



# 2019 Compensation Survey Report

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## METHODOLOGY

An email invitation to participate was sent to 221 agencies nationwide that were identified as providing residential care (or “sheltering”) to survivors of domestic human trafficking. Seventy addresses were recorded as unopened, which may suggest faulty or unattended email accounts. A total of 147 emails were opened of which 36 agencies (24%) responded to the survey.

## RESPONDENTS

The majority of survey respondents were the Executive Directors (64%) or chief leaders of these organizations. The types of agencies in this sample include:

- 6% Emergency Shelter – 24-72 hour holding, usually in coordination with law enforcement
- 19% Stabilization Program – up to 90 days of residential care; goal is to determine long-term course of action
- 94% Restorative Program – 12 months or more offering comprehensive services with the goal of social re-entry
- 19% Graduate Housing – independent supportive housing with accountability
- 11% Other

Twenty-two states are represented in this sample. Respondents represented 19% major metropolitan areas; 25% cities; 31% suburbs; 8% towns, and 17% remote rural areas from the following states:

AL - 1	GA - 2	KS - 2	NC - 3	OR - 1	VA - 1
CA - 3	IA - 2	MA - 1	NE - 1	PA - 2	WA - 1
DE - 1	IL - 2	MD - 1	NV - 2	TN - 1	
FL - 1	IN - 1	MN - 1	NY - 1	TX - 5	

The average number of years these agencies have been in service to survivors is 6.75 years with the youngest agency at 8 months and the oldest at 19 years of direct service. Two respondent agencies indicated that they are currently closed.

The total bed capacity of this sample is 9.8. Taking out the two largest capacity programs, 34 and 38 beds, the average residential program size is 8 beds.

This sample of 36 agencies represents over \$32mil in care. The average annual budget across these agencies is up significantly from prior year surveys, as reflected in the following table.

	2015 Survey (10 respondents)	2016 Survey <sup>1</sup> (12 respondents)	2017 Survey <sup>2</sup> (42 respondents)	2019 Survey (38 respondents)
Avg Years in Direct Service		2.5	5.28	6.98
Average Annual Operating Budget	\$418,331	\$520,658	\$476,267	\$891,039
Number of Bed Units			6	8-9
Average Executive Director Compensation		\$52,444	\$56,785	\$65,865

<sup>1</sup> <https://instituteforsheltercare.org/project/finance-and-funding/>

<sup>2</sup> <https://instituteforsheltercare.org/project/bi-annual-study-of-shelters-in-the-u-s/>

This sample reflected an annual average budget of \$891,039 with the highest budget at \$3,334,939 in a major metropolitan area supporting 10 beds and the two smallest budgets at \$150,000 (metro area) and \$176,000 (suburban area), each supporting 5 beds.

## DISCLAIMER

One of the challenges to emerge from this study that will need to be reconciled going forward, is that this professional field is still emerging. As such, there is a wide variety of job titles being borrowed from other industries or invented. Here are the options mentioned in survey responses:

Addictions Counselor	House Coach	Program Coordinator
Care Coach	House Manager	Program Manager
Clinical Director	House Mother	Rescue Supervisor
Community Engagement Mgr.	House Parent	Residential Living Coordinator
Counselor	Information & Referral	Residential Supervisor
Director of Client Support	Leadership Development Coord.	Safehome Coordinator
Director of Survivor Services	Mid-Shift Care Coach	Therapist
Equine Manager	Peer Counselor	Weekend Manager
Holistic Care Coach	Peer Support Specialist	Workforce Development Coach

In this study we have endeavored to clarify the roles for the titles suggested so that respondents can best align their titles with the positions in question.

## COMPENSATION

It's not unusual in Christian missionary work for the individuals to be required to raise their own funds. Given that a high percentage of trafficking shelters in the U.S. are faith-based-Christian (89% of member in the National Trafficking Sheltered Alliance and 84% of respondents in the 2017 national study), we asked which positions, if any, were required to raise their own funds. Of this sample, two Executive Directors, one Finance Director, two Development Directors and two Others were the only positions noted as self-funded. Eighty-six percent of respondents said that all positions are compensated by their organization.

### EXECUTIVE DIRECTOR/CEO

The Executive Director is the chief leadership position within the organization. This individual is accountable for the organizations financial well-being and often serves in a development capacity. Financial, legal and regulatory compliance are the E.D.'s responsibility. The Executive Director is often the chief communicator of the organization and may also sit on its Board of Directors. Two Executive Directors in this sample voluntarily receive a below-market compensation (of \$15,000 and \$20,000/year). Among the remaining responses, the average annual salary for the Executive Director position is \$65,865. Half of these organizational leaders realize health insurance as part of their compensation and 22% have access to a 401k plan. Five agencies offer continuing education and three offer a technology stipend. Other benefits noted were paid time off (PTO), counseling, 4 weeks' vacation, dental insurance, and a health savings plan.

Executive Director/CEO Annual Salary		
High	Average	Low*
\$125,000	\$65,865	\$24,000

\* The low salary does not count the two Executive Directors who choose to receive a below-market compensation.

In order to provide a frame of reference for these numbers, five states with varying costs of living were chosen and the average salary for each of these positions, or nearest equivalent, was determined. Information for positions in Maryland was taken from Maryland Nonprofit's 2018 Annual Salary report. Information from other states was gleaned largely from the salary finder on indeed.com and payscale.com.

Executive Director/CEO Average Annual Salary - Comparatives				
Maryland	Texas	California	Georgia	North Carolina
\$85,000	\$100,900	\$104,000	\$58,000	\$62,000

### OPERATIONS DIRECTOR/COO

The Operations Director is largely responsible for the effective and efficient functioning of the organization and steward of its assets: property, people, security, policies, etc. Thirteen agencies (34%) reported that they have a Director of Operations/COO position in place. This position's average compensation across those respondents was \$56,049. Less than half, about 40%, of Operations Directors/COOs receive health insurance as part of their compensation. Five Operations Directors/COOs (16%) have access to a 401k plan, four (13%) have access to an education stipend, one has access to a technology stipend, and one has access to a car allowance.

Operations Director/COO Annual Salary		
High	Average	Low
\$100,000	\$56,049	\$35,000

Non-Profit Operations Director/COO Average Annual Salary - Comparatives				
Maryland	Texas	California	Georgia	North Carolina
\$70,000	\$75,000	\$78,600	\$77,000	\$63,000

## FINANCE DIRECTOR/CFO

The Finance Director oversees the financial management and financial compliance of the nonprofit agency. Of the 37 responding agencies, 28 (75.6%) reported that they do not have a Finance Director/CFO. One agency reported having a volunteer Finance Director/CFO and one agency's representative did not know the compensation amount for its Financial Director/CFO. Among agencies that provide compensation, the average yearly salary is \$46,000. For this position, seven agencies (23%) offer health insurance, two provide a 401k plan, one offers a technology stipend, and one offers a free gym membership and free counseling.

Finance Director/CFO Annual Salary		
High	Average	Low
\$60,000	\$46,000	\$35,000

Non-Profit Finance Director/CFO Average Annual Salary - Comparatives				
Maryland	Texas	California	Georgia	North Carolina
\$87,000	\$51,300	\$81,500	\$58,000	\$54,000

## DEVELOPMENT DIRECTOR

Development Director's primary role is to ensure sufficient charitable income to support the mission of the organization. Often this role includes donor and grants management and may include public communications. Of the 37 responding agencies, 19 (51%) reported that they do not have a Development Director. The reporters for two agencies did not know the compensation amount for their Development Director. Of the agencies that reported an annual salary for the Development Director, the average compensation is \$49,500. For this position, 12 (37.5%) have access to health insurance, five (16%) have access to a 401k, three have access to an education stipend, three receive PTO and/or sick leave, one receives a health savings plan, one receives reimbursement for gas and cell phone use, and one has access to free counseling.

Development Director Annual Salary		
High	Average	Low
\$75,000	\$49,500	\$30,000

Non-Profit Development Director Average Annual Salary - Comparatives				
Maryland	Texas	California	Georgia	North Carolina
\$47,000	\$37,000	\$45,000	\$45,500	\$41,000

## PROGRAM DIRECTOR

The Program Director is chiefly responsible for the implementation of the residential program's services to clients, measuring the efficacy of those services, and overseeing subordinate supervisory staff. The average compensation for the position of Program Director, or equivalent position, is \$50,700. In addition to their salary, 56% of Program directors recognize health care benefits as part of their compensation and 26% have access to a 401k. Seven organizations also offer access to a continuing education stipend and three offer access to a technology stipend. Two organizations offer PTO to their Program director, one of which also includes sick time. Other benefits reported are a health savings plan and dental insurance.

Program Director Annual Salary		
High	Average	Low
\$76,000	\$50,700	\$30,000

Non-Profit Program Director Average Annual Salary - Comparatives				
Maryland	Texas	California	Georgia	North Carolina
\$64,000	\$42,000	\$80,600	\$54,000	\$59,000

## CLINICAL DIRECTOR/THERAPIST/COUNSELOR

The Clinical Director/Therapist/Counselor is more often a credentialed mental health professional who advises on the care strategies for clients and may also provide direct therapeutic interventions. The average compensation for the position of Clinical Director/Therapist/Counselor is \$45,300. In addition to their salary, 26.5% (9) recognize health care benefits as part of their compensation and 9% (3) have access to a 401k. Four have access to an education benefit, two have access to a technology stipend, one has access to a free gym membership, and one recognizes PTO and sick leave as part of their compensation.

Clinical Director/Therapist/Counselor Annual Salary		
High	Average	Low
\$65,000	\$45,300	\$28,500

Non-Profit Clinical Director/Therapist/Counselor Average Annual Salary - Comparatives				
Maryland	Texas	California	Georgia	North Carolina
\$43,000	\$53,800	\$65,000	\$56,400	\$49,000

## RESIDENTIAL SUPERVISORS

As noted above, there is a wide variety of titles for the positions that are responsible for the day-to-day supervision and care of shelter clients. Generally referred to as Residential Supervisors, these positions implement the program, uphold its policies, and offer relational support to the clients of the residential program. Of the 37 organizations that responded to the survey, 36 responded to the question asking whether their residential supervisors/coaches/house parents are full time, part time, or if there is a mix of both. Eleven organizations stated that their residential supervisors are part time, 8 responded that their residential supervisors are full time, and 17 reported having both full time and part time residential supervisors.

The average compensation for daytime residential supervisors is \$33,660. For organizations that gave a range with less than \$5,000 difference, the larger compensation rate was calculated into the overall average. One organization with multiple locations had a large range that depended on the employee's location and level of education. Two organizations stated that they do not have this position.

Daytime Residential Supervisor Annual Salary		
High	Average	Low
\$37,000	\$33,660	\$22,880

The average compensation for overnight residential supervisors is \$27,900. As above, for organizations that gave a range with less than \$5,000 difference, the larger compensation rate was calculated into the overall average. Five organizations indicated that they do not have this position. One organization reported that this position is filled by volunteers who receive a \$50/night stipend.

Overnight Residential Supervisor Annual Salary		
High	Average	Low
\$38,000	\$27,900	\$18,000

Non-Profit Residential Supervisor (Daytime or Overnight) Average Annual Salary - Comparatives				
Maryland	Texas	California	Georgia	North Carolina
\$25,500	\$34,000	\$41,700	\$35,000	\$39,600

Of the organizations that offer compensation to residential supervisors, 50% offer health care benefits, 30% offer additional paid leave, 25% offer access to free counseling services, 20% offer access to a 401k, and 11% offer continuing education benefits. Four organizations offered a stipend for medical care, cell phone use, or food. Other benefits offered include dental insurance, access to a gym membership, free room and board, access to the organization's vehicle, and a yearly retreat.

## CASE MANAGER

Responsibilities of Case Managers vary based on the size and capacity of the shelter. Generally, the Case Manager ensures coordination of internal and/or external services to serve the unique needs of each client. Eight organizations employ a full time Case Manager with an average salary of \$35,500. Two organizations employ part time case managers, one with compensation of \$20,000 and one with \$28,000.

Case Manager Average Annual Salary - Comparatives				
Maryland	Texas	California	Georgia	North Carolina
\$41,000	\$37,800	\$45,000	\$34,000	\$48,700

## OFFICE MANAGER/ADMINISTRATOR

Office Managers/Administrators provide clerical and often communications support to the agency. Eight organizations have an office manager or administrative role for which the average compensation is \$31,800.

Office Manager/Administrator Average Annual Salary - Comparatives				
Maryland	Texas	California	Georgia	North Carolina
\$39,000	\$29,000	\$65,000	\$46,000	\$47,000

All other paid positions reported in the survey were unique to the reporting agency or were limited to only two agencies.

## CONCLUSION

In recognition of the difficult nature of shelter care and limited resources for monetary compensation, most respondents make an effort to provide for their employees through auxiliary compensation and other employment benefits. Common trends in nonmonetary compensation include free access to mental health services, gym memberships, continuing education benefits, and generous amounts of paid time off and sick leave.

In 2016, The Samaritan Women collected funding data from shelter agencies across the country which indicated that 77% of Executive Directors/CEOs went uncompensated for an average of three years. In our 2017 National Practices Survey, we found that 65% of Executive Directors/CEOs went uncompensated for an average of 3.5 years. In this year's study, only 10.8% of agencies report that their Executive Director/CEO do not receive compensation. Two agencies report that their Executive Director/CEO is responsible for raising their own funds to pay for their salary. This data shows a rising trend in compensation for those working in shelter care.

This study should be repeated in 24 months to examine changing trends in this emerging field.