2024" (2023). Retrieved from <https://www.roberthalf.com/ca/en/insights/research/workplace-trends-of-2023-future-of-work-predictions-for-2024>.

SALARIES, RAISES, BONUSES, & DIFFERENTIAL PAY

The report categorizes salaries per position in four ways:

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

Highest Maximum Average Salaries

Five leadership positions earn the highest maximum average salaries in Texas family violence organizations: executive director, deputy directors, legal services director, human resources manager/director and finance director. The following salaries are calculated for full-time employees.

POSITION	SALARY RANGE	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
Executive Director	\$38,000 – \$300,000	\$ 91,601	\$ 117,885	\$ 107,893
Deputy Director	\$60,000 – \$156,000	\$ 82,492	\$ 101,861	\$ 96,265
Legal Services Director	\$48,311 – \$120,000	\$ 68,187	\$ 89,166	\$ 82,215
Human Resources Manager / Director	\$35,000 – \$205,000	\$ 68,501	\$ 89,478	\$ 80,271
Finance Director	\$30,000 – \$190,000	\$ 69,039	\$ 85,099	\$ 77,830

Salaries for Core Positions

Of the eight most common positions—meaning that 75% have at least one of these core positions within their agency—the executive director and finance director’s salaries are among the highest maximum average. The six other most common positions include advocate/case manager, shelter support staff, shelter manager/residential coordinator, clerical staff, children’s advocate, and counseling professional. These positions salary ranges, average salaries, and maximum average salaries are listed in the table below and are calculated for full-time employees.

POSITION	SALARY RANGE	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
Advocate / Case Manager	\$20,000 – \$65,500	\$ 35,231	\$ 46,200	\$ 40,426
Shelter Support Staff	\$20,000 – \$75,000	\$ 31,954	\$ 39,311	\$ 34,907
Shelter Manager / Residential Coordinator	\$24,960 – \$125,000	\$ 49,619	\$ 61,193	\$ 54,278
Clerical Staff	\$20,000 – \$75,000	\$ 34,702	\$ 43,500	\$ 38,245
Children’s Advocate	\$15,000 – \$65,500	\$ 36,067	\$ 42,375	\$ 38,175
Counseling Professional	\$37,000 – \$83,000	\$ 49,031	\$ 60,244	\$ 53,311

Positions Below a Living Wage

A living wage is what a full-time employee should earn hourly to cover the cost of minimum basic needs and remain self-sufficient. It does not factor in: savings, vacations, outings, emergency expenses, or other cost categories beyond basic needs. A thriving wage covers the cost of basic needs and emergencies to remain self-sufficient. According to an article by *NonprofitPro*,¹⁵ a thriving wage can help organizations provide better incentives to attract and retain skilled, passionate staff, while reducing turnover and improving morale. Providing equitable wages to care workers helps eliminate structural disparities within the field.

15 Nanci Hibshman and Amanda Wethington. Many Nonprofit Employees Don't Make a Thriving Wage — And It Can Harm Others. September 12, 2023. Retrieved June 18, 2024, from <https://www.nonprofitpro.com/post/many-nonprofit-employees-dont-make-thriving-wage/>.

Utilizing the MIT Living Wage Calculator data for Texas,¹⁶ one adult’s salary at living wage with no children is listed at \$20.62 per hour. For a full-time job of 2,080 annual hours (40 hours per week) this equals an annual salary of \$43,514. The 2024 *Building Longevity Report* identifies 17 positions within Texas family violence agencies that have a starting wage at or below the living wage of \$43,514.

There is noticeable improvement in the past few years with the average starting salaries for Texas family violence service providers. In 2016, seven positions had an average starting salary under \$30,000. In 2024, there is only one position, thrift store staff, with a starting salary under \$30,000.

POSITION	2016 AVERAGE STARTING SALARY	2024 AVERAGE STARTING SALARY	+ / - CHANGE
Advocate / Case Worker	\$27,184	\$35,231	+\$8,047
Childcare Worker	\$23,303	\$32,417	+\$9,114
Clerical Staff	\$24,909	\$34,417	+\$9,508
Cook	\$20,188	\$35,274	+\$15,086
Housekeeper / Maintenance	\$20,619	\$33,948	+\$13,329
Shelter Support Staff	\$20,076	\$31,954	+\$11,878
Thrift Store Staff	\$25,952	\$26,513	+\$561

Despite this improvement, it is important for Texas family violence service providers to continue to look for avenues to strive for thriving wages and, at a minimum, increase the salary for staff who make less than a living wage. The continued underpaying of positions indicates the undervaluing of such responsibilities and root societal beliefs as these positions are typically occupied by women and women of color.^{17,18}

16 Amy K. Glasmeier. “Living Wage Calculator,” Massachusetts Institute of Technology, 2024. Retrieved May 15, 2024, from <https://livingwage.mit.edu/counties/01001>.

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

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

Family violence agencies are encouraged to visit the website <https://livingwage.mit.edu/> to find the specific living wage for their service area when developing organizational compensation budgets.

Salaries at a Glance

Texas and federal laws leave it up to an employer to define what constitutes full-time and part-time status within a company and determine the schedule of hours. Most companies define full-time employees as those who are regularly scheduled for a set number of hours each week (40, 37.5, 32 or 30), and part-time status is for anyone who is regularly scheduled to work less than that amount of time each week. Individuals may opt for part-time work to accommodate their schedule to accomplish personal needs such as finishing degrees or taking care of family needs. A common reason for businesses to differentiate between part-time and full-time employees is to distinguish the set of employees who receive company benefits from those who are not eligible for such benefits, or to supply a way of distinguishing between two sets of benefits for two classes of employees.¹⁹

Certain benefits have specific rules:²⁰

- » **Pension or retirement benefits** - If a company offers such benefits, the federal law known as ERISA provides that an employee who works at least 1,000 hours in a twelve-month period must be given the chance to elect participation in the pension or retirement plan (this is known informally as the “thousand-hour rule” - see [29 U.S.C. § 1052](#)).
- » **Health insurance benefits** - If an employer has a health insurance plan, an “eligible employee” is anyone who usually works at least 30 hours per week. The 30-hour rule is worded so that the focus is on what the employee’s usual work schedule is. Here is the exact language from the statute governing that issue (Insurance Code § 1501.002(3) at <http://www.statutes.legis.state.tx.us/Docs/IN/htm/IN.1501.htm#1501.00>):

¹⁹ Part-Time/Full-Time Status, Texas Workforce Commission. Retrieved June 20, 2024, from https://efte.twc.texas.gov/part_time_full_time.html.

²⁰ *Ibid.*

“Eligible employee’ means an employee who works on a full-time basis and who usually works at least 30 hours a week. The term includes a sole proprietor, a partner, and an independent contractor, if the individual is included as an employee under a health benefit plan of a small or large employer. The term does not include an employee who: (A) works on a part-time, temporary, seasonal, or substitute basis...”

Similar language is found in the federal statute for the Affordable Care Act.

Family violence agencies must consider the new Department of Labor overtime rule, effective July 1, 2024, that increases the Fair Labor Standards Act (FLSA) salary threshold to \$43,888 annually (\$844 per week), up from \$35,568 (\$684 per week). This change only impacts the amount that qualifies as an exempt employee; all other requirements have not changed.²¹

Full-Time Data

For the 2024 *Building Longevity in Our Movement* survey, full-time was defined as working at least 30 hours per week.

POSITION	SALARY RANGE	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
Advocate / Case Manager	\$20,000 – \$65,500	\$ 35,231	\$ 46,200	\$ 40,426
Attorney	\$50,000 – \$100,000	\$ 53,166	\$ 71,023	\$ 57,387
BIPP Coordinator	\$16,000 – \$65,000	\$ 39,685	\$ 46,728	\$ 46,231
BIPP Director	\$42,203 – \$84,000	\$ 60,390	\$ 67,909	\$ 64,035
BIPP Facilitator	\$37,500 – \$60,000	\$ 44,700	\$ 50,500	\$ 46,550
Childcare Worker	\$27,040 – \$44,550	\$ 32,417	\$ 36,947	\$ 35,361
Children's Advocate	\$15,000 – \$65,500	\$ 36,067	\$ 42,375	\$ 38,175
Children's Services Director	\$42,000 – \$110,000	\$ 57,333	\$ 70,833	\$ 62,591
Clerical Staff	\$20,000 – \$75,000	\$ 34,702	\$ 43,500	\$ 38,245

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21 U.S. Department of Labor, Wage and Hour Division, Release Number 24-717-NAT, *“Biden-Harris Administration Finalizes Rule to Increase Compensation Thresholds for Overtime Eligibility, Expanding Protections for Millions of Workers.”* Released, April 23, 2024. Retrieved July 5, 2024, from <https://www.dol.gov/newsroom/releases/whd/whd20240423-0>.

POSITION	SALARY RANGE	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
Communications Director	\$33,280 – \$110,000	\$ 57,328	\$ 72,066	\$ 68,707
Community Educator	\$26,660 – \$74,400	\$ 40,636	\$ 52,142	\$ 47,544
Cook	\$27,040 – \$50,750	\$ 35,274	\$ 41,309	\$ 36,976
Counseling Professional	\$37,000 – \$83,000	\$ 49,031	\$ 60,244	\$ 453,311
Data Entry Staff	\$20,800 – \$75,000	\$ 38,675	\$ 50,482	\$ 47,522
Deputy Director	\$60,000 – \$156,000	\$ 82,492	\$ 101,861	\$ 96,265
Development Director	\$42,500 – \$125,000	\$ 65,825	\$ 82,073	\$ 77,418
Executive Director	\$38,000 – \$300,000	\$ 91,601	\$ 117,885	\$ 107,893
Finance Director	\$30,000 – \$190,000	\$ 69,039	\$ 85,099	\$ 77,830
Finance Staff	\$35,568 – \$125,000	\$ 46,598	\$ 65,386	\$ 55,196
Grant Writer	\$36,088 – \$75,000	\$ 51,726	\$ 63,166	\$ 54,584
Hospital / Medical Advocate	\$30,160 – \$59,000	\$ 40,802	\$ 46,983	\$ 43,289
Hotline Manager	\$20,000 – \$65,000	\$ 43,942	\$ 51,585	\$ 48,285
Housekeeper / Maintenance	\$20,800 – \$65,000	\$ 33,947	\$ 43,992	\$ 38,775
Housing Coordinator / Advocate	\$24,960 – \$57,500	\$ 39,521	\$ 47,053	\$ 43,351
Human Resources Manager / Director	\$35,000 – \$205,000	\$ 68,501	\$ 89,478	\$ 80,271
Human Resources Staff	\$40,000 – \$70,000	\$ 49,800	\$ 59,980	\$ 57,980
Information Technology (IT) Staff	\$40,000 – \$135,000	\$ 56,666	\$ 85,926	\$ 71,179
Legal Advocate	\$24,960 – \$65,500	\$ 37,803	\$ 46,823	\$ 42,045
Legal Services Director	\$48,311 – \$120,000	\$ 68,187	\$ 89,166	\$ 82,215
Outreach Coordinator	\$33,000 – \$85,000	\$ 48,859	\$ 53,813	\$ 50,338
Prevention Coordinator	\$29,120 – \$58,932	\$ 41,801	\$ 49,380	\$ 44,699
Prevention Manager*	-	-	-	-
Prevention Director	\$31,200 – \$82,500	\$ 54,824	\$ 66,190	\$ 62,258
Program Director	\$35,568 – \$125,000	\$ 55,734	\$ 74,872	\$ 66,218
Shelter Manager / Residential Coordinator	\$24,960 – \$125,000	\$ 49,619	\$ 61,193	\$ 54,278
Shelter Support Staff	\$20,000 – \$75,000	\$ 31,954	\$ 39,311	\$ 34,907
Thrift Store Manager	\$22,880 – \$128,000	\$ 37,995	\$ 51,039	\$ 42,969
Thrift Store Staff	\$17,680 – \$55,000	\$ 26,513	\$ 33,922	\$ 28,926
Volunteer Coordinator	\$26,660 – \$65,000	\$ 42,752	\$ 50,114	\$ 46,372

*No responding agency reported this position.

Part-Time Data

The 2024 *Building Longevity in Our Movement* survey defined part-time as 29 hours per week or less than the standard time requirements within a family violence organization.

POSITION	SALARY RANGE	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
Advocate / Case Manager	\$10,400 – \$48,197	\$ 22,010	\$ 28,777	\$ 22,413
Attorney	-	-	-	-
BIPP Coordinator	-	-	-	-
BIPP Director	-	-	-	-
BIPP Facilitator	\$8,000 – \$35,000	\$ 15,893	\$ 23,732	\$ 18,213
Childcare Worker	\$18,096 – \$38,000	\$ 29,924	\$ 30,674	\$ 29,924
Children's Advocate	\$18,720 – \$26,000	\$ 20,800	\$ 26,000	\$ 18,720
Children's Services Director	-	-	-	-
Clerical Staff	\$12,000 – \$30,160	\$ 18,476	\$ 20,508	\$ 20,200
Communications Director	-	-	-	-
Community Educator	\$14,560 – \$14,560	\$ 14,560	\$ 14,560	\$ 14,560
Cook	\$19,115 – \$27,560	\$ 21,998	\$ 23,558	\$ 22,051
Counseling Professional	\$12,000 – \$50,000	\$ 32,626	\$ 33,333	\$ 34,126
Data Entry Staff	\$10,400 – \$24,000	\$ 14,200	\$ 17,460	\$ 15,710
Deputy Director	-	-	-	-
Development Director	-	-	-	-
Executive Director	\$50,180 – \$50,180	\$ 50,180	\$ 50,180	\$ 50,180
Finance Director	\$60,320 – \$124,800	\$ 92,560	\$ 94,369	\$ 94,369
Finance Staff	\$12,000 – \$30,000	\$ 15,880	\$ 25,140	\$ 18,140
Grant Writer	\$76,960 – \$76,960	\$ 76,960	\$ 76,960	\$ 76,960
Hospital / Medical Advocate	-	\$ 37,523	-	\$ 37,523
Hotline Manager	-	-	-	-
Housekeeper / Maintenance	\$24,440 – \$35,401	\$ 30,280	\$ 30,627	\$ 30,627
Housing Coordinator / Advocate	-	-	-	-
Human Resources Manager / Director	-	-	-	-
Human Resources Staff	-	-	-	-

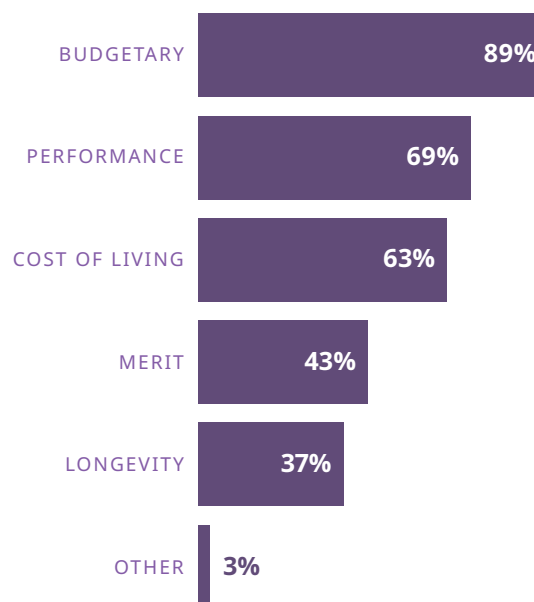
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POSITION	SALARY RANGE	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
Information Technology (IT) Staff	-	-	-	-
Legal Advocate	-	-	-	-
Legal Services Director	-	-	-	-
Outreach Coordinator	-	-	-	-
Prevention Coordinator	-	-	-	-
Prevention Manager	-	-	-	-
Prevention Director	-	-	-	-
Program Director	-	-	-	-
Shelter Manager / Residential Coordinator	-	-	-	-
Shelter Support Staff	\$9,216 – \$44,990	\$ 22,419	\$ 25,466	\$ 24,008
Thrift Store Manager	\$15,000 – \$29,000	\$ 15,000	\$ 29,000	\$ 22,000
Thrift Store Staff	\$9,000 – \$55,000	\$ 17,896	\$ 23,286	\$ 19,255
Volunteer Coordinator	-	-	-	-

Raises

The 2024 *Building Longevity in Our Movement* survey offered six options for determining raises: budgetary, performance, cost of living, merit, longevity, and other. Ninety-five percent reported providing employee raises at least once since the 2022 report, with 89% reporting the raises were determined based on budgetary considerations. Similarly, the 2022 report showed 96% of family violence organizations provided raises and, in contrast, a smaller group, 67%, based raises on budgetary considerations.

Factors Determining Raises



Bonuses

Bonuses are considered part of the overall compensation received by an employee.²² The Internal Revenue Service scrutinizes the compensation based on incentives, including bonuses, to ensure that no prohibited private benefit results.²³ It is important for agencies to be sure to manage employees' expectations to understand that bonuses are a discretionary add-on to regular salary, dependent upon budget limitations, and often provided in recognition of an employee's extra-efforts or exceptional performance, and not automatic. Sixty-one percent of family violence organizations reported paying an average bonus of \$1,231.70.

Differential Pay

Differential pay for this report is defined as: additional pay to the base salary, either permanent or temporary, recognizing specific competencies, circumstances, or working conditions taking on special assignments or working less-than-desirable shifts. There are various common types of pay differentials: shift differentials such as on-call, natural disaster coverage, holiday coverage, weekend coverage; or skill or competency differentials such as: language, technology, and marketing. If agencies state in the employee handbook the differential pay policies and procedures and ensure equitable payment practices, differential pay may boost staff morale and assist with employee retention. 49% of organizations reported offering differential pay for night and/or weekend shifts and 46% reported offering a differential pay for bilingual skills.

22 Council of Nonprofit. Compensation for Nonprofit Employees. Retrieved June 12, 2024, from <https://www.councilofnonprofits.org/running-nonprofit/employment-hr/compensation-nonprofit-employees/>.

23 IRS. 2023 Instructions for Schedule J (Form 990). Retrieved June 12, 2024, from <https://www.irs.gov/pub/irs-pdf/i990sj.pdf>.

FAMILY VIOLENCE AGENCY BENEFITS

Insurance Benefits

The majority of family violence organizations (92%) offer group health and dental insurance benefits.

Retirement Benefits

The survey asked family violence agencies to indicate the type of retirement benefits they offer and specify if the benefits are: pre-tax, employer-paid, or voluntary employee-paid. 70% of the family violence agencies provide retirement benefits, 96% of agencies that provide retirement benefits, contribute to the employee's plan.

Paid Leave

The 2024 survey asked family violence agencies to indicate the types of paid leave offered to eligible employees in terms of full-time or part-time and exempt and nonexempt employees.

The survey under Paid leave practices defined key terms. Family Violence service providers offer paid leave in separate categories for vacation, sick and personal time or combine the leave into one bank.

- » **Vacation and Sick Leave:**
Separates categories for vacation and sick leave into separate banks of days for employees to take paid time off from work and requires an employee to specify the category for leave.
- » **Personal Time:**
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.
- » **Paid Time Off (PTO):**
Combines vacation, sick time and personal leave into a single bank of days for employees to take paid time off from work and does not require an employee to specify the reason for PTO.
- » **Floating Holidays:**
Additional time off, like vacation time, to be used at employee discretion, but does not usually carry over into the next fiscal year.
- » **Flextime:**
An arrangement that allows an employee to alter their workday's start and end times around the regular schedule. Flextime does not reduce the total number of hours worked each 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 forms of leave. Some reported additional leave, such as:

- » 46% offer **maternity leave**, on average providing 24 days off
- » 92% offer **bereavement leave**, on average providing 3.5 days off
- » 35% offer **paternity leave**, on average providing 22 days off
- » 5% offer **sabbatical leave**; on average providing 30 days off

Family violence agencies offer first-year employees, on average, 30 days of paid leave including 18 paid time off days and 12 holidays.

When comparing first-year employees with more tenured employees, family violence agencies offer more paid leave to tenured staff. On average, agencies increased paid leave to 41 days for employees in their fifth year of employment; on average, 29 paid time off days, and 12 holidays.

Eighty-four percent of family violence agencies allow employees to roll unused leave over into the subsequent year. Fifty-three percent of family violence agencies offer vacation, sick, and personal time under the category of paid time off (PTO).

Paid leave family violence agencies offer employees:

TYPE OF TIME OFF	FULL-TIME EXEMPT	PART-TIME EXEMPT	FULL-TIME NON-EXEMPT	PART-TIME NON-EXEMPT
Holidays	95%	27%	86%	41%
Vacation Time	57%	14%	51%	19%
Sick Time	54%	14%	49%	16%
Paid Time Off	78%	24%	73%	35%
Floating Holidays	57%	14%	51%	16%
Personal Time	46%	14%	43%	14%
Flextime	54%	14%	41%	11%
Maternity Leave	46%	16%	41%	22%
Paternity Leave	35%	8%	27%	11%
Bereavement Leave	92%	27%	78%	38%
Sabbatical Leave	5%	0%	5%	0%

Paid holidays family violence agencies offer employees:

HOLIDAY	PERCENT OFFERING PAID HOLIDAY	HOLIDAY	PERCENT OFFERING PAID HOLIDAY
New Year's Day	97%	Day after Thanksgiving	89%
Martin Luther King Day	76%	Christmas Eve Day	78%
President's Day	54%	Christmas Day	97%
Good Friday	68%	Day after Christmas	30%
Cinco de Mayo	5%	New Year's Eve Day	51%
Memorial Day	92%	Employee's Birthday	22%
Juneteenth	49%		
Independence Day	95%	Other and/or Floating Holidays (e.g., San Jacinto Day, Texas Independence Day, Women's Right to Vote Day, Floating Holiday, United Way Day if 100% participation, Sept 1 and March 1 as floating)	32%
Labor Day	92%		
Columbus Day	27%		
Veterans Day	41%		
Thanksgiving Day	97%		

Additional Benefits

There are creative ways family violence organizations support their employees by providing additional benefits or incentives, which reduce employees' work-related expenses such as:

- » ***Assistance with Student Loan Repayment***
- » ***Transportation Benefit: Reimbursement or Car Allowance***
- » ***Allowing infants at Work***
- » ***Cell Phone Reimbursement***
- » ***Professional Development***
- » ***Mobile Wi-Fi/Hotspot Reimbursement***

Professional Development

The purpose of professional development is to give employees the opportunity to learn and apply new knowledge and skills that can help them in their job and further their career. Professional development is centered on building an employee's skill set and knowledge base within their field. It can center on many topics including domestic violence services such as: trauma informed services, crisis counseling, grant writing, financial acumen, BIPP certification, leadership and project management, human resources, and technology including many other additional topics.

67% of the family violence agencies provide financial assistance to support professional development. 49% pay for professional development for full-time employees. Eleven percent pay for professional development for part-time employees.

Federal Student Loan Debt

Employees working at family violence service providers may be eligible for loan forgiveness, cancellation, and/or consolidation under the Public Service Loan Forgiveness program (PSLF).²⁴ PSLF allows employees with federal loans who work full-time for nonprofits and government agencies to have their outstanding debt forgiven tax-free on Federal Direct Loans, after making 120 qualifying monthly payments. Family violence agencies that are eligible should share this information with their employees.

²⁴ Federal Student Aid, Office of U. S. Department of Education. Service Loan Forgiveness (PSLF). Retrieved June 24, 2024, from <https://studentaid.gov/> and <https://studentaid.gov/manage-loans/forgiveness-cancellation/public-service>.

There are a few distinct types of options for student loan repayment as an employee benefit, and most of them fall under direct repayment programs or discretionary programs. Agencies must consider tax implications and regulations. The updated Consolidated Appropriations Act²⁵ states that, through December 31, 2025, employers can give each employee \$5,250 per year in tax-free student loan assistance under a Qualified Educational Assistance Program. This annual amount is considered separate from an employee’s regular wages, but payments beyond this may be subject to payroll taxes.

Additional benefits offered as incentives to employees:

INCENTIVE	PERCENT OF ORGANIZATIONS OFFERING INCENTIVE
Cell Phone Reimbursement	50%
Professional Development	49%
Transportation Benefit / Reimbursement	42%
Allowing Infants At Work	13%
Mobile Wi-Fi / Hotspot Reimbursement	8%
Information about Student Loans	7%
Assistance with Student Loan Repayment	4%
Car Allowance or Reimbursement	4%

Reduced Work Week Hours

Although not collected by this survey, but addressed in another venue, Texas family violence agencies developed innovative ways to recruit and retain employees while reducing staff burnout by adding: wellness days, incorporating telehealth services, allowing remote work options, increasing benefit options, and reducing work week hours.

“Reducing the work week has been the single most effective perk for staff retention.”

– CEO OF FAMILY VIOLENCE AGENCY

25 Elan Varner, Contributor, US Chamber of Commerce. How Your Business Can Offer Student Loan Assistance as a Benefit. Retrieved June 6, 2024, from <https://www.uschamber.com/co/run/human-resources/offering-student-loan-assistance-employee-benefit>.

“Having a day to decompress before starting all the weekend chores and errands has been a game changer.”

– FAMILY
VIOLENCE
ADVOCATE

The Texas family violence agencies described reduced the typical work week of 40 hours to 32 hours. The total annual work hours are therefore reduced from 2,080 to 1,664. The agencies that adopted the 32-hour work week did not reduce the employee’s salary; some also adjusted the PTO amount. Other family violence agencies moved to a 36-hour week (9-hour workdays for 4 days) with Fridays or Mondays off to provide a 3-day weekend. These strategic approaches increase staff take-home pay without raising salaries.

APPENDIX

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

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

ADVOCATE / CASE MANAGER

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$20,000 – \$65,500	\$ 35,231	\$ 46,200	\$ 40,426

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1–2 years	36%
3–5 years	28%
6–10 years	28%
11+ years	8%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	6.5	\$ 18,950	\$ 40,000	\$ 35,870
\$500,000 – \$749,999	2	\$ 29,750	\$ 38,880	\$ 33,750
\$750,000 – \$999,999	4.3	\$ 29,940	\$ 42,360	\$ 37,593
\$1,000,000 – \$1,499,999	4.6	\$ 32,674	\$ 47,851	\$ 38,432
\$1,500,000 – \$4,499,999	4.8	\$ 37,736	\$ 45,002	\$ 40,898
\$5,000,000 – \$7,499,999	11.3	\$ 33,234	\$ 47,008	\$ 38,335
Greater than \$7,500,000	10.8	\$ 38,403	\$ 49,523	\$ 43,890

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1–9 FT employees	2.4	\$ 24,172	\$ 42,232	\$ 37,980
10–19 FT employees	4.2	\$ 36,926	\$ 46,711	\$ 41,279
20–45 FT employees	4.5	\$ 34,454	\$ 41,925	\$ 37,783
46–64 FT employees	12	\$ 38,363	\$ 48,404	\$ 42,285
> 65 FT employees	13.3	\$ 41,711	\$ 54,715	\$ 46,060

ATTORNEY

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$50,000 - \$100,000	\$ 53,166	\$ 71,023	\$ 57,387

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	13%
3-5 years	63%
6-10 years	25%
11+ years	0%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 – \$749,999	2	\$ 85,000	\$ 99,000	\$ 93,500
\$750,000 – \$999,999	0	-	-	-
\$1,000,000 – \$1,499,999	2	\$ 76,000	\$ 80,000	\$ 69,000
\$1,500,000 – \$4,499,999	1.7	\$ 65,833	\$ 78,000	\$ 73,750
\$5,000,000 – \$7,499,999	1	\$ 50,000	\$ 56,238	\$ 56,238
Greater than \$7,500,000	4	\$ 70,000	\$ 90,000	\$ 81,250

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	2	\$ 85,000	\$ 99,000	\$ 93,500
10-19 FT employees	0	-	-	-
20-45 FT employees	1.75	\$ 71,167	\$ 82,250	\$ 74,333
46-64 FT employees	3	\$ 65,000	\$ 77,500	\$ 71,875
> 65 FT employees	1	\$ 50,000	\$ 56,238	\$ 56,238

BIPP COORDINATOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$16,000 - \$65,000	\$ 39,685	\$ 46,728	\$ 46,231

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 37,440	\$ 37,440	\$ 37,400
\$1,000,000 - \$1,499,999	1	\$ 32,190	\$ 46,690	\$ 46,190
\$1,500,000 - \$4,499,999	0	-	-	-
\$5,000,000 - \$7,499,999	1	\$ 37,677	\$ 42,988	\$ 47,279
Greater than \$7,500,000	3	\$ 51,000	\$ 53,750	\$ 52,750

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 16,598	\$ 16,598	\$ 16,598
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 39,146	\$ 45,813	\$ 40,866
46-64 FT employees	1	\$ 38,953	\$ 49,561	\$ 53,780
> 65 FT employees	3	\$ 53,500	\$ 57,500	\$ 54,000

BIPP DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$42,203 - \$84,000	\$ 60,390	\$ 67,909	\$ 64,035

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	67%
3-5 years	17%
6-10 years	0%
11+ years	17%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 – \$749,999	0	-	-	-
\$750,000 – \$999,999	0	-	-	-
\$1,000,000 – \$1,499,999	0	-	-	-
\$1,500,000 – \$4,499,999	1	\$ 50,734	\$ 55,361	\$ 53,767
\$5,000,000 – \$7,499,999	1	\$ 57,961	\$ 68,847	\$ 62,739
Greater than \$7,500,000	1	\$ 71,666	\$ 79,833	\$ 75,166

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 50,734	\$ 55,361	\$ 53,767
46-64 FT employees	1	\$ 66,461	\$ 77,597	\$ 73,989
> 65 FT employees	1	\$ 66,000	\$ 74,000	\$ 67,666

BIPP FACILITATOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$37,500 - \$60,000	\$ 44,700	\$ 50,500	\$ 46,550

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	60%
3-5 years	20%
6-10 years	20%
11+ years	0%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 37,500	\$ 45,000	\$ 38,500
\$5,000,000 - \$7,499,999	1	\$ 45,000	\$ 45,000	\$ 42,000
Greater than \$7,500,000	3.7	\$ 47,000	\$ 54,166	\$ 50,750

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 37,500	\$ 45,000	\$ 38,500
46-64 FT employees	2	\$ 50,000	\$ 52,500	\$ 51,250
> 65 FT employees	3.3	\$ 45,333	\$ 51,666	\$ 47,666

CHILDCARE WORKER

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$27,040 - \$44,550	\$ 32,417	\$ 36,947	\$ 35,361

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 33,280	\$ 33,280	\$ 33,280
\$5,000,000 - \$7,499,999	2	\$ 31,200	\$ 31,200	\$ 31,200
Greater than \$7,500,000	4.8	\$ 32,488	\$ 38,830	\$ 36,610

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 33,280	\$ 33,280	\$ 33,280
46-64 FT employees	0	-	-	-
> 65 FT employees	4.3	\$ 32,273	\$ 37,558	\$ 35,708

CHILDREN'S ADVOCATE

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$15,000 - \$65,500	\$ 36,067	\$ 42,375	\$ 38,175

TENURE	PERCENT OF RESPONDENTS
< 1 year	4%
1-2 years	50%
3-5 years	29%
6-10 years	11%
11+ years	7%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	1	\$ 35,000	\$ 35,000	\$ 35,000
\$750,000 - \$999,999	1	\$ 28,946	\$ 31,026	\$ 30,333
\$1,000,000 - \$1,499,999	1.3	\$ 35,886	\$ 48,669	\$ 39,936
\$1,500,000 - \$4,499,999	1.5	\$ 32,388	\$ 37,889	\$ 34,597
\$5,000,000 - \$7,499,999	1	\$ 40,708	\$ 47,191	\$ 44,262
Greater than \$7,500,000	1.3	\$ 43,545	\$ 49,166	\$ 44,543

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 35,000	\$ 35,000	\$ 35,000
10-19 FT employees	1.3	\$ 35,140	\$ 46,253	\$ 37,544
20-45 FT employees	1.5	\$ 31,086	\$ 35,082	\$ 31,715
46-64 FT employees	1	\$ 39,872	\$ 46,277	\$ 43,118
> 65 FT employees	1.3	\$ 41,182	\$ 47,785	\$ 43,894

CHILDREN'S SERVICES DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$42,000 - \$110,000	\$ 57,333	\$ 70,833	\$ 62,591

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 52,500	\$ 57,500	\$ 52,500
\$5,000,000 - \$7,499,999	0	-	-	-
Greater than \$7,500,000	1.25	\$ 59,750	\$ 77,500	\$ 69,637

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 52,500	\$ 57,500	\$ 52,500
46-64 FT employees	0	-	-	-
> 65 FT employees	1.25	\$ 59,750	\$ 77,500	\$ 69,637

CLERICAL STAFF

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$20,000 - \$75,000	\$ 34,702	\$ 43,500	\$ 38,245

TENURE	PERCENT OF RESPONDENTS
< 1 year	4%
1-2 years	42%
3-5 years	19%
6-10 years	27%
11+ years	8%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	1	\$ 33,280	\$ 33,280	\$ 33,280
\$500,000 - \$749,999	1	\$ 25,000	\$ 35,000	\$ 25,000
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1.2	\$ 26,874	\$ 37,400	\$ 31,314
\$1,500,000 - \$4,499,999	1.5	\$ 38,237	\$ 46,014	\$ 40,515
\$5,000,000 - \$7,499,999	1.5	\$ 38,364	\$ 44,718	\$ 43,304
Greater than \$7,500,000	5.2	\$ 35,926	\$ 47,960	\$ 40,278

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 25,000	\$ 35,000	\$ 25,000
10-19 FT employees	1	\$ 26,883	\$ 37,093	\$ 30,776
20-45 FT employees	1.6	\$ 34,944	\$ 41,850	\$ 37,862
46-64 FT employees	1.5	\$ 39,659	\$ 48,355	\$ 45,643
> 65 FT employees	4.6	\$ 35,588	\$ 45,880	\$ 39,724

COMMUNICATIONS DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$33,280 - \$110,000	\$ 57,328	\$ 72,066	\$ 68,707

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	1	\$ 33,280	\$ 47,840	\$ 41,000
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 44,000	\$ 49,943	\$ 49,943
\$5,000,000 - \$7,499,999	1	\$ 50,000	\$ 110,000	\$ 110,000
Greater than \$7,500,000	1.2	\$ 71,600	\$ 82,600	\$ 77,250

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 33,280	\$ 47,840	\$ 41,000
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 55,000	\$ 55,000	\$ 55,000
46-64 FT employees	1	\$ 42,333	\$ 68,276	\$ 68,276
> 65 FT employees	1.2	\$ 71,600	\$ 82,600	\$ 77,250

COMMUNITY EDUCATOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$26,660 - \$74,400	\$ 40,636	\$ 52,142	\$ 47,544

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	53%
3-5 years	29%
6-10 years	6%
11+ years	12%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 35,000	\$ 41,500	\$ 40,284
\$1,000,000 - \$1,499,999	1.4	\$ 36,532	\$ 51,800	\$ 43,974
\$1,500,000 - \$4,499,999	1.6	\$ 42,173	\$ 48,173	\$ 47,673
\$5,000,000 - \$7,499,999	1.3	\$ 45,000	\$ 57,466	\$ 54,166
Greater than \$7,500,000	1.75	\$ 45,250	\$ 56,875	\$ 50,575

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	1.3	\$ 34,886	\$ 50,333	\$ 42,957
20-45 FT employees	1.2	\$ 38,753	\$ 48,420	\$ 45,181
46-64 FT employees	2	\$ 46,000	\$ 59,700	\$ 57,750
> 65 FT employees	1.7	\$ 44,200	\$ 54,250	\$ 48,800

COOK

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$27,040 - \$50,750	\$ 35,274	\$ 41,309	\$ 36,976

TENURE	PERCENT OF RESPONDENTS
< 1 year	18%
1-2 years	36%
3-5 years	9%
6-10 years	27%
11+ years	9%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 30,000	\$ 37,000	\$ 35,500
\$1,500,000 - \$4,499,999	1.4	\$ 34,956	\$ 39,976	\$ 35,912
\$5,000,000 - \$7,499,999	0	-	-	-
Greater than \$7,500,000	2.6	\$ 36,647	\$ 43,237	\$ 38,335

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1.3	\$ 34,130	\$ 39,380	\$ 35,844
46-64 FT employees	0	-	-	-
> 65 FT employees	2.6	\$ 36,647	\$ 43,237	\$ 38,335

COUNSELING PROFESSIONAL

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$37,000 - \$83,000	\$ 49,031	\$ 60,244	\$ 53,311

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	43%
3-5 years	39%
6-10 years	13%
11+ years	4%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	1	\$ 52,000	\$ 64,200	\$ 59,000
\$750,000 - \$999,999	1	\$ 38,720	\$ 44,720	\$ 43,720
\$1,000,000 - \$1,499,999	2.5	\$ 50,500	\$ 77,500	\$ 64,000
\$1,500,000 - \$4,499,999	3.4	\$ 50,228	\$ 58,730	\$ 54,341
\$5,000,000 - \$7,499,999	5	\$ 50,000	\$ 55,000	\$ 52,250
Greater than \$7,500,000	7	\$ 49,128	\$ 64,300	\$ 50,461

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 52,000	\$ 64,200	\$ 59,000
10-19 FT employees	3	\$ 56,000	\$ 75,000	\$ 68,000
20-45 FT employees	2.2	\$ 48,905	\$ 58,488	\$ 54,563
46-64 FT employees	5.25	\$ 46,750	\$ 57,272	\$ 50,000
> 65 FT employees	6.9	\$ 49,128	\$ 62,333	\$ 50,324

DATA ENTRY STAFF

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$20,800 - \$75,000	\$ 38,675	\$ 50,482	\$ 47,522

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 20,800	\$ 33,280	\$ 32,760
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 36,600	\$ 51,690	\$ 49,610
\$5,000,000 - \$7,499,999	1	\$ 40,000	\$ 52,296	\$ 52,296
Greater than \$7,500,000	1.6	\$ 45,080	\$ 53,480	\$ 49,180

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 26,000	\$ 36,400	\$ 34,060
46-64 FT employees	1	\$ 41,000	\$ 58,078	\$ 58,078
> 65 FT employees	1.8	\$ 43,850	\$ 53,725	\$ 48,975

DEPUTY DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$60,000 - \$156,000	\$ 82,492	\$ 101,861	\$ 96,265

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 67,500	\$ 82,500	\$ 72,500
\$1,500,000 - \$4,499,999	1	\$ 81,962	\$ 112,803	\$ 112,803
\$5,000,000 - \$7,499,999	1	\$ 68,018	\$ 88,426	\$ 84,256
Greater than \$7,500,000	1	\$ 97,666	\$ 115,600	\$ 110,600

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	1	\$ 75,000	\$ 95,000	\$ 80,000
20-45 FT employees	1	\$ 69,462	\$ 70,000	\$ 65,000
46-64 FT employees	1	\$ 76,672	\$ 100,676	\$ 99,286
> 65 FT employees	1	\$ 108,000	\$ 123,000	\$ 115,500

DEVELOPMENT DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$42,500 - \$125,000	\$ 65,825	\$ 82,073	\$ 77,418

TENURE	PERCENT OF RESPONDENTS
< 1 year	6%
1-2 years	41%
3-5 years	18%
6-10 years	24%
11+ years	12%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 45,000	\$ 55,000	\$ 48,000
\$1,500,000 - \$4,499,999	1	\$ 58,253	\$ 69,563	\$ 66,638
\$5,000,000 - \$7,499,999	1	\$ 65,000	\$ 91,000	\$ 86,000
Greater than \$7,500,000	1.2	\$ 79,666	\$ 98,204	\$ 92,037

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 53,718	\$ 63,250	\$ 59,504
46-64 FT employees	1	\$ 70,666	\$ 84,147	\$ 82,481
> 65 FT employees	1.1	\$ 75,875	\$ 97,317	\$ 90,603

EXECUTIVE DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$38,000 - \$300,000	\$ 91,601	\$ 117,885	\$ 107,893

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	8%
3-5 years	19%
6-10 years	25%
11+ years	47%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	1	\$ 59,000	\$ 59,000	\$ 59,000
\$500,000 - \$749,999	1	\$ 56,200	\$ 72,800	\$ 83,400
\$750,000 - \$999,999	1	\$ 52,750	\$ 69,811	\$ 67,358
\$1,000,000 - \$1,499,999	1	\$ 72,500	\$ 106,250	\$ 87,736
\$1,500,000 - \$4,499,999	1	\$ 89,340	\$ 111,947	\$ 99,790
\$5,000,000 - \$7,499,999	1.2	\$ 91,514	\$ 107,413	\$ 102,918
Greater than \$7,500,000	1	\$ 157,500	\$ 215,094	\$ 195,178

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 49,248	\$ 61,430	\$ 66,944
10-19 FT employees	1	\$ 75,000	\$ 90,887	\$ 81,087
20-45 FT employees	1	\$ 77,090	\$ 105,888	\$ 89,491
46-64 FT employees	1.2	\$ 92,455	\$ 119,231	\$ 115,486
> 65 FT employees	1	\$ 157,857	\$ 200,542	\$ 181,328

FINANCE DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$30,000 - \$190,000	\$ 69,039	\$ 85,099	\$ 77,830

TENURE	PERCENT OF RESPONDENTS
< 1 year	3%
1-2 years	17%
3-5 years	37%
6-10 years	17%
11+ years	27%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	1	\$ 49,920	\$ 49,920	\$ 49,920
\$500,000 – \$749,999	1	\$ 56,900	\$ 83,280	\$ 72,250
\$750,000 – \$999,999	1	\$ 41,100	\$ 54,850	\$ 47,950
\$1,000,000 – \$1,499,999	1	\$ 48,666	\$ 63,983	\$ 57,987
\$1,500,000 – \$4,499,999	1	\$ 67,831	\$ 80,620	\$ 72,992
\$5,000,000 – \$7,499,999	1	\$ 59,384	\$ 70,420	\$ 69,286
Greater than \$7,500,000	1	\$ 113,333	\$ 138,052	\$ 129,636

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 49,580	\$ 69,540	\$ 61,325
10-19 FT employees	1	\$ 55,230	\$ 64,280	\$ 59,080
20-45 FT employees	1	\$ 58,488	\$ 70,590	\$ 62,828
46-64 FT employees	1	\$ 63,603	\$ 83,340	\$ 80,433
> 65 FT employees	1	\$ 113,333	\$ 132,583	\$ 124,166

FINANCE STAFF

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$35,568 - \$125,000	\$ 46,598	\$ 65,386	\$ 55,196

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1.4	\$ 42,791	\$ 55,971	\$ 53,967
\$5,000,000 - \$7,499,999	2.7	\$ 44,811	\$ 63,455	\$ 50,966
Greater than \$7,500,000	2.2	\$ 51,476	\$ 74,076	\$ 58,716

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1.5	\$ 42,989	\$ 57,264	\$ 54,592
46-64 FT employees	1.5	\$ 39,217	\$ 49,730	\$ 44,871
> 65 FT employees	2.4	\$ 50,768	\$ 73,340	\$ 58,404

GRANT WRITER

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$36,088 - \$75,000	\$ 51,726	\$ 63,166	\$ 54,584

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	71%
3-5 years	29%
6-10 years	0%
11+ years	0%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	2	\$ 36,088	\$ 36,088	\$ 36,088
\$5,000,000 - \$7,499,999	1	\$ 55,000	\$ 55,000	\$ 55,000
Greater than \$7,500,000	3	\$ 54,200	\$ 64,800	\$ 58,200

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	2	\$ 36,088	\$ 36,088	\$ 36,088
46-64 FT employees	0	-	-	-
> 65 FT employees	2.7	\$ 54,333	\$ 63,166	\$ 57,666

HOSPITAL / MEDICAL ADVOCATE

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$30,160 - \$59,000	\$ 40,802	\$ 46,983	\$ 43,289

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 30,160	\$ 30,160	\$ 30,160
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	3	\$ 35,828	\$ 41,600	\$ 37,959
\$5,000,000 - \$7,499,999	2	\$ 40,000	\$ 46,656	\$ 46,656
Greater than \$7,500,000	2	\$ 51,500	\$ 58,250	\$ 53,500

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	2.3	\$ 33,938	\$ 35,880	\$ 35,359
46-64 FT employees	1.5	\$ 47,500	\$ 52,078	\$ 50,828
> 65 FT employees	3	\$ 48,000	\$ 59,000	\$ 52,000

HOTLINE MANAGER

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$20,000 - \$65,000	\$ 43,942	\$ 51,585	\$ 48,285

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	1	\$ 20,000	\$ 30,000	\$ 25,000
\$1,500,000 - \$4,499,999	1	\$ 39,769	\$ 41,600	\$ 41,600
\$5,000,000 - \$7,499,999	0	-	-	-
Greater than \$7,500,000	3.8	\$ 50,400	\$ 57,900	\$ 54,280

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	1	\$ 20,000	\$ 30,000	\$ 25,000
20-45 FT employees	1	\$ 39,769	\$ 41,600	\$ 41,600
46-64 FT employees	2	\$ 55,000	\$ 57,500	\$ 55,000
> 65 FT employees	4.3	\$ 49,250	\$ 58,000	\$ 54,100

HOUSEKEEPER / MAINTENANCE

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$20,800 - \$65,000	\$ 33,947	\$ 43,992	\$ 38,775

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	50%
3-5 years	14%
6-10 years	21%
11+ years	14%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 20,800	\$ 27,040	\$ 24,960
\$1,000,000 - \$1,499,999	2	\$ 24,960	\$ 33,280	\$ 27,040
\$1,500,000 - \$4,499,999	1.3	\$ 34,626	\$ 43,379	\$ 38,845
\$5,000,000 - \$7,499,999	1	\$ 36,229	\$ 45,397	\$ 42,151
Greater than \$7,500,000	3.2	\$ 36,648	\$ 49,576	\$ 42,446

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1.3	\$ 30,253	\$ 38,272	\$ 33,074
46-64 FT employees	1.2	\$ 39,891	\$ 47,330	\$ 45,031
> 65 FT employees	3.8	\$ 32,060	\$ 46,970	\$ 38,082

HOUSING COORDINATOR / ADVOCATE

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$24,960 - \$57,500	\$ 39,521	\$ 47,053	\$ 43,351

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	42%
3-5 years	33%
6-10 years	17%
11+ years	8%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 24,960	\$ 33,280	\$ 33,280
\$1,000,000 - \$1,499,999	1	\$ 35,000	\$ 45,000	\$ 38,000
\$1,500,000 - \$4,499,999	1.3	\$ 40,594	\$ 46,746	\$ 43,433
\$5,000,000 - \$7,499,999	3	\$ 38,478	\$ 46,340	\$ 42,245
Greater than \$7,500,000	4	\$ 44,000	\$ 51,775	\$ 47,975

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1.3	\$ 33,834	\$ 41,173	\$ 37,193
46-64 FT employees	2.6	\$ 42,487	\$ 49,304	\$ 45,847
> 65 FT employees	3.5	\$ 41,500	\$ 48,650	\$ 44,850

HUMAN RESOURCES MANAGER / DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$35,000 - \$205,000	\$ 68,501	\$ 89,478	\$ 80,271

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	42%
3-5 years	42%
6-10 years	8%
11+ years	8%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 51,705	\$ 56,650	\$ 55,896
\$5,000,000 - \$7,499,999	1	\$ 58,998	\$ 66,569	\$ 59,839
Greater than \$7,500,000	1	\$ 85,666	\$ 119,000	\$ 103,333

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 46,176	\$ 45,800	\$ 44,292
46-64 FT employees	1	\$ 65,124	\$ 75,159	\$ 69,294
> 65 FT employees	1	\$ 81,916	\$ 113,583	\$ 99,583

HUMAN RESOURCES STAFF

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$40,000 - \$70,000	\$ 49,800	\$ 59,980	\$ 57,980

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	60%
3-5 years	0%
6-10 years	20%
11+ years	20%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 – \$749,999	0	-	-	-
\$750,000 – \$999,999	0	-	-	-
\$1,000,000 – \$1,499,999	0	-	-	-
\$1,500,000 – \$4,499,999	1	\$ 42,000	\$ 59,904	\$ 59,904
\$5,000,000 – \$7,499,999	1	\$ 45,000	\$ 50,000	\$ 45,000
Greater than \$7,500,000	1.7	\$ 54,000	\$ 63,333	\$ 61,666

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	0	-	-	-
46-64 FT employees	1	\$ 42,000	\$ 59,904	\$ 59,904
> 65 FT employees	1.5	\$ 51,750	\$ 60,000	\$ 57,500

INFORMATION TECHNOLOGY (IT) STAFF

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$45,000 - \$135,000	\$ 56,666	\$ 85,926	\$ 71,179

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1	\$ 52,500	\$ 61,389	\$ 61,389
\$5,000,000 - \$7,499,999	0	-	-	-
Greater than \$7,500,000	2	\$ 65,000	\$ 135,000	\$ 90,760

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 60,000	\$ 60,000	\$ 60,000
46-64 FT employees	1	\$ 45,000	\$ 62,779	\$ 62,779
> 65 FT employees	2	\$ 65,000	\$ 135,000	\$ 90,760

LEGAL ADVOCATE

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$24,960 - \$65,500	\$ 37,803	\$ 46,823	\$ 42,045

TENURE	PERCENT OF RESPONDENTS
< 1 year	5%
1-2 years	42%
3-5 years	26%
6-10 years	11%
11+ years	16%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1.5	\$ 28,704	\$ 36,224	\$ 34,008
\$1,000,000 - \$1,499,999	1.3	\$ 27,890	\$ 45,000	\$ 38,245
\$1,500,000 - \$4,499,999	2.1	\$ 38,956	\$ 47,265	\$ 43,117
\$5,000,000 - \$7,499,999	1.3	\$ 38,478	\$ 46,340	\$ 41,435
Greater than \$7,500,000	1.3	\$ 44,497	\$ 52,622	\$ 47,497

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	1	\$ 26,660	\$ 50,000	\$ 36,437
20-45 FT employees	1.3	\$ 35,686	\$ 42,807	\$ 40,015
46-64 FT employees	3	\$ 38,108	\$ 48,718	\$ 43,076
> 65 FT employees	1.4	\$ 43,598	\$ 51,098	\$ 45,998

LEGAL SERVICES DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$48,311 - \$120,000	\$ 68,187	\$ 89,166	\$ 82,215

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 – \$749,999	0	-	-	-
\$750,000 – \$999,999	0	-	-	-
\$1,000,000 – \$1,499,999	0	-	-	-
\$1,500,000 – \$4,499,999	1	\$ 52,437	\$ 60,500	\$ 57,647
\$5,000,000 – \$7,499,999	0	-	-	-
Greater than \$7,500,000	1	\$ 80,000	\$ 103,500	\$ 94,500

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	1	\$ 60,000	\$ 70,000	\$ 65,000
20-45 FT employees	1	\$ 48,655	\$ 51,000	\$ 50,294
46-64 FT employees	1	\$ 90,000	\$ 99,000	\$ 99,000
> 65 FT employees	1	\$ 76,666	\$ 105,000	\$ 93,000

OUTREACH COORDINATOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$33,000 - \$85,000	\$ 48,859	\$ 53,813	\$ 50,338

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	33%
3-5 years	11%
6-10 years	44%
11+ years	11%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	1	\$ 33,000	\$ 33,000	\$ 33,000
\$500,000 – \$749,999	0	-	-	-
\$750,000 – \$999,999	0	-	-	-
\$1,000,000 – \$1,499,999	0	-	-	-
\$1,500,000 – \$4,499,999	1	\$ 44,934	\$ 44,569	\$ 44,569
\$5,000,000 – \$7,499,999	1	\$ 65,000	\$ 67,000	\$ 67,000
Greater than \$7,500,000	4.5	\$ 48,500	\$ 64,900	\$ 51,000

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 33,000	\$ 33,000	\$ 33,000
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 44,913	\$ 44,354	\$ 44,354
46-64 FT employees	1	\$ 57,500	\$ 59,500	\$ 59,500
> 65 FT employees	3.3	\$ 52,333	\$ 63,266	\$ 54,000

PREVENTION COORDINATOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$29,120 - \$58,932	\$ 41,801	\$ 49,380	\$ 44,699

TENURE	PERCENT OF RESPONDENTS
< 1 year	14%
1-2 years	57%
3-5 years	0%
6-10 years	29%
11+ years	0%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	0	-	-	-
\$1,000,000 - \$1,499,999	0	-	-	-
\$1,500,000 - \$4,499,999	1.8	\$ 38,441	\$ 47,470	\$ 42,498
\$5,000,000 - \$7,499,999	0	-	-	-
Greater than \$7,500,000	2.5	\$ 50,200	\$ 53,200	\$ 50,200

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	0	-	-	-
20-45 FT employees	2.3	\$ 38,402	\$ 42,975	\$ 39,520
46-64 FT employees	1	\$ 38,500	\$ 51,966	\$ 46,966
> 65 FT employees	2.5	\$ 50,200	\$ 53,200	\$ 50,200

PREVENTION DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$31,200 - \$82,500	\$ 54,824	\$ 66,190	\$ 62,258

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

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 – \$749,999	1	\$ 31,200	\$ 45,760	\$ 41,600
\$750,000 – \$999,999	0	-	-	-
\$1,000,000 – \$1,499,999	1	\$ 45,000	\$ 60,000	\$ 52,000
\$1,500,000 – \$4,499,999	0	-	-	-
\$5,000,000 – \$7,499,999	1	\$ 55,922	\$ 72,694	\$ 72,694
Greater than \$7,500,000	1	\$ 71,000	\$ 76,250	\$ 72,500

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 31,200	\$ 45,760	\$ 41,600
10-19 FT employees	0	-	-	-
20-45 FT employees	1	\$ 45,000	\$ 60,000	\$ 52,000
46-64 FT employees	1	\$ 66,461	\$ 77,597	\$ 74,847
> 65 FT employees	1	\$ 65,000	\$ 70,000	\$ 68,000

PROGRAM DIRECTOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$35,568 - \$125,000	\$ 55,734	\$ 74,872	\$ 66,218

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	19%
3-5 years	26%
6-10 years	26%
11+ years	30%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 – \$749,999	1	\$ 52,000	\$ 66,560	\$ 58,500
\$750,000 – \$999,999	1.3	\$ 45,626	\$ 56,293	\$ 54,793
\$1,000,000 – \$1,499,999	1	\$ 42,500	\$ 61,000	\$ 56,638
\$1,500,000 – \$4,499,999	1.4	\$ 55,506	\$ 70,265	\$ 65,059
\$5,000,000 – \$7,499,999	5	\$ 55,461	\$ 80,898	\$ 67,371
Greater than \$7,500,000	5.8	\$ 66,333	\$ 95,604	\$ 79,558

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 50,000	\$ 68,280	\$ 62,000
10-19 FT employees	1.5	\$ 45,000	\$ 62,500	\$ 57,000
20-45 FT employees	1.1	\$ 50,944	\$ 63,849	\$ 59,222
46-64 FT employees	4	\$ 61,184	\$ 77,099	\$ 72,102
> 65 FT employees	5.1	\$ 64,666	\$ 94,446	\$ 76,850

SHELTER MANAGER / RESIDENTIAL COORDINATOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$24,960 - \$125,000	\$ 49,619	\$ 61,193	\$ 54,278

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	28%
3-5 years	28%
6-10 years	21%
11+ years	24%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	2	\$ 35,894	\$ 35,894	\$ 35,894
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 32,784	\$ 40,284	\$ 37,784
\$1,000,000 - \$1,499,999	1.2	\$ 42,915	\$ 61,250	\$ 49,011
\$1,500,000 - \$4,499,999	1	\$ 46,934	\$ 55,337	\$ 50,018
\$5,000,000 - \$7,499,999	1.2	\$ 50,576	\$ 62,225	\$ 56,404
Greater than \$7,500,000	1.2	\$ 65,666	\$ 80,250	\$ 71,833

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 24,960	\$ 27,034	\$ 27,034
10-19 FT employees	1.5	\$ 39,530	\$ 50,388	\$ 41,043
20-45 FT employees	1	\$ 43,874	\$ 53,668	\$ 47,658
46-64 FT employees	1.2	\$ 54,753	\$ 67,436	\$ 62,168
> 65 FT employees	1.1	\$ 62,714	\$ 76,571	\$ 68,428

SHELTER SUPPORT STAFF

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$20,000 - \$75,000	\$ 31,954	\$ 39,311	\$ 34,907

TENURE	PERCENT OF RESPONDENTS
< 1 year	5%
1-2 years	50%
3-5 years	27%
6-10 years	9%
11+ years	9%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	4	\$ 24,960	\$ 24,960	\$ 24,960
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	3.5	\$ 31,408	\$ 32,240	\$ 31,640
\$1,000,000 - \$1,499,999	2.3	\$ 24,013	\$ 35,000	\$ 31,000
\$1,500,000 - \$4,499,999	4.9	\$ 32,042	\$ 37,848	\$ 34,190
\$5,000,000 - \$7,499,999	0	-	-	-
Greater than \$7,500,000	8.4	\$ 38,142	\$ 50,522	\$ 42,125

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	2.3	\$ 25,525	\$ 31,080	\$ 29,413
20-45 FT employees	4.1	\$ 30,775	\$ 35,880	\$ 32,882
46-64 FT employees	8	\$ 33,200	\$ 42,500	\$ 37,250
> 65 FT employees	8.4	\$ 38,142	\$ 50,522	\$ 42,125

THRIFT STORE MANAGER

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$22,880 - \$128,000	\$ 37,995	\$ 51,039	\$ 42,969

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	44%
3-5 years	39%
6-10 years	11%
11+ years	6%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 29,120	\$ 36,000	\$ 29,120
\$1,000,000 - \$1,499,999	1.5	\$ 29,813	\$ 40,333	\$ 34,670
\$1,500,000 - \$4,499,999	2.2	\$ 32,593	\$ 40,340	\$ 34,379
\$5,000,000 - \$7,499,999	1	\$ 41,267	\$ 49,347	\$ 45,792
Greater than \$7,500,000	1.8	\$ 52,000	\$ 77,050	\$ 65,499

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	1	\$ 22,880	\$ 26,000	\$ 26,000
10-19 FT employees	1	\$ 27,060	\$ 38,000	\$ 28,600
20-45 FT employees	1.6	\$ 32,833	\$ 41,440	\$ 35,959
46-64 FT employees	2.3	\$ 43,480	\$ 53,298	\$ 48,419
> 65 FT employees	1.8	\$ 49,500	\$ 81,066	\$ 61,249

THRIFT STORE STAFF

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$17,680 - \$55,000	\$ 26,513	\$ 33,922	\$ 28,926

TENURE	PERCENT OF RESPONDENTS
< 1 year	0%
1-2 years	60%
3-5 years	27%
6-10 years	13%
11+ years	0%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 19,760	\$ 19,760	\$ 19,760
\$1,000,000 - \$1,499,999	2.3	\$ 21,340	\$ 27,480	\$ 23,666
\$1,500,000 - \$4,499,999	8.8	\$ 24,536	\$ 32,200	\$ 28,417
\$5,000,000 - \$7,499,999	1.5	\$ 29,873	\$ 36,219	\$ 32,136
Greater than \$7,500,000	10.8	\$ 31,580	\$ 41,690	\$ 34,195

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	1	\$ 25,000	\$ 30,000	\$ 26,000
20-45 FT employees	2.2	\$ 22,624	\$ 26,944	\$ 24,724
46-64 FT employees	10.8	\$ 29,186	\$ 37,109	\$ 32,693
> 65 FT employees	10.3	\$ 29,080	\$ 40,440	\$ 32,195

VOLUNTEER COORDINATOR

SALARY RANGE (FT)	AVERAGE STARTING SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT SALARY
\$26,660 - \$65,000	\$ 42,752	\$ 50,114	\$ 46,372

TENURE	PERCENT OF RESPONDENTS
< 1 year	12%
1-2 years	41%
3-5 years	29%
6-10 years	6%
11+ years	12%

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

TOTAL COMPENSATION BUDGET	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
up to \$499,999	0	-	-	-
\$500,000 - \$749,999	0	-	-	-
\$750,000 - \$999,999	1	\$ 32,760	\$ 32,760	\$ 32,760
\$1,000,000 - \$1,499,999	1	\$ 26,660	\$ 50,000	\$ 33,781
\$1,500,000 - \$4,499,999	1.2	\$ 38,728	\$ 47,346	\$ 43,613
\$5,000,000 - \$7,499,999	1	\$ 46,666	\$ 50,866	\$ 50,200
Greater than \$7,500,000	1	\$ 49,167	\$ 55,417	\$ 51,583

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

TOTAL EMPLOYEE COUNT	AVERAGE # OF EMPLOYEES	AVERAGE MINIMUM SALARY	AVERAGE MAXIMUM SALARY	AVERAGE CURRENT COMPENSATION
1-9 FT employees	0	-	-	-
10-19 FT employees	1	\$ 29,710	\$ 41,380	\$ 33,270
20-45 FT employees	1.3	\$ 40,092	\$ 48,270	\$ 45,170
46-64 FT employees	1	\$ 43,000	\$ 50,275	\$ 47,775
> 65 FT employees	1	\$ 47,857	\$ 53,571	\$ 50,000

THIS REPORT IS AUTHORED BY THE
TEXAS COUNCIL ON FAMILY VIOLENCE.

TCFV appreciates the support from professionals and each family violence service provider around the state who responded to our requests for information and thereby ensured the accuracy of this report.

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This project was funded by grants awarded by the Administration for Children and Families U.S. Department of Health and Human Services Grant No. 2303TXSDVC; and by the Texas Health and Human Services Commission Grant No. HHS0004483000001.

The opinions, findings, conclusions, and recommendations expressed in this program are those of the authors and do not necessarily reflect the views of the above agencies.

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.

