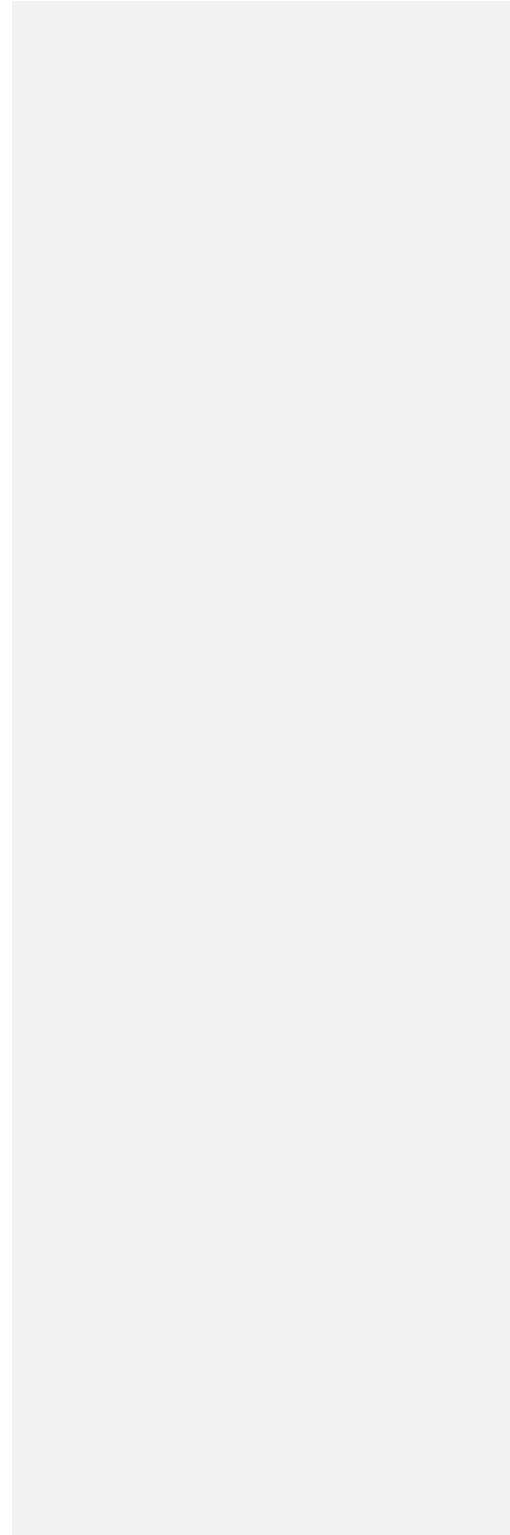


# Minnesota Advocacy Program Salary Survey 2023

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This report was created by the Minnesota Coalition Against Sexual Assault's Family Violence Prevention and Services Act American Rescue Plan Project Team.

Lead author: Victoria Riechers

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## ABOUT THE SURVEY

In the wake of COVID-19, the Minnesota Coalition Against Sexual Assault (MNCASA) received funding through the Minnesota Office of Justice Programs to provide training and technical assistance to Minnesota victim advocacy programs on the impacts of the pandemic. Victim advocates are essential workers, with many working in-person throughout the COVID-19 pandemic. This had a significant impact on victim advocacy programs' employee recruitment and retention. Now in the third year of the pandemic, programs are still feeling the impacts COVID-19 had on their workforce.

To address the workforce challenges, MNCASA's partner programs asked MNCASA to conduct an in-depth salary and benefits survey. The programs specifically asked for a survey that they would be able to compare with the Minnesota Council of Nonprofits' (MCN) salary survey but that MNCASA's survey would pull out elements unique to the victim advocacy field. They asked for MNCASA's survey to include all types of victim advocacy programs, as not all are nonprofits.

## Methodology

To create this survey, MNCASA assembled a small workgroup made up of executive directors of MNCASA's partner programs from the Twin Cities metropolitan area and Outstate. MNCASA also invited the other domestic and sexual violence state coalitions to participate in the workgroup. The workgroup used the MCN's salary survey as a base for the questions (MCN, 2022), in order to fulfill the request that this survey report be easy to compare with MCN's survey report. The workgroup edited and tailored the survey questions to be more relevant and specific to victim advocacy programs and added additional questions that were important to the programs. The workgroup spent time creating a list of jobs relevant to victim advocacy programs and defining those job descriptions.

After the survey was finalized by the workgroup, the survey was sent out to all of MNCASA's membership, as well as the membership of the other domestic and sexual violence state coalitions. Programs were given about one month to complete the survey. A total of 32 programs began the survey, and 20 programs completed the survey. Only the completed surveys were included in the analysis.

Once the surveys were submitted, the survey data was assessed for entry errors in a data cleaning process. This included looking for inconsistencies and obvious errors in the data submitted. For example, if a program reported they offered Floating Holidays as a benefit, but then said the number of Floating Holidays offered was zero, this data would be flagged for follow up. When data was flagged in the data cleaning process, MNCASA followed up with the responding program if that program provided contact information in the survey. If the data was flagged and could not be followed up on, the data was excluded from the analysis of the specific question or topic. After the data was cleaned and corrected, MNCASA began to analyze the data.

MNCASA conducted a descriptive analysis of the survey data. Descriptive statistics summarize the dataset. In this report, the data is presented either as the percentage of programs or describes the central tendencies of the programs using the average, median, 25<sup>th</sup> percentile and 75<sup>th</sup> percentile. The analysis was also disaggregated by location and by organizational budget when possible and appropriate for the data. Data was only analyzed if three or more programs submitted data in response to a question.

The survey and analysis have a few limitations. The sample size of 20, while being one third of MNCASA's overall membership, is small and limited the amount of analysis that could be conducted overall. The small sample size also limits what can be understood overall about the victim advocacy programs. Additionally, despite thoroughly cleaning and assessing the data for errors, there is likely human error in the data submitted that could not be identified.

**A note about the tables:** The data analysis is presented in tables. When there were not enough responding programs the \*\*\* indicate there was not enough data to analyze. If the data or percentage is 0%, the table cell was left blank.

## How to Use this Survey Report

This report has four main sections.

**About the Advocacy Programs** describes the programs that participated in the survey. It covers what types of programs participated, staffing and volunteers, and recruitment and retention challenges of the programs. In this section, the data presents percentages of the programs that participated in the survey.

Programs can use this section of the report to see how their own program compares to the sample analyzed, and to view common staffing challenges.

**Salaries** includes information about salary policies and describes the central tendencies of salaries at the programs. All jobs include a brief job description and minimum requirements for the job. The central tendencies of the salaries presented will include:

- **Average:** also known as the mean, the average is a central value of a set of numbers. The average is found by adding all values in a dataset and dividing them by the total number of values. This number is one way to identify a central tendency of a given set of numbers, but it can be affected by outliers or extreme differences.
- **Median:** the median is the middle number of a list of numbers and is a central value of a set of numbers. This number is another way to identify a central tendency of a given set of numbers and it is less affected by outliers or extreme differences.
- **25<sup>th</sup> Percentile:** the 25<sup>th</sup> percentile means that 25% of all the numbers fall below this number. This can show numbers in a dataset that are on the lower end of the spectrum.
- **75<sup>th</sup> Percentile:** the 75<sup>th</sup> percentile means that 75% of all the numbers fall below this number. This can show numbers in a dataset that are on the higher end of the spectrum.

Programs can use this section of the report to understand trends in salaries for victim advocacy program staff. When using the Salary section, programs should be sure to use the job description rather than the job title when comparing the data to other salary surveys or to a specific job description. This report should be used in combination with other salary data sources.

**Nonprofit Advocacy Programs** includes all the benefits information from the programs. Only the nonprofit programs were asked about the benefits, as governmental and other similar programs are not as comparable to nonprofit program benefits. This section presents percentages of the programs that participated in the survey.

Nonprofit advocacy programs can use this section to see how their organization compares in offering a competitive benefits package, identify gaps in benefits, and use the data to advocate for benefit or policy changes with their boards.

**Victim Advocate Salary Discussion** presents some of the implications of the salary data collected. It provides comparison data to the cost of living in Minnesota, discusses the funding context of victim advocacy programs, and demonstrates the specialization and challenges of victim advocacy work, especially due to impacts from COVID-19.

Programs can use this section to better understand the funding context for victim advocacy programs and advocate with boards and funders to increase victim advocate salaries.

## ABOUT THE ADVOCACY PROGRAMS

Twenty advocacy programs completed the Minnesota Advocacy Program Salary Survey 2023, one third of MNCASA's total membership. These programs varied in organizational budget, location, and services provided, providing a diverse sample of programs. One quarter of the participating programs are a culturally or population specific organization, meaning they primarily serve a specific underrepresented group of people, such as LGBTQ+, Black, Indigenous, and other People of Color (BIPOC), people with disabilities, immigrant communities, and more. Most participating programs were community-based nonprofits. No systems-based programs completed the survey.

### About the Advocacy Programs

Organizational Budget	
\$200,000 to \$499,999	16%
\$500,000 to \$999,999	21%
\$1,000,000 to \$1,999,999	32%
\$2,000,000 to \$4,999,999	21%
Over \$5,000,000	11%
Location	
Central/Northwest	10%
Central	15%
Metro	35%
Northeast	15%
Southeast	10%
Southwest	5%
Statewide	10%
Services Provided	
Domestic violence services only	10%
Sexual and domestic violence services	35%
Sexual and domestic violence services and other social services	35%
Sexual violence services and other social services	5%
Sexual violence services only	15%
Culturally or Population Specific Organization	
Not culturally or population specific	75%
Culturally or population specific	25%
Type of Organization	
Community-based governmental program	5%
Community-based nonprofit	95%

\* One program was excluded from the budget analysis due to data entry errors. This program will be excluded from all budget-specific analysis.

\*\* The location corresponds with MNCASA partner programs' regions.

Due to the number of responses, data will be disaggregated and presented by Location and Organizational Budget when possible. Location will be simplified to Metro Programs and Outstate Programs. All participating statewide programs are based in the Twin Cities metropolitan area and have been added to the Metro category. All other locations have been combined into Outstate. Not enough programs with a

budget over \$5,000,000 participated in the survey, so those programs will not be included in any budget analysis.

## Staff and Volunteers

Programs across Minnesota use full-time staff, part-time staff, and volunteers to provide services and meet the needs of victims/survivors. Most programs are small, with 70% of all programs having less than 20 full-time staff.

Number of Staff	Full-time Staff	Part-time Staff
	Percentage of All Programs	Percentage of All Programs
0 Staff		25%
1-4 Staff	15%	35%
5-9 Staff	20%	15%
10-19 Staff	35%	10%
20-29 Staff	15%	
30-49 Staff	10%	15%
50-69 Staff		
70-99 Staff	5%	

95% of programs use volunteers to help meet the needs of victims/survivors. Of the programs that use volunteers, almost half have 10-29 volunteers per year.

Number of Volunteers per Year	Percentage of All Programs
1-9 Volunteers	21%
10-29 Volunteers	47%
30-59 Volunteers	16%
60-99 Volunteers	11%
100+ Volunteers	5%

Of the programs that rely on volunteers in addition to paid staff, only 58% shared that number of volunteers meets the needs of the program. This was especially true in Outstate Minnesota, where 64% of programs shared the number of volunteers is not meeting the needs of the program.

Needs of the Program	Volunteers meet the need	Volunteers do not meet the need
Percentage of All Programs	58%	42%
<b>Location</b>		
Metro Programs	88%	13%
Outstate Programs	36%	64%
<b>Organizational Budget</b>		
\$200,000 to \$499,999	67%	33%
\$500,000 to \$999,999	25%	75%
\$1,000,000 to \$1,999,999	60%	40%
\$2,000,000 to \$4,999,999	50%	50%
Over \$5,000,000	***	***

Programs use volunteers in a variety of ways. The most common uses across all programs were administrative support, internship program, fundraising support, and answering hotline calls.



<b>Use of Volunteers</b>	<b>Percentage of All Programs</b>
Fundraising	53%
Admin support	63%
Support group facilitation	26%
Medical accompaniment	21%
Answer hotline calls	53%
Internship program	58%

Additional uses of volunteers not captured in the above table included facilities maintenance, thrift stores, social media, and support with special projects unique to the programs.

## Recruitment and Retention Challenges

Minnesota Advocacy Programs are able to offer some recruitment and retention incentives. The most common ones offered are part-time and/or flexible schedules, remote/hybrid options, professional development funding, and staff recognition/appreciation awards.

Recruitment and Retention Incentives	Percentage of All Programs
Part-time and/or flexible schedules	80%
Remote/hybrid options	65%
Professional development funding	65%
Staff recognition/appreciation awards	60%
Health/wellness training or stipends	35%
Retention awards (5 years, 10 years, 15 years, etc.)	15%
Tuition reimbursement	5%
Formalized career ladders and/or professional development plans	5%
Sign-on bonuses	10%
Sabbatical	

Minnesota Advocacy Programs reported several challenges with recruitment and retention. The top three challenges are recruiting diverse candidates, building a competitive compensation and benefits package, and having the means to offer financial incentives to applicants.

Recruitment and Retention Challenges	Percentage of All Programs
Recruiting diverse candidates	75%
Being able to build a competitive compensation and benefits package	60%
Having the means to offer financial incentives to applicants (such as sign-on bonuses)	45%
Compassion fatigue/burnout causing new hires to leave after less than one year of employment	40%
Using effective marketing strategies for open positions	15%
Not having a standardized screening process	10%
Being considered an "Employer of Choice"	5%

Additional challenges reported included a lack of qualified candidates, lack of time to do hiring, and applicants not realizing how triggering and difficult the work of advocacy is.

Minnesota Advocacy Programs had the option to share where their employees work after they no longer work at the advocacy program. Of the programs that chose to answer this question, the most common answers were a governmental agency, a higher paid job generally, and other social services.

## Employees Leave Advocacy Programs For

Programs For	Percentage of Responding Programs
Government	60%
For Profit Company	7%
Other Social Services	27%
University	7%
Higher Paid Jobs	33%
Many Places	13%

## SALARIES

This section discusses salary policies at Minnesota Advocacy Programs and will provide the average, median, 25<sup>th</sup> percentile, and 75<sup>th</sup> percentile salaries of the job positions collected in this survey. All responding programs were included in this section.

### Salary Policies

Minnesota Advocacy Programs were asked about their specific salary policies. Only 40% of programs have a specific policy on the ways they structure their salaries.

<b>Policy on Salary Structure</b>	Program has a specific policy on salary structure	Program does not have a specific policy on salary structure
Percentage of All Programs	40%	60%
<b>Location</b>		
Metro Programs	56%	44%
Outstate Programs	27%	73%
<b>Organizational Budget</b>		
\$200,000 to \$499,999		100%
\$500,000 to \$999,999	25%	75%
\$1,000,000 to \$1,999,999	50%	50%
\$2,000,000 to \$4,999,999	25%	75%
Over \$5,000,000	***	***

Of the programs that have a policy for structuring salaries, 63% reported using a salary scale or band system.

### Determining Pay

The programs with a formal policy for structuring salaries, used the following factors to determine pay.

<b>Factors used to determine pay</b>	Education	Years of Work Experience	Life/Lived Experience	Language other than English	Licensure
Percentage of All Programs	63%	100%	75%	38%	50%
<b>Location</b>					
Metro Programs	60%	100%	80%	40%	60%
Outstate Programs	67%	100%	67%	33%	33%
<b>Organizational Budget</b>					
\$200,000 to \$499,999	***	***	***	***	***
\$500,000 to \$999,999	***	***	***	***	***
\$1,000,000 to \$1,999,999	67%	100%	100%	100%	33%
\$2,000,000 to \$4,999,999	***	***	***	***	***
Over \$5,000,000	***	***	***	***	***

The programs with a formal policy for salary structure also noted if their on-call and/or overnight pay was determined the same way as their typical salaries or if determined differently.

<b>On-call/Overnight Pay</b>	Is structured differently than regular pay	Is not structured differently
Percentage of All Programs	50%	50%
<b>Location</b>		
Metro Programs	40%	60%
Outstate Programs	67%	33%
<b>Organizational Budget</b>		
\$200,000 to \$499,999	***	***
\$500,000 to \$999,999	***	***
\$1,000,000 to \$1,999,999	33%	67%
\$2,000,000 to \$4,999,999	***	***
Over \$5,000,000	***	***

Of the programs where on-call and/or overnight pay was determined differently, answers included the structure to be stipends, pay increase incentives, and time off.

### Salary Increases

Minnesota Advocacy Programs also reported how they determine salary increases. They reported having a Cost-of-Living Adjustment (COLA), which is when salaries are adjusted to keep up with the cost of living. They also reported having merit increases, which are increases based on performance. The most common policy was to have a combined COLA and merit increase.

<b>Types of Salary Increase</b>	COLA only	Merit only	Combination of COLA and Merit	No standardized salary increase policy
Percentage of All Programs	15%	15%	50%	20%
<b>Location</b>				
Metro Programs	11%	22%	56%	11%
Outstate Programs	18%	9%	45%	27%
<b>Organizational Budget</b>				
\$200,000 to \$499,999	33%		67%	
\$500,000 to \$999,999	25%	50%	25%	
\$1,000,000 to \$1,999,999	17%	17%		50%
\$2,000,000 to \$4,999,999			75%	25%
Over \$5,000,000	***	***	***	***

Minnesota Advocacy Programs reported the timing of when employees receive their salary increases.

<b>Timing of Salary Increase</b>	Employment anniversary	Start or end of fiscal year	Other common date for all employees
Percentage of All Programs	30%	55%	15%
<b>Location</b>			
Metro Programs	33%	56%	11%

Outstate Programs	27%	55%	18%
<b>Organizational Budget</b>			
\$200,000 to \$499,999	33%	67%	
\$500,000 to \$999,999	25%	75%	
\$1,000,000 to \$1,999,999	33%	33%	33%
\$2,000,000 to \$4,999,999	25%	50%	25%
Over \$5,000,000	***	***	***

Minnesota Advocacy Programs reported whether employees received salary increases in the past fiscal year.

**Salary Increase in the Past Fiscal Year**

	All employees received increases	Only some employees received increases	No employees received increases
Percentage of All Programs	85%	5%	10%
<b>Location</b>			
Metro Programs	78%		22%
Outstate Programs	91%	9%	
<b>Organizational Budget</b>			
\$200,000 to \$499,999	67%	33%	
\$500,000 to \$999,999	100%		
\$1,000,000 to \$1,999,999	67%		33%
\$2,000,000 to \$4,999,999	100%		
Over \$5,000,000	***	***	***

If they provided a salary increase, they reported what percentage of increase was awarded in the past fiscal year.

**Percentage of Salary Increase in the Past Fiscal Year**

	2 - 2.9% increase	3 - 3.9% increase	4 - 4.9% increase	5 - 5.9% increase	10%+ increase	No salary increase
Percentage of All Programs	5%	40%	15%	15%	15%	10%
<b>Location</b>						
Metro Programs		33%	11%	22%	11%	22%
Outstate Programs	9%	45%	18%	9%	18%	
<b>Organizational Budget</b>						
\$200,000 to \$499,999		67%		33%		
\$500,000 to \$999,999		50%	25%		25%	
\$1,000,000 to \$1,999,999	17%	17%	17%	17%		33%
\$2,000,000 to \$4,999,999		50%			50%	
Over \$5,000,000	***	***	***	***	***	***

## Advocacy Job Positions

### Victim Advocate

Provides direct support to clients who are in need of support following sexual or domestic violence. Determines client needs and helps clients safety plan and coordinate available resources. Advocates on behalf of the client with the criminal legal system, healthcare, housing, and other resources. Develops and maintains referral resources for clients.

**Minimum Experience:** High school degree plus one to three years of experience working with clients experiencing violence. 40 hours of sexual violence victim advocacy training.

Victim Advocate Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 20 programs	Base Salary	\$41,382	\$41,600	\$37,860	\$44,112
	Maximum Salary	\$52,219	\$51,990	\$47,130	\$57,181
<b>Location</b>					
Metro Programs: 9 programs	Base Salary	\$45,173	\$43,680	\$41,600	\$50,000
	Maximum Salary	\$55,931	\$54,000	\$47,840	\$56,241
Outstate Programs: 11 programs	Base Salary	\$38,281	\$38,000	\$35,880	\$42,640
	Maximum Salary	\$49,182	\$51,979	\$45,105	\$56,000
<b>Organizational Budget</b>					
\$200,000 to \$499,999: 3 programs	Base Salary	\$34,213	\$34,000	\$29,480	\$38,840
	Maximum Salary	\$47,317	\$52,000	\$40,976	\$56,000
\$500,000 to \$999,999: 4 programs	Base Salary	\$44,450	\$43,720	\$36,920	\$51,250
	Maximum Salary	\$58,435	\$58,500	\$46,594	\$70,341
\$1,000,000 to \$1,999,999: 6 programs	Base Salary	\$43,753	\$42,640	\$40,400	\$45,240
	Maximum Salary	\$49,741	\$47,923	\$45,710	\$54,002
\$2,000,000 to \$4,999,999: 4 programs	Base Salary	\$41,652	\$41,600	\$40,700	\$42,552
	Maximum Salary	\$55,115	\$52,990	\$51,484	\$56,620
Over \$5,000,000: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

Minnesota Advocacy Programs were also asked about specialized advocates. Of the programs with specialized advocates, 27% of programs reported their compensation is different from standard victim advocates. The responding programs mentioned this was typically due to a skillset (such as bilingual) or the fact that a particular specialization had a unique work schedule.

Minnesota Advocacy Programs were asked about the caseload of active clients that victim advocates have at their programs. The caseload of Outstate Programs in general was about twice as high as Metro Programs. Many of the caseloads reported are not sustainable for one victim advocate.

Typical Client Caseload Per Advocate	Average Caseload	Median Caseload	25th Percentile	75th Percentile
Percentage of All Programs	45	15	9	34
<b>Location</b>				
Metro Programs	30	10	5	20
Outstate Programs	58	20	15	67

<b>Organizational Budget</b>				
\$200,000 to \$499,999	43	20	15	60
\$500,000 to \$999,999	63	30	23	70
\$1,000,000 to \$1,999,999	10	11	4	15
\$2,000,000 to \$4,999,999	110	117	26	200
Over \$5,000,000	***	***	***	***

\* One program was excluded from this analysis, as their structure does not maintain caseloads.

**Victim Advocate Aide**

Assists in providing basic direct services, intake, and administrative support for victim advocates. Works under close and regular supervision of a victim advocate or advocate supervisor.

Minimum Requirements: High school diploma plus six months to one year of experience.

*Not enough programs with a Victim Advocate Aide position participated in the survey to conduct an analysis.*

## Clinical Job Positions

### Trauma Therapist

Provides therapeutic services to assist individuals or groups to heal from trauma, especially sexual or domestic violence. Works with clients individually or in a group setting and employs trauma informed therapy modalities to identify and resolve issues arising from the traumatic experience.

**Minimum Requirements:** Bachelor's degree or equivalent in human services plus four to six years of related experience, or Master's degree in counseling or social work plus one to three years of related experience. License is required.

Trauma Therapist Salaries		Average	Median	25th Percentile	75th Percentile
All programs:	Base Salary	\$53,220	\$53,040	\$51,200	\$55,060
4 programs	Maximum Salary	\$68,680	\$70,360	\$68,250	\$70,790

### Clinical Director, Mental Health Services

Oversees all mental health clinical services and programming the organization provides. Supervises all mental health clinical staff. Provides trauma-informed supervision to staff, assigns work, evaluates staff performance, directs training, and develops and manages the clinical program budget.

**Minimum Requirements:** Master's degree in social work, counseling, or related field. License is required. Three to five years of clinical experience and one to three years of clinical supervision experience.

Clinical Director, Mental Health Salaries		Average	Median	25th Percentile	75th Percentile
All programs:	Base Salary	\$79,000	\$76,000	\$73,750	\$82,250
4 programs	Maximum Salary	\$88,908	\$86,000	\$80,000	\$94,908
<b>Location</b>					
Metro Programs: 3 programs	Base Salary	\$80,333	\$77,000	\$73,500	\$85,500
	Maximum Salary	\$92,877	\$92,000	\$86,000	\$97,816
Outstate Programs: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

\* Note, one program was excluded from analysis due to error in data submitted.

### Clinical Director, Medical Services

Oversees all medical services and programming the organization provides. Supervises all medical staff. Provides trauma-informed supervision to staff, assigns work, evaluates staff performance, directs training, and develops and manages the medical program budget.

**Minimum Requirements:** Nursing degree and license required plus additional specialized training in sexual violence and forensic exams. Three to five years of clinical experience, including in medical forensic exams, and one to three years of clinical supervision experience.

*Not enough programs with a Clinical Director, Medical Services position participated in the survey to conduct an analysis.*



### **Sexual Assault Nurse Examiner**

Provides forensic exams and medical care to patients after sexual violence. May provide expert testimony related to forensic examinations and sexual violence.

Minimum Requirements: Nursing degree and license required plus one to three years of nursing experience. Additional specialized training in sexual violence and forensic exams is required.

*Not enough programs with a Sexual Assault Nurse Examiner position participated in the survey to conduct an analysis.*

## Programmatic Job Positions

### Sexual Assault Nurse Examiner (SANE) Program Coordinator

Organizes and coordinates the SANE program and is the only or primary staff person coordinating that program. Develops and maintains relationships with hospitals and SANE nurses. Provides training and support to hospitals and SANEs. Tracks SANE program expenses to ensure they do not exceed the program's budget. Evaluates SANE program results and prepares related reports for program management. Note: This is a nonsupervisory position.

**Minimum Requirements:** Bachelor's degree or equivalent plus one to three years of experience.

*Not enough programs with a SANE Program Coordinator position participated in the survey to conduct an analysis.*

### Sexual Assault Response Team (SART) Coordinator

Organizes and coordinates the SART and is the only or primary staff person coordinating that program. Develops and maintains relationships with law enforcement, hospitals and SANE nurses, prosecutors, community organizations, and more to drive systems change in the community. Holds regular team meetings. Tracks SART program expenses to ensure they do not exceed the program's budget. Evaluates SART program results and prepares related reports for program management. Note: This is a nonsupervisory position.

**Minimum Requirements:** Bachelor's degree or equivalent plus one to three years of experience.

*Not enough programs with a SART Coordinator position participated in the survey to conduct an analysis.*

### Volunteer Coordinator

Interviews and screens volunteers. Coordinates and assigns volunteer schedule and work. Conducts volunteer orientation and training. May prepare and provide the 40-hour sexual violence advocacy training.

**Minimum Requirements:** Bachelor's degree or equivalent plus one to three years of related experience.

Volunteer Coordinator Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 8 programs	Base Salary	\$41,710	\$44,340	\$36,140	\$47,367
	Maximum Salary	\$53,502	\$51,667	\$47,130	\$54,310
<b>Location</b>					
Metro Programs: 5 programs	Base Salary	\$43,012	\$45,000	\$43,680	\$48,880
	Maximum Salary	\$57,108	\$51,334	\$47,840	\$55,000
Outstate Programs: 3 programs	Base Salary	\$39,541	\$36,400	\$35,880	\$41,631
	Maximum Salary	\$47,493	\$52,000	\$44,200	\$53,040
<b>Organizational Budget</b>					
\$200,000 to \$499,999: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$500,000 to \$999,999: 3 programs	Base Salary	\$37,620	\$35,360	\$31,430	\$42,680
	Maximum Salary	\$64,454	\$55,000	\$53,500	\$70,682
\$1,000,000 to \$1,999,999: 3 programs	Base Salary	\$45,181	\$45,000	\$44,340	\$45,931
	Maximum Salary	\$48,973	\$47,840	\$46,420	\$50,960
\$2,000,000 to \$4,999,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

Over \$5,000,000: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

\* Note, two programs were excluded from analysis due to error in data submitted.

### Prevention Program Coordinator or Outreach Coordinator

Designs and coordinates outreach and public education efforts to promote awareness of sexual violence services, sexual violence prevention, consent, and healthy relationships. Develops and conducts workshops and seminars. Participates in community events to facilitate outreach efforts. Develops collaborative relationships with other organizations to promote services and strengthen prevention efforts.

**Minimum Requirements:** Bachelor's degree or equivalent plus one to three years of experience.

Prevention Program or Outreach Coordinator Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 8 programs	Base Salary	\$48,365	\$46,940	\$44,670	\$52,250
	Maximum Salary	\$60,317	\$54,000	\$50,461	\$70,500
<b>Location</b>					
Metro Programs: 5 programs	Base Salary	\$49,312	\$48,880	\$45,000	\$50,000
	Maximum Salary	\$59,908	\$51,334	\$47,840	\$69,000
Outstate Programs: 3 programs	Base Salary	\$46,787	\$45,000	\$40,180	\$52,500
	Maximum Salary	\$61,000	\$56,000	\$54,000	\$65,500
<b>Organizational Budget</b>					
\$200,000 to \$499,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$500,000 to \$999,999: 3 programs	Base Salary	\$48,120	\$50,000	\$42,680	\$54,500
	Maximum Salary	\$69,121	\$69,000	\$60,500	\$77,682
\$1,000,000 to \$1,999,999: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$2,000,000 to \$4,999,999: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
Over \$5,000,000: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

\* Note, one program was excluded from analysis due to error in data submitted.

### Staff Attorney

Provides legal advice and representation to victims/survivors of domestic or sexual violence, including litigation, as necessary. Maintains a regular caseload and may support with legal advocacy. May supervise and train legal advocates.

**Minimum Requirements:** Has a law degree and is a current member of the state's bar plus one to three years of experience in family law or civil rights law.

Staff Attorney Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 3 programs	Base Salary	\$68,853	\$70,000	\$68,280	\$70,000
	Maximum Salary	\$80,400	\$80,000	\$79,000	\$81,600

## Program Coordinators

This table combines all the program coordinator positions of this section, as many have similar qualifications and did not have enough entries to analyze. This table includes SANE Program Coordinator, SART Coordinators, Volunteer Coordinators, Prevention/Outreach Coordinators, and additional program coordinators that were shared in the open-ended questions about additional job positions. This table excludes the Staff Attorney role.

Program Coordinators Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 13 programs	Base Salary	\$46,132	\$45,000	\$41,371	\$51,000
	Maximum Salary	\$57,289	\$54,080	\$51,636	\$63,700
<b>Location</b>					
Metro Programs: 6 programs	Base Salary	\$45,580	\$45,000	\$44,340	\$49,440
	Maximum Salary	\$59,934	\$55,000	\$49,587	\$67,000
Outstate Programs: 7 programs	Base Salary	\$46,616	\$45,931	\$38,397	\$53,560
	Maximum Salary	\$54,975	\$53,040	\$51,979	\$57,600
<b>Organizational Budget</b>					
\$200,000 to \$499,999: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$500,000 to \$999,999: 3 programs	Base Salary	\$42,965	\$42,680	\$33,395	\$52,250
	Maximum Salary	\$65,591	\$62,000	\$54,250	\$73,341
\$1,000,000 to \$1,999,999: 4 programs	Base Salary	\$46,569	\$45,000	\$43,680	\$46,862
	Maximum Salary	\$52,247	\$51,917	\$47,840	\$54,080
\$2,000,000 to \$4,999,999: 3 programs	Base Salary	\$50,000	\$45,000	\$45,000	\$52,500
	Maximum Salary	\$65,333	\$65,000	\$60,500	\$70,000
Over \$5,000,000: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

## Programmatic Leadership Job Positions

### Advocacy Program Manager

Manages 1-3 of the organization's advocacy programs, including all staff working with the specific program(s). Provides trauma-informed supervision to staff, assigns caseload, and supports problem solving. Ensures that the program's activities comply with Minnesota Office of Justice Program standards. Reports to the Advocacy Program Director.

**Minimum Requirements:** Bachelor's degree or equivalent plus three to five years of related experience; 40 hours of sexual violence victim advocacy training.

Advocacy Program Manager Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 8 programs	Base Salary	\$55,160	\$53,500	\$51,598	\$57,916
	Maximum Salary	\$65,088	\$61,689	\$54,250	\$70,681
<b>Location</b>					
Metro Programs: 5 programs	Base Salary	\$59,500	\$58,000	\$52,750	\$64,000
	Maximum Salary	\$67,367	\$61,600	\$52,750	\$80,800
Outstate Programs: 3 programs	Base Salary	\$53,093	\$52,000	\$51,196	\$54,444
	Maximum Salary	\$67,168	\$62,400	\$61,689	\$70,263
<b>Organizational Budget</b>					
\$200,000 to \$499,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$500,000 to \$999,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$1,000,000 to \$1,999,999: 4 programs	Base Salary	\$52,472	\$52,000	\$51,250	\$53,222
	Maximum Salary	\$61,131	\$57,200	\$52,000	\$66,331
\$2,000,000 to \$4,999,999: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
Over \$5,000,000: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

### Shelter Program Manager

Manages 1-3 of the organization's shelter programs, including all staff working with the specific shelter program(s). Provides trauma-informed supervision to staff, assigns caseload, and supports problem solving. Ensures that the shelter's activities comply with Minnesota Office of Justice Program standards. Reports to the Shelter Program Director.

**Minimum Requirements:** Bachelor's degree or equivalent plus three to five years of related experience; 40 hours of sexual violence victim advocacy training.

Shelter Program Manager Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 5 programs	Base Salary	\$58,656	\$60,000	\$56,888	\$61,000
	Maximum Salary	\$75,870	\$78,125	\$68,245	\$80,000
<b>Location</b>					
Metro Programs:	Base Salary	\$62,000	\$61,000	\$60,500	\$63,000

3 programs	Maximum Salary	\$80,082	\$80,000	\$74,123	\$86,000
Outstate Programs: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

\* Note, one program was excluded from analysis due to error in data submitted.

## Program Managers

This table combines the program manager positions of this section, as many have similar qualifications. This table includes the Advocacy Program Manager, the Shelter Program Manager, and additional program managers that were shared in the open-ended questions about job positions.

Program Manager Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 9 programs	Base Salary	\$54,628	\$53,500	\$50,793	\$59,222
	Maximum Salary	\$66,070	\$61,689	\$56,250	\$75,644
<b>Location</b>					
Metro Programs: 6 programs	Base Salary	\$55,285	\$55,000	\$50,500	\$60,500
	Maximum Salary	\$65,600	\$60,000	\$53,500	\$74,100
Outstate Programs: 3 programs	Base Salary	\$53,093	\$52,000	\$51,196	\$54,444
	Maximum Salary	\$67,167	\$62,400	\$61,689	\$70,263
<b>Organizational Budget</b>					
\$200,000 to \$499,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$500,000 to \$999,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$1,000,000 to \$1,999,999: 5 programs	Base Salary	\$53,978	\$52,000	\$52,000	\$56,888
	Maximum Salary	\$64,905	\$62,400	\$52,000	\$78,125
\$2,000,000 to \$4,999,999: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
Over \$5,000,000: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

## Advocacy Program Director

Manages all of the organization's advocacy programs, including all program staff (directly or indirectly). Provides trauma-informed supervision to staff, assigns work, evaluates staff performance, directs training, and develops and manages the program budget. Analyzes victim/survivor and community needs to develop new programs and enhance current programs. Ensures that the program's activities comply with Minnesota Office of Justice Program standards.

**Minimum Requirements:** Bachelor's degree or equivalent plus four to six years of related experience; 40 hours of sexual violence victim advocacy training.

Advocacy Program Director Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 4 programs	Base Salary	\$69,755	\$62,511	\$60,000	\$72,266
	Maximum Salary	\$79,096	\$76,345	\$72,500	\$82,941

Location					
Metro Programs: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
Outstate Programs: 3 programs	Base Salary	\$61,674	\$60,000	\$60,000	\$62,511
	Maximum Salary	\$72,563	\$75,000	\$70,000	\$76,345
Organizational Budget					
\$200,000 to \$499,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$500,000 to \$999,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$1,000,000 to \$1,999,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$2,000,000 to \$4,999,999: 3 programs	Base Salary	\$61,674	\$60,000	\$60,000	\$62,511
	Maximum Salary	\$72,563	\$75,000	\$70,000	\$76,345
Over \$5,000,000: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

\* Note, one program was excluded from analysis due to error in data submitted.

## Shelter Program Director

Manages all of the organization's shelter programs, including all shelter staff (directly or indirectly). Provides trauma-informed supervision to staff, assigns work, evaluates staff performance, directs training, and develops and manages the shelter budget. Analyzes victim/survivor and community needs to develop new shelter programs and enhance current programs. Ensures that the program's activities comply with Minnesota Office of Justice Program standards.

**Minimum Requirements:** Bachelor's degree or equivalent plus four to six years of related experience; 40 hours of sexual violence victim advocacy training.

Shelter Program Director Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 3 programs	Base Salary	\$75,333	\$72,000	\$66,000	\$83,000
	Maximum Salary	\$88,184	\$90,000	\$82,500	\$94,776

## Program Directors

This table combines the program director positions of this section, as many have similar qualifications. This table includes the Advocacy Program Director, the Shelter Program Director, and additional program directors that were shared in the open-ended questions about job positions.

Program Director Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 6 programs	Base Salary	\$72,146	\$65,021	\$60,000	\$83,000
	Maximum Salary	\$85,148	\$77,689	\$75,000	\$94,348
Location					
Metro Programs: 3 programs	Base Salary	\$80,000	\$83,000	\$69,000	\$94,000
	Maximum Salary	\$94,587	\$94,348	\$86,250	\$102,685

Outstate Programs: 3 programs	Base Salary	\$61,674	\$60,000	\$60,000	\$62,511
	Maximum Salary	\$72,563	\$75,000	\$70,000	\$76,345
<b>Organizational Budget</b>					
\$200,000 to \$499,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$500,000 to \$999,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$1,000,000 to \$1,999,999: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$2,000,000 to \$4,999,999: 4 programs	Base Salary	\$64,255	\$62,511	\$60,000	\$66,766
	Maximum Salary	\$73,172	\$75,000	\$72,500	\$75,672
Over \$5,000,000: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***



## Facility Staff Job Positions

### Property/Site Manager

Manages shelter maintenance. Oversees shelter security. Supervises and coordinates maintenance staff, as needed. Ensures confidentiality of victims/survivors.

Minimum Requirements: High school diploma plus one to three years of experience.

*Not enough programs with a Property/Site Manager position participated in the survey to conduct an analysis.*

### Janitor/Custodian

Undertakes cleaning and maintenance of the shelter facilities. May perform repairs and other maintenance of the shelter. Ensures confidentiality of victims/survivors

Minimum Requirements: High school diploma or equivalent with no previous experience.

*Not enough programs with a Janitor/Custodian position participated in the survey to conduct an analysis.*

### Cook

Produces food for the shelter, including managing supplies, equipment, food storage and menu development. Ensures dietary needs for health and culture of victims/survivors are met. Ensures confidentiality of victims/survivors.

Minimum Requirements: High school diploma plus one to three years of experience.

*None of the responding programs had the Cook position.*

### Driver

Provides transportation to victims/survivors and clients as proscribed by the driving services offered. Maintains vehicles in proper and safe working condition. Ensures confidentiality of victims/survivors.

Minimum Requirements: High school diploma or equivalent plus any specialized vehicle license needed.

*None of the responding programs had the Driver position.*

## Finance Job Positions

### Bookkeeper

Provides financial administrative support, including record keeping of financial transactions and reconciling and balancing accounts.

**Minimum Requirements:** Associate's degree in accounting or bookkeeping plus no experience, or two years of previous related experience.

Bookkeeper Salaries		Average	Median	25th Percentile	75th Percentile
All programs:	Base Salary	\$52,320	\$52,000	\$50,000	\$54,600
5 programs	Maximum Salary	\$60,945	\$60,000	\$57,325	\$62,400
<b>Location</b>					
Metro Programs:	Base Salary	\$56,533	\$54,600	\$52,300	\$59,800
3 programs	Maximum Salary	\$65,775	\$60,000	\$58,663	\$70,000
Outstate Programs:	Base Salary	***	***	***	***
2 programs	Maximum Salary	***	***	***	***

\* Note, one program was excluded from analysis due to error in data submitted.

### Finance Director

Directs and oversees all financial management, accounting, and budgeting aspects of the organization, in partnership with the Executive Director. Develops and implements financial policy, practices, and procedures. Manages, plans, and develops all financial activities, including supporting the Board of Directors in developing the organizational budget. Supervises financial staff.

**Minimum Requirements:** MBA or equivalent plus two to four years of experience. Ideally has experience in the anti-violence movement.

Finance Director Salaries		Average	Median	25th Percentile	75th Percentile
All programs:	Base Salary	\$78,014	\$80,000	\$70,000	\$87,209
10 programs	Maximum Salary	\$94,378	\$87,500	\$78,500	\$112,905
<b>Location</b>					
Metro Programs:	Base Salary	\$84,667	\$80,000	\$80,000	\$90,500
6 programs	Maximum Salary	\$98,433	\$92,500	\$82,500	\$115,250
Outstate Programs:	Base Salary	\$68,03	\$64,120	\$57,252	\$74,903
4 programs	Maximum Salary	\$88,294	\$80,751	\$75,577	\$93,468
<b>Organizational Budget</b>					
\$200,000 to \$499,999:	Base Salary	***	***	***	***
0 programs	Maximum Salary	***	***	***	***
\$500,000 to \$999,999:	Base Salary	***	***	***	***
1 program	Maximum Salary	***	***	***	***
\$1,000,000 to \$1,999,999:	Base Salary	\$71,072	\$75,000	\$66,072	\$80,000
4 programs	Maximum Salary	\$81,126	\$79,000	\$77,626	\$82,500
\$2,000,000 to \$4,999,999:	Base Salary	\$79,871	\$80,000	\$75,000	\$84,806
3 programs	Maximum Salary	\$99,624	\$95,000	\$90,000	\$106,937

Over \$5,000,000: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

## Fundraising and Communication Job Positions

### Communications Coordinator

Coordinates organizational communication, which may include promotion of victim services, outreach, fundraising communication, production of brochures, social media, and prevention and awareness campaigns. Processes and maintains communication materials inventory.

Minimum Requirements: Bachelor's degree plus one to three years of related communications experience.

Communications Coordinator Salaries		Average	Median	25th Percentile	75th Percentile
All programs:	Base Salary	\$43,533	\$42,640	\$41,150	\$44,670
6 programs	Maximum Salary	\$58,353	\$61,160	\$56,330	\$62,300
<b>Location</b>					
Metro Programs:	Base Salary	\$42,000	\$41,000	\$40,500	\$43,000
3 programs	Maximum Salary	\$55,000	\$55,000	\$51,500	\$58,500
Outstate Programs:	Base Salary	\$45,067	\$43,680	\$42,640	\$46,800
3 programs	Maximum Salary	\$61,707	\$62,400	\$61,360	\$62,400

### Communications Manager

Develops strategies for some organizational communication, which may include promotion of victim services, outreach, fundraising communication, production of brochures, social media, and prevention and awareness campaigns.

Minimum Requirements: Bachelor's degree plus two to four years of related communications experience.

*Not enough programs with a Communications Manager position participated in the survey to conduct an analysis.*

### Communications Director

Directs, develops, and oversees all strategies for organizational communication, which may include promotion of victim services, outreach, fundraising communication, production of brochures, social media, and prevention and awareness campaigns. Public representative of the organization.

Minimum Requirements: Bachelor's degree plus three to five years of related communications experience.

*Not enough programs with a Communications Director position participated in the survey to conduct an analysis.*

### Development Coordinator

Provides administrative support for fundraising and donations. Manages the donor database and processes donations and thank you letters. Assists in researching new anti-violence funding opportunities, including governmental grants and private foundation grants. Provides administrative support with grant writing and fund development, as needed.

Minimum Requirements: Bachelor's degree or equivalent plus one to three years of experience.

Development Coordinator Salaries		Average	Median	25th Percentile	75th Percentile
All programs:	Base Salary	\$48,013	\$51,000	\$46,019	\$51,500
3 programs	Maximum Salary	\$58,981	\$60,320	\$58,022	\$60,610

\* Note, one program was excluded from analysis due to error in data submitted.

## Development Manager

Oversees and implements one to three aspects of the organization's fund development, such as governmental grants, annual giving, annual fundraising events. Researches and maintains list of anti-violence funding opportunities related to the fund development they focus on. Leads grant development process, if overseeing grant fund development. May supervise staff working in fund development.

Minimum Requirements: Bachelor's degree or equivalent plus three to five years of experience.

*Not enough programs with a Development Manager position participated in the survey to conduct an analysis.*

## Development Director

Develops and leads organization's fund development strategy, in partnership with the Executive Director and board of directors. Oversees all fund development, including philanthropic, corporate, and government grants. Manages all staff members working in fund development, director or indirectly.

Minimum requirements: Bachelor's degree or equivalent with five to seven years of fund development experience.

Development Director Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 7 programs	Base Salary	\$74,260	\$70,000	\$64,911	\$83,000
	Maximum Salary	\$96,263	\$95,000	\$82,500	\$100,400
<b>Location</b>					
Metro Programs: 4 programs	Base Salary	\$77,750	\$78,500	\$64,500	\$91,750
	Maximum Salary	\$104,450	\$100,400	\$95,000	\$109,850
Outstate Programs: 3 programs	Base Salary	\$69,607	\$70,000	\$66,911	\$72,500
	Maximum Salary	\$85,347	\$85,000	\$80,521	\$90,000
<b>Organizational Budget</b>					
\$200,000 to \$499,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$500,000 to \$999,999: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$1,000,000 to \$1,999,999: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
\$2,000,000 to \$4,999,999: 4 programs	Base Salary	\$67,205	\$66,911	\$62,866	\$71,250
	Maximum Salary	\$84,011	\$82,500	\$79,011	\$87,500
Over \$5,000,000: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

## Operations

### HR Director

Leads all human resources activities of the organization. Develops and implements all human resources policies, practices, and procedures, including policies addressing compensation, benefits, and staff development. Supports the recruitment, selection, and onboarding of new staff.

**Minimum Requirements:** Bachelor's degree in human resources or related field plus four to six years of experience. Ideally has previous experience in the anti-violence movement.

HR Director Salaries		Average	Median	25th Percentile	75th Percentile
All programs:	Base Salary	\$86,000	\$85,000	\$80,000	\$91,000
4 programs	Maximum Salary	\$120,500	\$118,500	\$111,500	\$127,500
<b>Location</b>					
Metro Programs:	Base Salary	\$86,000	\$85,000	\$80,000	\$91,000
4 programs	Maximum Salary	\$120,500	\$118,500	\$111,500	\$127,500
Outstate Programs:	Base Salary	***	***	***	***
0 programs	Maximum Salary	***	***	***	***

\* Note, two programs were excluded from analysis due to error in data submitted.

### Administrative Assistant

Provides administrative support, which may include client database support, record keeping, meeting minutes, and correspondence.

**Minimum Requirements:** Associate degree plus one to three years of related experience, or Bachelor's degree or equivalent with no previous experience. Should be 40-hour trained, if client facing.

Administrative Assistant Salaries		Average	Median	25th Percentile	75th Percentile
All programs:	Base Salary	\$39,115	\$37,476	\$37,440	\$41,725
7 programs	Maximum Salary	\$46,130	\$45,864	\$44,720	\$49,803
<b>Location</b>					
Metro Programs:	Base Salary	***	***	***	***
2 programs	Maximum Salary	***	***	***	***
Outstate Programs:	Base Salary	\$37,025	\$37,440	\$37,440	\$37,476
5 programs	Maximum Salary	\$45,809	\$45,760	\$43,680	\$51,605
<b>Organizational Budget</b>					
\$200,000 to \$499,999:	Base Salary	***	***	***	***
0 programs	Maximum Salary	***	***	***	***
\$500,000 to \$999,999:	Base Salary	***	***	***	***
0 programs	Maximum Salary	***	***	***	***
\$1,000,000 to \$1,999,999:	Base Salary	\$40,737	\$39,770	\$38,605	\$42,385
3 programs	Maximum Salary	\$48,455	\$48,000	\$46,880	\$49,803
\$2,000,000 to \$4,999,999:	Base Salary	\$35,972	\$37,440	\$35,220	\$37,458
3 programs	Maximum Salary	\$43,893	\$43,680	\$39,840	\$47,840
Over \$5,000,000:	Base Salary	***	***	***	***

1 program	Maximum Salary	***	***	***	***
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\* Note, one program was excluded from analysis due to error in data submitted.

## Office Manager

Manages office, administrative, and support needs of the organization. Maintains supplies and equipment, performs administrative functions, and manages administrative support staff, as needed. May be the first person a victim/survivor encounters when coming to the office for services/welcomes client into office for services.

**Minimum Requirements:** Associate's degree plus three to five years of experience. Should be 40-hour trained, if client facing.

Office Manager Salaries		Average	Median	25th Percentile	75th Percentile
All programs:	Base Salary	\$46,373	\$45,000	\$37,060	\$55,000
3 programs	Maximum Salary	\$52,435	\$48,000	\$44,800	\$57,852

## Operations Manager

Manages one to three operations strategies and activities. Supports organizational efficiency and development of policies, practices, procedures. Manages database of client demographics and grant reporting requirements, ensuring confidentiality. Supports advocacy program managers and directors in using data for grant reports and planning new activities.

**Minimum Requirements:** Bachelor's degree plus three to five years of experience.

*Not enough programs with an Operations Manager position participated in the survey to conduct an analysis.*

## Operations Director

Provides senior leadership on organizational efficiency and effectiveness. Oversees all operations strategies and activities, such as records and file management, client demographic database for reporting, office/space/shelter management, and operations policies and procedures. Advises on the development of policies, practices, and procedures. May have some human resources and/or financial management responsibilities.

**Minimum Requirements:** Bachelor's degree plus seven or more years of experience. Ideally has previous experience in the anti-violence movement.

Operations Director Salaries		Average	Median	25th Percentile	75th Percentile
All programs:	Base Salary	\$68,500	\$60,000	\$60,000	\$68,500
4 programs	Maximum Salary	\$87,500	\$77,500	\$73,750	\$91,250

## IT Manager

Manages the organization's computer systems, ensuring they comply with federal and state confidentiality regulations for victim services. Purchases and maintains computers, mobile phones and other technological needs of the organization. Installs, configures, and updates software on technology.

**Minimum Requirements:** Bachelor's degree in computer science or equivalent plus two to four years of computer systems experience.

*Not enough programs with an IT Manager position participated in the survey to conduct an analysis.*



## Senior Leadership Job Positions

### Associate Director

Oversees some organizational operations of the organization. Assists the Executive Director in leading the organization, often considered “second-in-command” and may lead in the Executive Director’s absence. Reports to the Executive Director.

**Minimum Requirements:** Bachelor’s degree (Master’s degree preferred) plus three to seven years of related experience. Ideally has previous experience in the anti-violence movement.

Associate Director Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 4 programs	Base Salary	\$75,031	\$72,500	\$63,750	\$83,781
	Maximum Salary	\$97,327	\$97,500	\$90,000	\$104,827
<b>Location</b>					
Metro Programs: 3 programs	Base Salary	\$68,333	\$65,000	\$62,500	\$72,500
	Maximum Salary	\$90,000	\$95,000	\$85,000	\$97,500
Outstate Programs: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

### Executive Director

Highest managerial decision maker at the organization. Oversees and leads the organization. Ensures the organization follows its mission and purpose. Develops and implements personnel and budgetary policies, practices, and procedures, in partnership with the Board of Directors. May lead fundraising. Represents the organization to the public. Reports directly to the Board of Directors.

**Minimum Requirements:** Master’s degree plus five to seven years of management experience. Ideally has previous experience in the anti-violence movement.

Executive Director Salaries		Average	Median	25th Percentile	75th Percentile
All programs: 20 programs	Base Salary	\$88,778	\$87,500	\$68,480	\$100,000
	Maximum Salary	\$114,587	\$105,750	\$79,590	\$139,585
<b>Location</b>					
Metro Programs: 9 programs	Base Salary	\$105,444	\$100,000	\$90,000	\$120,000
	Maximum Salary	\$128,389	\$120,000	\$100,000	\$200,000
Outstate Programs: 11 programs	Base Salary	\$75,142	\$68,640	\$62,500	\$83,809
	Maximum Salary	\$102,840	\$95,000	\$72,600	\$130,516
<b>Organizational Budget</b>					
\$200,000 to \$499,999: 3 programs	Base Salary	\$63,213	\$65,000	\$60,500	\$66,820
	Maximum Salary	\$79,547	\$70,000	\$69,320	\$85,000
\$500,000 to \$999,999: 4 programs	Base Salary	\$77,700	\$81,400	\$68,850	\$90,250
	Maximum Salary	\$61,780	\$78,060	\$56,250	\$83,590
\$1,000,000 to \$1,999,999: 6 programs	Base Salary	\$89,270	\$86,309	\$76,905	\$97,500
	Maximum Salary	\$127,089	\$115,750	\$102,875	\$132,024
\$2,000,000 to \$4,999,999: 4 programs	Base Salary	\$99,126	\$100,000	\$96,250	\$102,876
	Maximum Salary	\$141,311	\$140,123	\$128,750	\$152,684

Over \$5,000,000: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
<b>Education</b>					
Some College: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
Associate's Degree: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
Bachelor's Degree: 4 programs	Base Salary	\$72,860	\$70,720	\$67,730	\$75,850
	Maximum Salary	\$87,440	\$75,560	\$69,660	\$93,340
Some Graduate School: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
Post-graduate or Professional Degree: 13 programs	Base Salary	\$100,856	\$100,000	\$90,000	\$111,504
	Maximum Salary	\$130,521	\$125,000	\$100,000	\$160,000
<b>Years in the Position</b>					
Less than 1 year: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
1 year: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
2-5 years: 5 programs	Base Salary	\$80,324	\$75,000	\$68,000	\$82,618
	Maximum Salary	\$112,506	\$111,500	\$100,000	\$120,000
6-10 years: 6 programs	Base Salary	\$107,084	\$105,752	\$93,250	\$127,626
	Maximum Salary	\$147,374	\$155,123	\$105,811	\$190,000
11-19 years: 5 programs	Base Salary	\$89,560	\$90,000	\$85,000	\$100,000
	Maximum Salary	\$107,224	\$125,000	\$81,120	\$130,000
20 years+: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
<b>Years in the Organization</b>					
Less than 1 year: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
1 year: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
2-5 years: 5 programs	Base Salary	\$80,324	\$75,000	\$68,000	\$82,618
	Maximum Salary	\$112,506	\$111,500	\$100,000	\$120,000
6-10 years: 6 programs	Base Salary	\$97,084	\$95,500	\$90,250	\$108,628
	Maximum Salary	\$129,374	\$125,123	\$93,250	\$157,561
11-19 years: 2 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
20 years+: 6 programs	Base Salary	\$88,573	\$78,900	\$69,680	\$88,750
	Maximum Salary	\$92,960	\$75,560	\$68,980	\$117,780
<b>Years in the Anti-Violence or Related Fields</b>					
Less than 1 year: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***

1 year: 0 programs	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
2-5 years: 1 program	Base Salary	***	***	***	***
	Maximum Salary	***	***	***	***
6-10 years: 4 programs	Base Salary	\$84,750	\$79,500	\$66,000	\$98,250
	Maximum Salary	\$94,050	\$93,000	\$85,800	\$101,250
11-19 years: 5 programs	Base Salary	\$100,301	\$100,000	\$100,000	\$100,000
	Maximum Salary	\$127,049	\$150,245	\$125,000	\$160,000
20 years+: 10 programs	Base Salary	\$87,906	\$78,809	\$69,680	\$88,750
	Maximum Salary	\$118,029	\$105,750	\$76,530	\$134,524

## Outsourced Positions

Minnesota Advocacy Programs were asked if they outsource any positions at their organization. A quarter of the participating programs do not outsource any roles. The most common roles to outsource were IT, Financial Management, and Facility/Property Management and Maintenance.

<b>Outsourced Positions Table</b>	Percentage of All Programs
Human Resources	15%
Financial Management	30%
IT	60%
Facility/ Property Management and Maintenance	20%
Fund Development	15%
Does not outsource any positions	25%

## NONPROFIT ADVOCACY PROGRAMS

This section of the survey was only completed by the Minnesota Nonprofit Advocacy Programs. The budgets and benefits at nonprofits are unique and not comparable to governmental-based advocacy programs. Nineteen nonprofit advocacy programs completed this section of the survey and are included in the analysis.

### Budget Ratios

The Budget Ratios presented here aim to understand how much Minnesota Nonprofit Advocacy Programs are spending on their benefits, as well as how much they are spending on fundraising.

Thirty-two percent of all Minnesota Nonprofit Advocacy Programs are spending 15% or more of their organizational budget on benefits.

#### Percentage of organizational expenses that goes to fringe benefits

	0.01 - 3.99%	4 - 6.99%	7 - 9.99%	10 - 14.99%	15%+
Percentage of All Programs	16%	16%	26%	11%	32%
<b>Location</b>					
Metro Programs	25%		25%		50%
Outstate Programs	9%	27%	27%	18%	18%
<b>Organizational Budget</b>					
\$200,000 to \$499,999	33%		33%		33%
\$500,000 to \$999,999			33%	33%	33%
\$1,000,000 to \$1,999,999	17%	17%	33%		33%
\$2,000,000 to \$4,999,999	25%	50%		25%	
Over \$5,000,000	***	***	***	***	***

Thirty-seven percent of all Minnesota Nonprofit Advocacy Programs have a ratio of under 10% of fringe benefits to salaries.

#### Ratio of fringe benefits to salaries

	0.01 - 9.99%	10 - 19.99%	20 - 29.99%	30 - 39.99%
Percentage of All Programs	37%	21%	32%	11%
<b>Location</b>				
Metro Programs	25%	25%	38%	13%
Outstate Programs	45%	18%	27%	9%
<b>Organizational Budget</b>				
\$200,000 to \$499,999	33%	33%		33%
\$500,000 to \$999,999	33%		67%	
\$1,000,000 to \$1,999,999	33%	33%	17%	17%
\$2,000,000 to \$4,999,999	75%		25%	
Over \$5,000,000	***	***	***	***

Most Minnesota Nonprofit Advocacy Programs spend less than 5% of their expenses on fundraising.

**Percentage of expenses  
used for fundraising**

	0 - 4.99%	5 - 9.99%	10 - 14.99%
Percentage of All Programs	68%	26%	5%
<b>Location</b>			
Metro Programs	38%	50%	13%
Outstate Programs	91%	9%	
<b>Organizational Budget</b>			
\$200,000 to \$499,999	67%	33%	
\$500,000 to \$999,999	100%		
\$1,000,000 to \$1,999,999	67%	17%	17%
\$2,000,000 to \$4,999,999	75%	25%	
Over \$5,000,000	***	***	***

## Leave and Time Off

Minnesota Nonprofit Advocacy Programs were asked about the types of leave and time off they offer. Some programs offer vacation and sick days that are earned separately. Others offer Paid Time Off (PTO), where sick and vacation days are combined.

Type of Time Off	"Paid time off" is earned	Vacation and sick days are earned separately
Percentage of All Programs	58%	42%
<b>Location</b>		
Metro Programs	50%	50%
Outstate Programs	64%	36%
<b>Organizational Budget</b>		
\$200,000 to \$499,999	67%	33%
\$500,000 to \$999,999	67%	33%
\$1,000,000 to \$1,999,999	33%	67%
\$2,000,000 to \$4,999,999	75%	25%
Over \$5,000,000	***	***

Of the programs that earn vacation and sick time separately, the programs offer the following days of vacation and sick leave after a certain length of employment:

Vacation Time	After 1 Year of Employment	After 5 years of Employment	After 10 Years of Employment
1-4 Days			
5-6 Days			
7 - 9 Days	13%		
10 - 11 Days	13%		
12 - 14 Days	13%		
15 - 16 Days	63%	25%	13%
17-19 Days		63%	
20-21 Days		13%	38%
Over 22 Days			50%

Sick Time	After 1 Year of Employment	After 5 Years of Employment	After 10 Years of Employment
1-4 Days	13%	13%	13%
5-6 Days	13%	13%	13%
7 - 9 Days	13%	13%	13%
10 - 11 Days	13%	13%	13%
12 - 14 Days	38%	38%	38%
15 - 16 Days	13%	13%	13%
Over 16 Days			

Of the programs where PTO is earned, programs offer the following days of PTO after a certain length of employment:

<b>Paid Time Off</b>	After 1 Year of Employment	After 5 Years of Employment	After 10 Years of Employment
1-10 Days	9%		
11-15 Days	27%	9%	
16-20 Days	45%	9%	
21-25 Days		55%	27%
26-30 Days	9%	9%	45%
31-35 Days			9%
Over 35 Days	9%	18%	18%

Minnesota Nonprofit Advocacy Programs were also asked if employees are able to keep their unused leave. The vast majority of programs allow employees to keep some or all of their leave time.

<b>Unused Leave</b>	Percentage of All Programs
Employees keep some or all of their leave at the end of the fiscal year	89%
Leave is "use or lose"	11%

Of the programs where employees keep some or all of their leave, they were asked if employees are able to cash out leave.

<b>Cash Out Unused Leave</b>	Percentage of All Programs
When the employee retires or resigns	65%
When the employee resigns	18%
When the employee retires	
Cannot cash out leave	18%

When programs allowed employees to cash out unused leave, they were asked about the maximum number of hours employees are able to cash out.

<b>Number of hours that can be cashed out</b>	Percentage of All Programs
40 hours maximum	7%
80 hours maximum	14%
120 hours maximum	29%
160 hours maximum	7%
240 hours maximum	7%
All accrued hours	36%

### **Paid Parental Leave**

Minnesota Nonprofit Advocacy Programs were also asked about paid parental leave. This paid leave does not use sick, vacation or PTO to cover the time.

<b>Paid Parental Leave</b>	Provides paid parental leave	Does not provide paid parental leave



Percentage of All Programs	32%	68%
<b>Location</b>		
Metro	38%	63%
Outstate	27%	73%
<b>Organizational Budget</b>		
\$200,000 to \$499,999		100%
\$500,000 to \$999,999	33%	67%
\$1,000,000 to \$1,999,999	33%	67%
\$2,000,000 to \$4,999,999	25%	75%
Over \$5,000,000	***	***

All programs that responded as providing paid parental leave provide the same amount of leave to the birthing parent, the non-birthing parent, the adoptive parent, and the kinship adoptive parent.

**Amount of Paid Parental Leave Provided**

Number of weeks

Average	3.67
Median	3.50
25th Percentile	2.25
75th Percentile	5.50

**Holidays and Personal Days**

Minnesota Nonprofit Advocacy Programs were asked about paid holidays and personal days.

**Number of Paid Holidays**

Percentage of All Programs

1-5 Days	
6 Days	11%
7 Days	5%
8 Days	11%
9 Days	11%
10 Days	
11 Days	26%
12+ Days	37%

**Floating Holidays or Personal Days**

Percentage of All Programs

Provides floating holidays or personal days	63%
Does not provide floating holidays or personal days	37%

\*Note, one program was excluded from the floating holiday analysis due to errors in data submitted.

Of the programs that provide floating holidays or personal days:

**Accrual of floating holidays or personal days**

Percentage of All Programs

Floating holidays or personal days are accrued	
Floating holidays or personal days are “use or lose” and available at a certain date	100%

**Floating holidays or personal days**

Number of days provided

Average	3.9
Median	2.0
25th Percentile	1.5
75th Percentile	4.0

**Sabbatical**

No participating programs provide sabbatical leave to employees.

**Additional information**

Some programs provided additional information about their leave policies. Programs discussed offering bereavement leave, allowing infants in the workplace, annual PTO cash out options, and ways they structure their holidays and floating holidays.

## Insurance

### Medical Insurance

Minnesota Nonprofit Advocacy Programs were asked about the medical insurance benefits they offer. Some programs discussed their challenges with being able to afford to offer medical insurance to their staff.

<b>Medical Insurance</b>	Offers medical insurance	Does not offer medical insurance
Percentage of All Programs	84%	16%
<b>Locations</b>		
Metro Programs	100%	
Outstate Programs	73%	27%
<b>Organizational Budget</b>		
\$200,000 to \$499,999	67%	33%
\$500,000 to \$999,999	67%	33%
\$1,000,000 to \$1,999,999	83%	17%
\$2,000,000 to \$4,999,999	100%	
Over \$5,000,000	***	***

Of the programs that do not offer medical insurance, some offer a stipend for employees.

<b>Medical Stipend</b>	Percentage of All Programs
Offers a medical stipend	67%
Does not offer a medical stipend	33%

Of the programs that do offer medical insurance, they were asked about which types of insurance. None of the responding programs offer Point of Service Plans or Indemnity plans.

<b>Types of Medical Insurance</b>	Health Maintenance Organization (HMO)	Preferred Provider Organization (PPO)	High Deductible Health Plan (HDHP)
Percentage of All Programs	16%	63%	21%
<b>Locations</b>			
Metro Programs	13%	75%	50%
Outstate Programs	18%	55%	
<b>Organizational Budget</b>			
\$200,000 to \$499,999		67%	
\$500,000 to \$999,999	33%	33%	
\$1,000,000 to \$1,999,999	17%	67%	17%
\$2,000,000 to \$4,999,999	25%	50%	25%
Over \$5,000,000	***	***	***

The nonprofit advocacy programs were also asked about medical insurance premiums.

**Medical Insurance Premiums**

Employees contribute to the premium      Employees do not contribute to the premium

Percentage of All Programs	63%	38%
<b>Location</b>		
Metro Programs	63%	38%
Outstate Programs	63%	38%
<b>Organizational Budget</b>		
\$200,000 to \$499,999	50%	50%
\$500,000 to \$999,999		100%
\$1,000,000 to \$1,999,999	60%	40%
\$2,000,000 to \$4,999,999	75%	25%
Over \$5,000,000	***	***

When programs have employees contribute to a portion of the medical plan's premium, they were asked what percentage of the premium employees pay.

**Percentage of the Medical Premium Employees Pay**

Average Percentage Paid      Median Percentage Paid      25th Percentile Percentage Paid      75th Percentile Percentage Paid

<b>Employee Only Coverage</b>				
All Programs	32%	25%	18%	45%
<b>Location</b>				
Metro Programs	44%	50%	29%	50%
Outstate Programs	20%	25%	15%	25%
<b>Organizational Budget</b>				
\$200,000 to \$499,999	***	***	***	***
\$500,000 to \$999,999	***	***	***	***
\$1,000,000 to \$1,999,999	47%	50%	30%	65%
\$2,000,000 to \$4,999,999	30%	25%	20%	38%
Over \$5,000,000	***	***	***	***
<b>Employee Plus One Coverage</b>				
All Programs	54%	50%	31%	88%
<b>Location</b>				
Metro Programs	33%	35%	30%	50%
Outstate Programs	75%	100%	50%	100%
<b>Organizational Budget</b>				
\$200,000 to \$499,999	***	***	***	***
\$500,000 to \$999,999	***	***	***	***
\$1,000,000 to \$1,999,999	50%	50%	25%	75%
\$2,000,000 to \$4,999,999	83%	100%	75%	100%
Over \$5,000,000	***	***	***	***

**Commented [VR1]:** Note for Rachel - just wanted to highlight this table has headings for the type/number of people covered in the medical plan. I liked this better than splitting it into three tables but feel free to change.

Family/Dependent Coverage				
All Programs	62%	50%	43%	100%
<b>Location</b>				
Metro Programs	35%	40%	34%	50%
Outstate Programs	90%	100%	100%	100%
<b>Organizational Budget</b>				
\$200,000 to \$499,999	***	***	***	***
\$500,000 to \$999,999	***	***	***	***
\$1,000,000 to \$1,999,999	50%	50%	25%	75%
\$2,000,000 to \$4,999,999	83%	100%	75%	100%
Over \$5,000,000	***	***	***	***

Minnesota Nonprofit Advocacy Programs were surveyed on the annual deductible for medical insurance plans offered.

Annual Deductible	There is no annual deductible for plans offered	There is an annual deductible for plans offered
Percentage of All Programs	13%	88%
<b>Location</b>		
Metro Programs	13%	88%
Outstate Programs	13%	88%
<b>Organizational Budget</b>		
\$200,000 to \$499,999	***	***
\$500,000 to \$999,999	***	***
\$1,000,000 to \$1,999,999	20%	80%
\$2,000,000 to \$4,999,999		100%
Over \$5,000,000	***	***

Of the programs where the medical plans have an annual deductible, the amount of deductible was asked.

Annual Deductible Amount	Average Deductible	Median Deductible	25 <sup>th</sup> Percentile Deductible	75 <sup>th</sup> Percentile Deductible
<b>Employee Only Coverage</b>				
All Programs	\$2,543	\$1,750	\$625	\$3,375
<b>Location</b>				
Metro Programs	\$2,786	\$2,500	\$500	\$4,500
Outstate Programs	\$2,300	\$1,000	\$1,000	\$3,250
<b>Organizational Budget</b>				
\$200,000 to \$499,999	***	***	***	***
\$500,000 to \$999,999	***	***	***	***
\$1,000,000 to \$1,999,999	\$2,526	\$1,750	\$500	\$3,776
\$2,000,000 to \$4,999,999	\$2,625	\$2,000	\$875	\$3,750

Commented [VR2]: Note for rachel - same as above comment

Over \$5,000,000	***	***	***	***
<b>Employee Plus One Coverage</b>				
All Programs	\$4,586	\$2,250	\$2,000	\$5,875
<b>Location</b>				
Metro Programs	\$5,071	\$2,500	\$1,750	\$7,750
Outstate Programs	\$4,101	\$2,000	\$2,000	\$4,750
<b>Organizational Budget</b>				
\$200,000 to \$499,999	***	***	***	***
\$500,000 to \$999,999	***	***	***	***
\$1,000,000 to \$1,999,999	\$5,302	\$3,750	\$1,875	\$7,177
\$2,000,000 to \$4,999,999	\$4,750	\$4,000	\$1,750	\$7,000
Over \$5,000,000	***	***	***	***
<b>Family/Dependent Coverage</b>				
All Programs	\$4,939	\$3,500	\$2,000	\$5,375
<b>Location</b>				
Metro Programs	\$4,643	\$4,000	\$1,750	\$5,250
Outstate Programs	\$5,236	\$3,500	\$2,000	\$5,750
<b>Organizational Budget</b>				
\$200,000 to \$499,999	***	***	***	***
\$500,000 to \$999,999	***	***	***	***
\$1,000,000 to \$1,999,999	\$6,413	\$3,750	\$1,875	\$8,288
\$2,000,000 to \$4,999,999	\$3,750	\$3,000	\$1,750	\$5,000
Over \$5,000,000	***	***	***	***

Minnesota Nonprofit Advocacy Programs were asked about the percentage of employees who waive medical coverage.

<b>Percentage of Employees who Waive Medical Insurance</b>	Average Waived	Median Waived	25th Percentile Waived	75th Percentile Waived
All Programs	28%	27%	10%	38%
<b>Location</b>				
Metro Programs	33%	29%	8%	54%
Outstate Programs	22%	27%	13%	32%
<b>Organizational Budget</b>				
\$200,000 to \$499,999	***	***	***	***
\$500,000 to \$999,999	***	***	***	***
\$1,000,000 to \$1,999,999	32%	31%		50%
\$2,000,000 to \$4,999,999	35%	34%	23%	46%
Over \$5,000,000	***	***	***	***

Programs were also asked if they offer anything to employees who waive medical insurance.

### Additional Medical Benefits

Percentage of All Programs

Offers additional medical benefits to employees who waive medical insurance	31%
Does not offer additional medical benefits	69%

While a handful of programs offer additional medical benefits to employees who waive medical coverage, only one shared what those benefits are.

Minnesota Nonprofit Advocacy Programs were also asked about any cost control measures they took related to medical insurance. Thirty-eight percent of programs have engaged in some cost control measures.

### Cost Control Measures

Percentage of All Programs

Have implemented cost control measures	38%
Have not implemented cost control measures	63%

Programs shared that the cost control measures included renegotiating contracts with providers, changing companies, reducing the employer contributions to premiums, providing virtual healthcare services, and offering both no cost and buy-up plans where employees can purchase better plans.

### Additional Information about **Medical Benefits**

In the open-ended responses regarding medical insurance and benefits, some Minnesota Nonprofit Advocacy Programs shared how difficult it is for them to provide medical insurance. Some programs mentioned they struggle to afford medical coverage, given their organizations are so small. They stated this is especially true for affordable family and dependent coverage. One of the programs that provides a stipend for medical coverage, instead of medical insurance, noted that the stipend is not enough to cover the needs of employees. On a positive note, some programs mentioned making use of the [Minnesota Council of Nonprofit's](#) health care coverage options.

**Commented [VR3]:** Note for Rachel - formatted this to match the tables. It's not formatting with a preset heading and hierarchically it goes under Heading 3/would be a Heading 4 if one existed.

## Life Insurance

Minnesota Nonprofit Advocacy Programs were asked if they provide life insurance.

Life Insurance	Provides life insurance	Does not provide life insurance
Percentage of All Programs	74%	26%
<b>Location</b>		
Metro Programs	88%	13%
Outstate Programs	64%	36%
<b>Organizational Budget</b>		
\$200,000 to \$499,999		100%
\$500,000 to \$999,999	100%	
\$1,000,000 to \$1,999,999	83%	17%
\$2,000,000 to \$4,999,999	100%	
Over \$5,000,000	***	***

The programs that provide life insurance were asked about how the life insurance is paid for.

Payment of life insurance	100% employee paid	100% employer paid	Employer subsidized, with employee paying a percentage
Percentage of All Programs	14%	79%	7%
<b>Location</b>			
Metro Programs	29%	57%	14%
Outstate Programs		100%	
<b>Organizational Budget</b>			
\$200,000 to \$499,999	***	***	***
\$500,000 to \$999,999		100%	
\$1,000,000 to \$1,999,999	20%	60%	20%
\$2,000,000 to \$4,999,999	25%	75%	
Over \$5,000,000	***	***	***

The programs offering life insurance were also asked if the life insurance provides a flat dollar amount or a percentage of the employee's salary.

Life Insurance	Percentage of All Programs
Life insurance provides a flat dollar amount	79%
Life insurance provides a percentage of employee's salary	21%

The programs reported the flat dollar amounts the life insurance offered provides.

## Life insurance provides a flat dollar amount

Flat dollar amount



Average	\$22,500
Median	\$25,000
25th Percentile	\$10,000
75th Percentile	\$25,000

The programs also reported that the percentage of the employee's salary was 100% for all programs that offered life insurance providing a percentage of the employee's salary.

## Other Insurance

Minnesota Nonprofit Advocacy Programs were asked about other types of insurance offered, including dental insurance, elder care, long-term care, short-term disability, long-term disability, wellness programs, vision insurance, and prescription drug coverage.

<b>Dental Insurance</b>	100% Employee paid	100% Employer paid	Shared between the employer and employees	Does not offer dental insurance
Percentage of All Programs	26%	26%	32%	16%
<b>Location</b>				
Metro Programs	13%	38%	50%	
Outstate Programs	36%	18%	18%	27%
<b>Organizational Budget</b>				
\$200,000 to \$499,999		33%		67%
\$500,000 to \$999,999	33%	33%		33%
\$1,000,000 to \$1,999,999	33%	50%	17%	
\$2,000,000 to \$4,999,999	50%		50%	
Over \$5,000,000	***	***	***	***

<b>Elder Care</b>	100% Employee paid	100% Employer paid	Shared between the employer and employees	Does not offer elder care
Percentage of All Programs	5%			95%
<b>Location</b>				
Metro Programs	13%			88%
Outstate Programs				100%
<b>Organizational Budget</b>				
\$200,000 to \$499,999				100%
\$500,000 to \$999,999				100%
\$1,000,000 to \$1,999,999				100%
\$2,000,000 to \$4,999,999	25%			75%
Over \$5,000,000	***	***	***	***

<b>Long-term Care</b>	100% Employee paid	100% Employer paid	Shared between the employer and employees	Does not offer long-term care
Percentage of All Programs	11%			89%
<b>Location</b>				
Metro Programs	13%			88%
Outstate Programs	9%			91%
<b>Organizational Budget</b>				
\$200,000 to \$499,999				100%
\$500,000 to \$999,999				100%

\$1,000,000 to \$1,999,999				100%
\$2,000,000 to \$4,999,999	50%			50%
Over \$5,000,000	***	***	***	***

<b>Long-term Disability</b>	100% Employee paid	100% Employer paid	Shared between the employer and employees	Does not offer long-term disability
Percentage of All Programs	21%	42%		37%
<b>Location</b>				
Metro Programs	25%	50%		25%
Outstate Programs	18%	36%		45%
<b>Organizational Budget</b>				
\$200,000 to \$499,999				100%
\$500,000 to \$999,999	33%	33%		33%
\$1,000,000 to \$1,999,999		83%		17%
\$2,000,000 to \$4,999,999	50%	25%		25%
Over \$5,000,000	***	***	***	***

<b>Short-term Disability</b>	100% Employee paid	100% Employer paid	Shared between the employer and employees	Does not offer short-term disability
Percentage of All Programs	32%	26%		42%
<b>Location</b>				
Metro Programs	50%	50%		
Outstate Programs	18%	9%		73%
<b>Organizational Budget</b>				
\$200,000 to \$499,999				100%
\$500,000 to \$999,999	33%	33%		33%
\$1,000,000 to \$1,999,999	33%	50%		17%
\$2,000,000 to \$4,999,999	50%			50%
Over \$5,000,000	***	***	***	***

<b>Wellness Program</b>	100% Employee paid	100% Employer paid	Shared between the employer and employees	Does not offer a wellness program
Percentage of All Programs	11%	16%	5%	68%
<b>Location</b>				
Metro Programs	13%		13%	75%
Outstate Programs	9%	27%		64%
<b>Organizational Budget</b>				
\$200,000 to \$499,999				100%
\$500,000 to \$999,999	33%			67%

\$1,000,000 to \$1,999,999		33%	17%	50%
\$2,000,000 to \$4,999,999	25%	25%		50%
Over \$5,000,000	***	***	***	***

<b>Vision Insurance</b>	100% Employee paid	100% Employer paid	Shared between the employer and employees	Does not offer vision insurance
Percentage of All Programs	37%	16%	21%	26%
<b>Location</b>				
Metro Programs	50%	13%	38%	
Outstate Programs	27%	18%	9%	45%
<b>Organizational Budget</b>				
\$200,000 to \$499,999		33%		67%
\$500,000 to \$999,999	33%	33%		33%
\$1,000,000 to \$1,999,999	67%	17%	17%	
\$2,000,000 to \$4,999,999	25%		50%	25%
Over \$5,000,000	***	***	***	***

<b>Prescription Drug Coverage</b>	Offers as part of medical insurance plan	Offers as a plan, separate from medical insurance	Does not offer
Percentage of All Programs	74%		26%
<b>Location</b>			
Metro Programs	75%		25%
Outstate Programs	73%		27%
<b>Organizational Budget</b>			
\$200,000 to \$499,999	67%		33%
\$500,000 to \$999,999	67%		33%
\$1,000,000 to \$1,999,999	50%		50%
\$2,000,000 to \$4,999,999	100%		
Over \$5,000,000	***	***	***

In addition to these types of insurance, some programs shared that they offer workman's compensation, extended life insurance, accident insurance, and employee assistance programs.

## Retirement

Minnesota Nonprofit Advocacy Programs were asked about offering retirement plans.

Retirement Plans	Offers a retirement plan	Does not offer a retirement plan
Percentage of All Programs	63%	37%
<b>Location</b>		
Metro Programs	63%	38%
Outstate Programs	64%	36%
<b>Organizational Budget</b>		
\$200,000 to \$499,999	67%	33%
\$500,000 to \$999,999	33%	67%
\$1,000,000 to \$1,999,999	83%	17%
\$2,000,000 to \$4,999,999	50%	50%
Over \$5,000,000	***	***

The programs that offer retirement plans were asked what types of plans they offer.

Retirement Plans Offered	SEP	401k	403b	Simple IRA
Percentage of All Programs	8%	42%	33%	17%
<b>Location</b>				
Metro Programs		80%	20%	
Outstate Programs	14%	14%	43%	29%
<b>Organizational Budget</b>				
\$200,000 to \$499,999	***	***	***	***
\$500,000 to \$999,999	***	***	***	***
\$1,000,000 to \$1,999,999		40%	60%	
\$2,000,000 to \$4,999,999	***	***	***	***
Over \$5,000,000	***	***	***	***

The programs that offer retirement plans were asked about employer contributions. They were asked if they do a core contribution, which is contributing to the retirement plan regardless of how much an employee contributes. They were also asked about matching contributions, which is when the employer matches the employee contribution up to a certain percentage.

Employer Contribution	Provides a core contribution	Provides a matching contribution	Does not contribute to the retirement plans
Percentage of All Programs	33 %	58%	8%
<b>Location</b>			
Metro Programs	20%	60%	20%
Outstate Programs	43%	57%	
<b>Organizational Budget</b>			
\$200,000 to \$499,999	***	***	***

\$500,000 to \$999,999	***	***	***
\$1,000,000 to \$1,999,999	60%	20%	20%
\$2,000,000 to \$4,999,999	***	***	***
Over \$5,000,000	***	***	***

The amount of retirement contributions varied in style (percentage or flat dollar), and percentage of match (such as 100% match or 50% match), making it difficult to give a descriptive analysis of how much employers contributed to retirement plans. Amounts given for core and matching contributions ranged from 3-6%, with at least 18% of programs noting that some or all of the employer contributions were less than 100% of the employee's contribution.

## Pre-tax Accounts and Reimbursements

Minnesota Nonprofit Advocacy Programs were asked about different types of pre-tax accounts and reimbursement offered to employees.

<b>Offers Pre-tax Account</b>	Pre-tax Dependent Care Flexible Spending Account	Pre-tax Health Expense Flexible Spending Account	Does not offer any pre-tax accounts
Percentage of All Programs	32%	32%	68%
<b>Location</b>			
Metro Programs	50%	50%	50%
Outstate Programs	18%	18%	82%
<b>Organizational Budget</b>			
\$200,000 to \$499,999			100%
\$500,000 to \$999,999			100%
\$1,000,000 to \$1,999,999	33%	33%	67%
\$2,000,000 to \$4,999,999	50%	50%	50%
Over \$5,000,000	***	***	***

None of the responding nonprofit programs offer a pre-tax transit account or a pre-tax parking account.

<b>Reimbursements for Employees</b>	Parking (not pre-tax)	Professional Development	Wellness Stipend
Percentage of All Programs	11%	26%	16%
<b>Location</b>			
Metro Programs	13%	25%	13%
Outstate Programs	9%	27%	18%
<b>Organizational Budget</b>			
\$200,000 to \$499,999			
\$500,000 to \$999,999			33%
\$1,000,000 to \$1,999,999	17%	33%	33%
\$2,000,000 to \$4,999,999		50%	
Over \$5,000,000	***	***	***

None of the responding nonprofit programs offer incentives for alternative transportation, subsidies for transportation, or tuition reimbursement.

## Part-time Staff Benefits

Minnesota Nonprofit Advocacy Programs were asked if their part-time staff were eligible for any benefits.

Part-time employee eligibility	Part-time employees are not eligible for any benefits	Part-time employees are eligible for some benefits
Percentage of All Programs	32%	68%
<b>Location</b>		
Metro Programs	38%	63%
Outstate Programs	27%	73%
<b>Organizational Budget</b>		
\$200,000 to \$499,999	33%	67%
\$500,000 to \$999,999	33%	67%
\$1,000,000 to \$1,999,999	33%	67%
\$2,000,000 to \$4,999,999	25%	75%
Over \$5,000,000	***	***

Of the programs that offer benefits to part-time employees, the programs offered:

Benefits offered to part-time employees	Healthcare	Dental	Vision	PTO	Retirement savings
Percentage of All Programs	16%	21%	21%	58%	26%
<b>Location</b>					
Metro Programs	25%	25%	38%	50%	25%
Outstate Programs	9%	18%	9%	64%	27%
<b>Organizational Budget</b>					
\$200,000 to \$499,999				67%	33%
\$500,000 to \$999,999			33%	67%	33%
\$1,000,000 to \$1,999,999	17%	33%	33%	50%	17%
\$2,000,000 to \$4,999,999	25%	25%	25%	50%	50%
Over \$5,000,000	***	***	***	***	***

These programs were also asked how many hours part-time staff must work to be eligible for benefits.

Hours worked to be eligible for benefits	Less Than 20 hours	20 hours	21-30 hours
Percentage of All Programs	23%	54%	23%
<b>Location</b>			
Metro Programs	40%	60%	
Outstate Programs	13%	50%	38%
<b>Organizational Budget</b>			
\$200,000 to \$499,999		50%	50%



\$500,000 to \$999,999		100%	
\$1,000,000 to \$1,999,999	25%	75%	
\$2,000,000 to \$4,999,999	33%	33%	33%
Over \$5,000,000	***	***	***

These programs were also asked if part-time staff benefits were pro-rated based on the number of hours they worked.

<b>Pro-rated benefits</b>	Part-time employee benefits are pro-rated based on their hours worked	Part-time employee benefits are not pro-rated
Percentage of All Programs	54%	46%
<b>Location</b>		
Metro Programs	40%	60%
Outstate Programs	63%	38%
<b>Organizational Budget</b>		
\$200,000 to \$499,999	50%	50%
\$500,000 to \$999,999	50%	50%
\$1,000,000 to \$1,999,999	50%	50%
\$2,000,000 to \$4,999,999	33%	67%
Over \$5,000,000	***	***

## Most Proud Of

Finally, Minnesota Nonprofit Advocacy Programs were asked what they were most proud of related to their benefits package.

<b>Nonprofit advocacy programs are proud of</b>	<b>Percentage of All Responding Programs</b>
Flexible scheduling	14%
Wellness and self-care focused benefits	14%
Leave policies	29%
Medical insurance	14%
Additional insurance	7%
Retirement	7%
Making benefits more affordable for employees	21%
Providing an overall good benefits package	21%

In answering this question, programs talked about their challenges as well. In particular, they discussed challenges to provide affordable medical insurance and other types of insurance due to costs. Programs mentioned the struggle for reliable and continuous funding makes offering certain benefits very difficult.

## VICTIM ADVOCATE SALARY DISCUSSION

Minnesota Advocacy Programs are struggling with recruitment and retention of victim advocates. Sixty percent of programs reported that being able to build a competitive compensation and benefits package was a main challenge. When looking at the median salaries compared to living wage metrics, it is likely that competitive compensation challenges affect almost all programs.

### Victim Advocates Are Not Paid a Living Wage

The field of victim advocacy is underpaid nationally, with the National Network to End Domestic Violence (2023) reporting the national average Domestic Violence Advocate salary to be \$32,717. While Minnesota advocacy programs report a higher salary than this national average, almost all reporting programs have salaries that are considered “low income” under the U.S. Department of Housing and Urban Development (HUD) income limits for Section 8 housing (HUD, 2023).

<b>Section 8 Income Limits 2023</b>	Median Victim Advocate Salary	HUD Low Income (1 Person household)	HUD Low Income (2 Persons household)	HUD Low Income (4 Persons household)
All Minnesota	\$41,600-\$51,990	\$49,400	\$56,450	\$70,550

\* Note, the Section 8 Income Limits listed here are for the counties in MN with the lowest income limits. Some counties and metropolitan areas have higher income limits.

When it comes to the Twin Cities metropolitan area, the median advocate salary is considered “very low income” under HUD Section 8 income limits.

<b>Section 8 Income Limits 2023</b>	Median Victim Advocate Salary	HUD – Very Low Income (1 Person)	HUD – Very Low Income (2 Persons)	HUD – Very Low Income (4 Persons)
Twin Cities Metro Area	\$43,680-\$54,000	\$43,500	\$49,700	\$62,100

\* The Section 8 Income Limits listed here are only for the Twin Cities metropolitan area.

This means that many victim advocates in Minnesota likely qualify for public housing benefits. This is especially true for advocates who are single parents or sole breadwinners for their family.

The HUD Section 8 Housing Income Limits for 2023 vary by county and metropolitan area. Programs can look up the specific limits in their area [here](#).

It is also possible to compare Minnesota victim advocates to living wage metrics. The Massachusetts Institute of Technology (MIT) has developed a living wage calculator that provides living wage information by state, county, and metropolitan area in the U.S. They define living wage as “what one full-time worker must earn on an hourly basis to help cover the cost of their family’s minimum basic needs where they live while still being self-sufficient” (MIT, 2023). Their calculation includes basic necessities including food, childcare, health care, housing, transportation, civic engagement, and broadband.

Based on MIT’s data, only advocates in one family households are making a living wage:

<b>Victim Advocate Living Wage</b>	Median Victim Advocate Salary	MIT Living Wage for one adult	MIT Living Wage for one adult and one child	MIT Living Wage for a family of 4 (one income)
All Minnesota	\$41,600-\$51,990	\$35,318	\$74,068	\$80,101

Twin Cities Metropolitan Area	\$43,680- \$54,000	\$36,795	\$77,376	\$82,264
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\*This table presents MIT's living wage data as an annual salary by multiplying the hourly rate by 2,080.

The MIT Living Wage Calculator varies by county and metropolitan area. Programs can look up the living wage in their area [here](#).

## Why Are Victim Advocate Salaries So Low?

This survey did not collect data on why victim advocate salaries are so low, however it is a concern nationwide for the victim advocacy field. The National Network to End Domestic Violence (2023) reports that the history of victim advocacy being volunteer work and being seen as “women’s work” has contributed to the cycle of low pay in the victim advocacy field. They additionally highlight that cultural attitudes of victim-blaming contribute to the low pay, as this devalues the main profession that supports victims/survivors. Programs need additional funding to pay victim advocates and other staff a living wage and to provide comprehensive benefits. However, there are few dedicated and sustainable funding sources for victim advocacy.

The primary funders of victim advocacy services are federal government funding sources, such as funding sources created in the Violence Against Women Act. These funding sources are dependent on the U.S. Congress and President to ensure they are appropriately funded. A study examining federal funding for sexual violence found that despite sexual violence having a significantly higher economic burden on the U.S. economy compared to other public health issues, the federal funding for sexual violence is significantly less than other public health issues (Waechter & Ma, 2015).

The largest federal source of funding for victim advocacy is from the Crime Victims Fund, established under the Victims of Crime Act. This Fund does not come from tax dollars, and instead comes from federal criminal fines, forfeited bail bonds, penalties, and special assessments collected by U.S. Attorneys' Offices, federal courts, and the Federal Bureau of Prisons (U.S. Office for Victims of Crime, 2023). This means that the amount of available funding can fluctuate, and available funding can drop if deposits into the fund are low. This instability makes sustainability difficult for victim advocacy programs. The available funding through the Crime Victims Fund has been cut by 43% since the funding peaked in the federal fiscal year 2018. This decrease has been over \$2 billion since the \$4 billion peak of available funding. These cuts have had devastating consequences for victim advocacy programs and reduce their ability to pay competitive and living wages.

In Minnesota, there are also state funds available to victim advocacy programs. In the 2023 legislative session, the Minnesota legislature passed the first increase in funding to provide victim advocacy services in 8 years. This increase was \$5 million. As there had been no increase in 8 years, it has been difficult for programs to keep up with the rising cost of living and rapid inflation of the past few years. The Minnesota legislature also passed one time funding of \$11 million each year for two years to temporarily cover the shortfall of Minnesota’s typical portion of the federal Crime Victim Fund. While these increases are important and much needed, they barely scratch the surface of the needs of victim advocacy programs and victims/survivors in Minnesota.

Another funding source available to victim advocacy programs is philanthropic support. Philanthropic support, such as charitable giving, corporate giving, individual donations, and foundation giving, is extremely low for gender-based violence organizations nationally. According to the Women’s Philanthropy Institute (2019), family and gender-based violence organizations in the U.S. received about \$1 billion of philanthropic support in 2016. This is about 0.22% of all annual giving to U.S. charities (Wick & Parada, 2020). Low philanthropic support makes it extremely difficult for victim advocacy organizations to fundraise and access non-governmental sources of funding to support and sustain their work.

## Victim Advocates Deserve a Higher Wage

The work of a victim advocate is highly specialized. Not only are there strict training requirements to become an advocate, advocates also need empathy, creativity, and a strong understanding of trauma. They need to be able to navigate complex systems, systems that may be difficult to work with and may not be trauma-informed or victim-centered. Many advocates work on-call, providing 24/7 response to victims/survivors. They often do their work with limited resources and can face backlash in their communities for even talking about stigmatized topics, such as sex, violence, or Post Traumatic Stress Disorder (PTSD). Not everyone who wants to be an advocate can succeed in this role. Advocates experience high rates of Secondary Traumatic Stress, which is a specific type of stress that appears similar to PTSD that can come from supporting people through traumatic events.

During the COVID-19 pandemic, programs experienced an increase in victims/survivors reaching out for services. This increase has not slowed down, with the average victim advocate caseload in Minnesota at 45 victims/survivors per one advocate. This is not a sustainable caseload for one person and some programs reported upwards of 200 clients per advocate. Research also shows that victim advocates with high caseloads have increased risk of developing Secondary Traumatic Stress (Benuto et al., 2019), which can also lead to high turnover rates at victim advocacy programs. There are simply not enough advocates to meet the needs of victims/survivors and not enough funding to pay current advocates competitive, livable wages.

Given the low salaries of advocates, the National Network to End Domestic Violence (2023) points out that many may be eligible for benefits they are supporting victims/survivors to access. This may create a lot of shame for advocates and make it more difficult to support victims/survivors. It can be incredibly difficult to provide support to someone experiencing violence when a victim advocate is barely surviving themselves. The issue of advocate pay is not just so victim advocates can receive a living wage, it is also so victims/survivors can receive the best possible support and services.

## CONCLUSION

Salaries at victim advocacy programs in Minnesota are low. It is clear from the caseload data that there are simply not enough advocates to meet the needs of victims/survivors. With limited public and private funding in victim advocacy services, it is also clear there is not enough funding to pay current advocates a competitive salary.

This report cannot change the reality of available funding, but it can help advocacy program directors and boards identify how their program compares to others. This can help with decision making regarding salaries and benefits policies. It is clear from the responses that many program directors and boards are already working hard to increase benefits and cut costs for employees.

Programs, funders, lawmakers and more can take the National Network to End Domestic Violence's Economic Justice and Domestic Violence Advisory Council's [recommendations on advocacy compensation](#) to support increased salaries for victim advocates and other staff at victim advocacy programs. These recommendations include: every victim advocacy program paying a living wage for all employees, funders requiring grantees to pay living wages and providing them with the means to do so, and programs having Diversity Equity, and Inclusion statements that include salary and racial assessment indicators for success (NNEDV, 2023).

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