



## Compensation Report

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## METHODOLOGY

An email invitation to participate was sent to 213 agencies nationwide that were identified as providing residential care to survivors of sexual exploitation/domestic human trafficking. Thirty-four responses were received of which one response was omitted from the analysis based on incomplete responses. This sample of thirty-three responses therefore reflects 15 percent of the trafficking shelter agency population in the United States, according to the Institute for Shelter Care’s national landscape map.

### RESPONDENTS

The majority of those who responded to the survey (64%) were the Executive Directors of their agencies. The types of agencies in this sample include:

- 12%- Emergency Shelter (24-72 hours)
- 21%- Stabilization Program (between 30-90 days)
- 82%- Restorative Program (12-month program or more)
- 30%- Graduate/Independent Housing (6 months to 2 years)



It is important to note that several agencies (N=11) operate more than one type of program and were invited to respond reflecting all of their program areas; therefore, the total number of responses (above) exceeds 100 percent. In terms of service population, 21 percent of respondents are minor-serving organizations; 85 percent serve adults and 26 percent serve adults with child(ren).

Twenty-one states are represented in this sample as noted in the following distribution.

AL – 1	IL – 2	MA – 1	OH – 1	RI – 1	WA – 1
CA – 1	IA – 1	MO – 1	OK – 2	SD – 1	
FL – 1	KS – 3	NE – 1	OR – 1	TN – 1	
GA – 2	LA – 1	NV – 1	PA – 2	TX – 6	

#### 7.13 – 9.85 Years of Direct Service

Based on their shelter’s specific location, 15 percent of these shelters are located in the inner city, 21 percent in urban settings, 38 percent suburban, and 26 percent in rural settings. None of the respondents reported from remote locations. The average number of years these agencies have been in direct service with survivors is 9.85 years with the youngest agency at 1 year and the most mature agency at 45 years of direct service. Two agencies reported in excess of 40 years in direct service. Excluding those two outliers, the average number of years in service in this sample is 7.13.

#### 8.5 – 10.5 Average Number of Beds Per Agency

The total number of beds provided by these thirty-three agencies is 356. The lowest bed count for a program is 4 and the highest is 50, with the average agency capacity at 10.5 beds. Factoring out the two largest agencies (with 45+ beds each), the average bed count per agency is 8.5.

## BUDGETS

The following table offers a quick scan of the compensation studies previously published by the Institute for Shelter Care and the averages across each survey's dataset. It is interesting to note that the 2021 sample reflects an increase in overall bed count but shows a decrease in annual budget and in Executive Director compensation, compared to prior years. This could be due to a variety of factors, not the least of which, the social and economic disruptions of 2020-2021, which may have demanded that existing shelter programs do more with less.

### Summary of Compensation Reports

	2015 Survey (N=10)	2016 Survey <sup>1</sup> (N=12)	2017 Survey <sup>2</sup> (N=42)	2019 Survey (N=38)	2021 Survey (N=33)
Avg. Years in Service		2.5	5.28	6.98	9.85
Avg. Annual Budget	\$418,331	\$520,658	\$476,267	\$891,039	\$793,622
<i>Percentage of Change</i>		19.65%	-9.32%	46.55%	-12.27%
Avg. Number of Bed Units			6	8.5	10.5
<i>Percentage of Change</i>				29.41%	19.05%
Avg. Executive Director Compensation		\$52,444	\$56,785	\$65,865	\$63,793
<i>Percentage of Change</i>			7.64%	13.79%	-3.25%

## OPERATING BUDGETS BY LOCATION

2021 shelter budgets are broken down in the following chart by location type, including the single highest response, single lowest response, and the overall average for that subgroup.

### Budgets by Location

	Number of Respondents	High	Average	Low
<b>Inner City</b>	4	\$663,000	\$487,132	\$250,000
Number of Beds		10	11	13
<b>Urban</b>	7	\$4,100,000	\$1,489,458	\$214,000
Number of Beds		23	17	5
<b>Suburban</b>	13	\$1,100,000	\$595,351	\$160,000
Number of Beds		14	7	4
<b>Rural</b>	9	\$1,700,000	\$744,333	\$380,000
Number of Beds		50	12	5

Within the Urban category (the category with the highest overall numbers for budget and bed count), this sample had three out of seven agencies that serve minors and three out of seven that serve adults with child(ren). The considerable increase in average annual budget for Urban, as contrasted to other locations may be attributed to cost of living, but also the fact that serving minors or adult+child populations often demands an overall higher cost of care.

<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/>

## COMPENSATION

### Disclaimer

One of the challenges in this and prior studies is that in an emerging field, roles and titles are often not standardized. While we endeavored to describe each title to guide the survey respondents, there were many who offered write-in titles we did not cover, including:

- Communications Coordinator
- Communications Lead
- Community Liaison
- Community Program Director
- Community Services Coordinator
- Education Center Coordinator
- Grant Administrator
- Holistic Recovery Coach
- Housing Coordinator
- Program Developer
- Residential Care Coach
- Residential Coach
- Workforce Development Coordinator



### Board of Directors

All of the agencies except one reported that their Board of Directors are uncompensated volunteers. The single agency reporting compensation to its Board indicated the members are paid \$12,000/annually.

### Executive Director/CEO

The Executive Director is the chief leadership position within the organization. This individual is accountable for the organization's financial well-being, oversees legal and regulatory compliance, and often serves in a development capacity. The Executive Director is often the chief communicator of the organization and may be a member of its Board of Directors. It is not uncommon for the compensation of the Executive Director to be correlated with the annual operating budget of the organization. Defining an appropriate compensation for the Executive Director (and certain other leadership positions), however, is critically important. These figures are reported in the nonprofit's annual tax filing (Form 990) which is available to the public, and required to be disclosed by various ranking organizations, watchdog organizations, and many funders. State-level associations of nonprofits often conduct salary surveys and can provide additional guidelines for determining compensation.

The survey garnered responses on the Executive Directors' salaries for twenty-nine agencies. Six agencies have E.D.s as full-time salaried employees only partially compensated, and one agency has an uncompensated volunteer serving as E.D. Among the partially compensated, the average annual compensation was \$29,700, or less than half of those who are full-time salaried Executive Directors. The following table reflects only those responses that were for full-time salaried positions.

Executive Director/CEO Annual Salary (N=24)		
High	Average	Low
\$125,000	\$64,195	\$43,000

As 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 these positions for each state was gleaned from Salary.com (2021). Please note that these averages can vary widely based on many factors such as city, education, and experience. Overall, however, the average for this sector falls notably below the averages for other nonprofit Executive Directors. According to the 2021 Nonprofit Compensation Report by Candid, the average salary for the Chief Executive of a nonprofit under \$500k annually is \$68,892.

Executive Director/CEO Average Annual Salary – Comparatives				
Maryland	Texas	California	Georgia	North Carolina
\$80,684	\$76,842	\$87,409	\$75,000	\$74,654

## 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. Information about salaries for the Operations Director was provided by sixteen agencies. Two have COOs who work as contractors; one has a full-time salaried employee but only partially compensated; and one agency has an uncompensated volunteer in this role. Eleven agencies responded they do not have this position.

Operations Director/COO Annual Salary (N=16)		
High	Average	Low
\$85,000	\$56,736	\$35,000

Using the same states and source for comparison (Salary.com), the following table suggests the compensation average for other nonprofit Operations Directors/COOs.

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 fiscal management and financial compliance of the agency. Of the thirty-three responses, seven indicated they had full-time salaried Finance Directors/CFOs but only four reported salaries. Two CFOs work as contractors, one works part-time, and five CFOs work as uncompensated volunteers. Over half (17 agencies or 51%) responded that they do not have this position.

Finance Director/CFO Annual Salary (N=4)		
High	Average	Low
\$85,000	\$59,500	\$38,000

## Development Director

The 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. There are nine Development Directors with full-time salaries; two who work part-time; and three who work as uncompensated volunteers. Sixteen agencies responded they do not have this position.

Development Director Annual Salary (N=9)		
High	Average	Low
\$85,000	\$53,844	\$32,000

## Program Director

The Program Director is responsible for the implementation of the residential program’s services to clients, measuring the efficacy of those services, and overseeing subordinate supervisory staff. This survey garnered the data on sixteen Program Directors’ salaries, with one agency reporting a full-time but partially compensated position and four who have part-time Program Directors. Eleven agencies responded that they do not have this position.

Program Director Annual Salary (N=16)		
High	Average	Low
\$88,200	\$52,577	\$32,000

## Clinical Director

The Clinical Director is the person responsible for overseeing the mental health services of the residents and may lead the Care Team that facilitates case management and assesses residents’ progress. There were seven agencies that responded with Clinical Director salaries. One agency has a full-time Clinical Director only partially compensated; three agencies have contractors; another three agencies have part-time Clinical Directors; and eighteen agencies responded that they do not have this position.

Clinical Director Annual Salary (N=7)		
High	Average	Low
\$72,500	\$58,071	\$43,000

## Case Manager

The responsibilities of the Case Manager vary based on the size and capacity of the shelter. In general, the Case Manager is the person responsible for brokering community-based services for the shelter’s residents. Twenty-one responses reported full-time salaries. Three agencies have full-time Case Managers who are only partially compensated; one agency has a contractor; six agencies have part-time Case Managers; and only one agency responded they do not have this position.

Case Manager Annual Salary (N=21)		
High	Average	Low
\$60,000	\$38,834	\$26,000

## Therapist

The Therapist is the person trained (and often credentialed) to provide individual mental health counseling to the shelter’s residents. The majority of shelter agencies in this sample do not have this position as regular full-time staff. Only four agencies reported staff salaries, whereas ten agencies reported using contractors; four have part-time Therapists; four have uncompensated volunteers as Therapists; and nine agencies responded that they do not have this position.

Therapist Annual Salary (N=4)		
High	Average	Low
\$56,500	\$49,625	\$40,000

## Residential Supervisors

The Residential Supervisor is responsible for the day-to-day supervision and activities in the shelter home. Thirteen agencies reported full-time salaries. Two agencies in this sample have Residential Supervisors that are full-time but partially compensated; one agency has a contractor; nine agencies have part-time staff, one agency with an uncompensated volunteer as Residential Supervisor, and three agencies stated they do not have this position.

Residential Supervisor Annual Salary (N=13)		
High	Average	Low
\$72,500	\$44,106	\$28,000

## Overnight/Weekend Supervisor

The Overnight/Weekend Supervisor is responsible for overnight/weekend supervision and activities within the shelter home. Here the survey noted a considerable shift in staffing. Only three Overnight/Weekend Supervisors’ salaries were reported. Two agencies reported using contractors; thirteen reported having part-time staff; one agency fills the role with volunteers. Nearly half of all respondents – fourteen agencies—reported that they do not have this position.

Overnight/Weekend Annual Salary (N=3)		
High	Average	Low
\$30,000	\$26,500	\$24,500



## Volunteer Coordinator

Volunteer Coordinators build partnerships to engage people in the local community to support the agency’s activities, mission, and vision. This may include collaboration with other programs, community outreach, and volunteer recruitment, training, and retention. In this sample there were five Volunteer Coordinators with full-time salaries; one who works full-time but partially compensated, two who work part-time, and seven who work as volunteers/uncompensated. There were sixteen agencies that do not have this position.

Volunteer Coordinator Annual Salary (N=8)		
High	Average	Low
\$50,000	\$29,156	\$8,000

## Office Manager/Administrator

Office Manager/Administrators provide clerical and often communications support to the agency. This survey reports on nine Office Managers/Administrators with full-time salaries. Other agencies reports: three who work full-time but are partially compensated, and five who work part-time and fourteen agencies that do not have this position.

Office Manager/Administrator Annual Salary (N=9)		
High	Average	Low
\$52,000	\$41,411	\$30,000

## Position Funding Alternatives

It is not unusual in Christian missionary work for the individuals to be required to raise their own funds and given that there is a high percentage of trafficking shelters in the US that are faith-based, (126 out of the 212 according to the Institute’s National Shelter Landscape map) we asked which positions, if any, were required to raise their own funds. Of this sample, two agencies mentioned that their interns had secured their own funds. Otherwise, there was only one agency that required the following positions to be self-funded: Job Apprenticeship Coordinator; Case Management; Leadership Team Coordinator; Aftercare Coordinator; Marketing & Public Outreach Coordinator.

## BENEFITS

The following benefits were mentioned most often as available to all full-time regular employees. Write-in entries included options for mental health counseling and paid time off, but primarily reiterated insurance as a common benefit.

Benefit	Percentage offered
Comp time	56%
Flex time	45%
Extended parental leave	30%
Health insurance with employer match	30%
Dental insurance	27%
Telework options	21%
Vision insurance	21%
Education stipend	18%
Life insurance	18%
Disability insurance	18%

Benefits offered to part-time employees differed significantly from full-time staff. The majority of agencies (48.5%) indicated that no benefits were offered to part-time staff. Of those that do offer benefits, the following were cited most often: comp. time (27%); flex time (27%); and health club membership (15%). Write-in entries for supplemental benefits included: sick leave, expense reimbursements, mental health services reimbursement, and staff housing. In terms of benefits unique to certain positions, the following comments were made:

- Mental health counseling for direct care staff
- 2-day sabbatical annually
- The Founder gets gas and car insurance
- Directors receive leadership coaching
- Staff access to a Christian counselor and certified life coach

Respondents also reported on the benefits their agencies would like to offer to employees if they had the funding to do so. Those desired benefits were:

Benefit	Priority
401k with employer match	47%
Health insurance with employer match	47%
Dental insurance	38%
Health insurance without employer match	25%
Education stipend/reimbursement	22%
Life insurance	22%
Vision insurance	22%
Health savings plan	19%

## Staffing Plans

When asked “What is the next most important position that—if you had the funding—you would hire?” the priorities in the corresponding chart were reported. Not surprisingly, given that half of this sample (16 agencies) reported they do not have a staff person in a full-time development role, the Development Director ranked as highly desired.

Position	Number of Mentions
Development Director	5
Operations/Facility Director	4
Program Director	3
Therapist/Counselor	3
Case Manager	3
Admin/Office Manager	2
Grant Writer	1
HR Manager	1
Marketing and PR	1
Nurse (part-time)	1
Outreach Specialist	1
Residential Supervisor/ Housing Manager	1
Social Enterprise Director	1
Clinical Director	1
Transportation Coordinator	1

## POSTLUDE

The Samaritan Women- Institute for Shelter Care has been conducting compensation studies on this industry since 2016 and will continue to do so, every two years, to inform decision-making and track the development of this field. While the 2021 study had a smaller response rate from years’ past, there is good reason to believe these results reflect an accurate picture of this growing, yet still immature, field of care.