



Children's Advocacy Center

Staffing and Salary Survey

MAY 2022 REPORT



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Children's
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Introduction

The purpose of the Children's Advocacy Center Staffing and Salary Survey, conducted for the first time in 2021 by National Children's Alliance (NCA), was to collect data on compensation, benefits, workloads, and related topics impacting the Children's Advocacy Center (CAC) workforce. A copy of the survey questions can be downloaded from [NCA's website](#). Our goal now is to provide CACs with valuable insights to use in hiring and retaining staff, while NCA, Regional CACs, and State Chapters can also use this information to guide their work.

In total, 68% (601 of 890) of Accredited, Associate/Developing, and Affiliate Member CACs of NCA completed the survey. This is the largest sample size of CACs for a survey on these topic areas to date in the CAC field. As outlined in [Appendix A](#), respondents were generally representative of the CAC field in all ways tested, including the distribution of responses by NCA membership status, region, primary service area, organizational type, number of children served, and annual budget size.

We appreciate the time and effort taken by all participants in completing the 2021 CAC Staffing and Salary Survey. We would like to extend a special thank you to the CACs who pilot tested the survey in spring 2021 and provided valuable feedback to improve the survey prior to its national launch in July 2021. With so much new information not previously requested from most CACs in the country, we understand gathering this data may have been a challenge for many participants. It is truly admirable that more than 600 CACs took on this challenge, recognizing the greater good of their time and contributions to benefit all CACs and the children, families, and professionals we serve.

First-time national data in this report

The following report provides CAC staffing and salary information at the national level for the first time since Midwest Regional CAC and its partners conducted the National Multi-Site Survey of Children's Advocacy Centers a decade ago in a report titled [2013 Salary Survey Results](#). As the name implies, the bulk of that earlier report was limited to salary data. Most information in NCA's new report regarding benefits, workloads, and key issues such as secondary traumatic stress/vicarious trauma/burnout have not been examined previously at a national level. Some State Chapters and/or Regional CACs have conducted more recent surveys specific to their service areas that include information on these topics, but unique factors may make those results difficult to generalize to other parts of the country. Overall, this report represents not only an update on previous national salary data but also a much more comprehensive look at additional factors impacting the entire national CAC workforce.

Please contact our Membership team at Membership@nca-online.org with questions about this report, the data, or our methodology.

Table of Contents

| | |
|--|-----------|
| Staffing Information | 1 |
| Diversity, equity, and inclusion issues..... | 3 |
| Dual roles and succession planning for CAC leaders | 4 |
| Characteristics of Senior Leadership vs. Staff | 5 |
| Salaries by Position Type and Characteristics | 7 |
| Executive Director/CAC Program Director | 8 |
| Assistant Director/Assistant CAC Program Director..... | 10 |
| Director of Multiple Programs (Clinical Services, Operations, Etc.)..... | 12 |
| Forensic Interviewer - Director | 14 |
| Forensic Interviewer - Staff..... | 16 |
| Advocacy Services (Victim/Child/Family) - Director | 18 |
| Advocacy Services (Victim/Child/Family) - Staff..... | 20 |
| Medical Services - Director..... | 22 |
| Medical Provider - Doctorate Level | 24 |
| Medical Provider - Nurse Level | 28 |
| Mental Health Services - Clinical Director..... | 32 |
| Mental Health Clinician | 34 |
| MDT Facilitator/Coordinator | 38 |
| Development/Fundraising/Grant Writing - Director | 40 |
| Development/Fundraising/Grant Writing - Staff..... | 42 |
| Training/Outreach/Prevention - Director | 44 |
| Training/Outreach/Prevention - Staff..... | 46 |
| Communications/Marketing (Consolidated Director and Staff) | 48 |
| Administrative/Office Management - Director..... | 52 |
| Administrative/Office Management - Staff | 54 |
| Finance/Accounting - Director..... | 56 |
| Finance/Accounting - Staff | 58 |
| Data/Quality Improvement (Consolidated Director and Staff) | 60 |
| Financial Resources..... | 64 |
| Contract Services | 65 |
| Internships | 68 |
| Volunteers | 69 |
| Staff Turnover and Unmet Staffing Needs..... | 70 |
| Salary Increases | 72 |
| Benefits: Leave Policies | 74 |
| Standard Paid Leave Types..... | 74 |
| Leave for Special Circumstances | 76 |

Benefits: Retirement Programs.....78

Benefits: Insurance.....79

 Medical Insurance..... 79

 Other Insurance 80

Benefits: Other81

Workloads of Direct Service Staff.....82

Training and Professional Development.....86

Vicarious Trauma, Secondary Traumatic Stress, and Burnout.....87

Conclusions.....89

 The effect of removing part-time positions from our analysis..... 89

 Regional differences..... 90

Appendix A: Respondent Characteristics and Comparisons to Other National CAC Data SourcesA-1

 Total Response Rate A-1

 NCA Membership Status A-1

 Region A-2

 Primary Service Area..... A-2

 Organizational Type A-3

 Number of Children Served A-4

 Annual Budgets A-5

Appendix B: Comparison Data Sources B-1

Staffing Information

In this section, CACs were asked to list all positions, following instructions of the [Staffing Section Guide](#), which included standardized position descriptions outlining key roles and responsibilities, based on the knowledge that exact staff titles vary widely. CACs anonymously listed each staff person's primary role, employment type, full-time equivalent (FTE) status, annual pay, years in position, gender identity, race, and ethnicity. No names, dates of birth, or other identifying information was collected.

In total, 590 of the 601 total participants provided a staff list. Some may have skipped fields, especially the demographic categories and years of service, which appeared to either not be readily available to some respondents or may represent currently vacant positions.

Breakdown of Staff Positions at 590 CAC Survey Participants (count)

N = 6,469

| | |
|---|-------|
| Executive director/CAC program director | 565 |
| Assistant director/assistant CAC program director | 123 |
| Director of multiple programs (clinical services, operations, etc.) | 149 |
| Forensic interviewer - director | 103 |
| Forensic interviewer - staff | 912 |
| Advocacy services (victim/child/family) - director | 89 |
| Advocacy services (victim/child/family) - staff | 1,055 |
| Medical services - director | 55 |
| Medical provider - doctorate level | 70 |
| Medical provider - physician assistant level | 37 |
| Medical provider - nurse level | 221 |
| Mental health services - clinical director | 131 |
| Mental health clinician | 937 |
| Multidisciplinary team (MDT) facilitator | 194 |
| Development/fundraising/grant writing - director | 80 |
| Development/fundraising/grant writing - staff | 120 |
| Training/outreach/prevention - director | 52 |
| Training/outreach/prevention - staff | 237 |
| Communications/marketing - director | 8 |
| Communications/marketing - staff | 43 |
| Public policy/legislative - director | 1 |
| Public policy/legislative - staff | 0 |
| Administrative/office management - director | 41 |
| Administrative/office management - staff | 410 |
| Finance/accounting - director | 58 |
| Finance/accounting - staff | 103 |
| Human resources - director | 11 |

| | |
|---|-------------|
| Breakdown of Staff Positions (continued) | N = 6,469 |
| Human resources - staff | 14 |
| Data/quality improvement - director | 7 |
| Data/quality improvement - staff | 63 |
| Information technology - director | 2 |
| Information technology - staff | 8 |
| Other | 570 |
| FTE of All Positions | N = 6,469 |
| 1.0 FTE, full-time | 78% (5,018) |
| <1.0 FTE, part-time | 21% (1,372) |
| Not specified | 1% (79) |
| Employment Type | N = 6,469 |
| CAC employee | 93% (5,994) |
| CAC-paid contract staff | 5% (326) |
| Other paid contract staff | 2% (125) |
| Not specified | <1% (24) |
| Years in Position—By Category | N = 6,469 |
| Less than 1 year | 10% (675) |
| 1 to 3 years | 42% (2,723) |
| > 3 to 5 years | 14% (913) |
| > 5 to 10 years | 13% (855) |
| > 10 to 15 years | 6% (375) |
| >15 to 20 years | 3% (188) |
| More than 20 years | 3% (161) |
| Not specified | 9% (579) |
| Years in Position—Averages | N = 5,890 |
| Mean | 5 |
| Median | 3 |
| Range | 0 to 40 |
| Gender Identity | N = 6,469 |
| Male | 7% (447) |
| Female | 87% (5,605) |
| Additional gender | <1% (9) |
| Not specified | 6% (408) |

| | |
|--|-------------|
| Race | N = 6,469 |
| Black or African American | 9% (567) |
| White | 73% (4,726) |
| American Indian or Alaska Native (AIAN) | 1% (69) |
| Asian | 1% (86) |
| Native Hawaiian or other Pacific Islander (NHPI) | <1% (10) |
| Multiple races | 1% (86) |
| Other | 5% (325) |
| Not specified | 9% (604) |
| Ethnicity | N = 6,469 |
| Hispanic or Latino | 15% (943) |
| Not Hispanic or Latino | 70% (4,519) |
| Not specified | 16% (1,007) |
| Consolidated Race & Ethnicity (only if specified) | N = 5,571 |
| White, non-Hispanic | 69% (3,838) |
| All other races and/or Hispanic | 31% (1,733) |

Respondent CACs listed 6,469 staff positions (full-time and part-time) with a total of 5,679 FTE. Using the response rate of 68%, if we extend this to the full field of 890 member CACs at the time of the survey, we can estimate that all CACs would have a total of almost 9,600 staff members nationally, or just over 8,400 FTE. Virtually all positions reported in the survey were direct CAC employees, with just 5% using contract staff paid through the CAC's own budget, and less than 2% using contract staff paid by other organizations.

More than 50% of all CAC staff have been in their positions for three years or less (the median tenure is 3 years), with over 10% in the position less than one year. Just 11% have been in their positions for more than 10 years. However, there are a small number of staff who have been in the field for an exceptionally long time, raising the mean to 5 years. It is important to note that 9% did not specify the tenure of a position. In reviewing these responses, many also left the demographic fields blank, indicating those positions were likely vacant at the time of the survey. Additionally, it is important to note that we only gathered information on the time in the current position. Many CAC staff may come to positions with relevant experience, such as working in child welfare, investigative, or treatment professions, or even other CACs, prior to their current position. Additionally, due to the small, specialized workforce, CAC staff commonly move up in positions, with many CAC directors formerly being forensic interviewers, advocates, and so on.

Diversity, equity, and inclusion issues

While designing the survey, there was concern that some CACs may be uncomfortable or unwilling to provide gender, race, and ethnicity demographics of staff. However, it seems that the field's focus on diversity, equity, and inclusion has highlighted the importance of this information, and most CACs did provide responses to these questions. That being said, gender identity was not specified for over 6% of staff, race was not specified for over 9%, and ethnicity was not specified for almost 16%. For ethnicity in particular, and perhaps race as well, it is possible that some respondents were not confident in how employees self-identify.

Overall, CAC staff are disproportionately female. When missing data is removed, 93% of the CAC workforce identifies as female as reported by survey respondents. As shown in the salary tables by position type, however, there is variation across roles. For full-time advocates and mental health clinicians, the proportion of female staff is even higher at around 95% for both position types, and even higher still for nurse-level medical providers at 100%. On the other hand, just 82% of doctorate-level medical providers and 79% of finance directors are female.

Additionally, most CAC staff are white and non-Hispanic. If limited only to staff with specified demographics, 69% of all CAC staff are white and non-Hispanic, while 31% are any other race and/or Hispanic in ethnicity. This indicates CAC staff are significantly less diverse than the general population, as 58% of U.S. people are white and non-Hispanic according to the most recent [2020 U.S. Census results](#). These results are even more notable given the fact that, according to the 2019 annual NCA statistics, just 54% of children served by CACs were white and non-Hispanic.

Dual roles and succession planning for CAC leaders

Two additional staffing-related questions specific to executive directors/CAC program directors, regarding dual roles and succession planning, were asked in the context of organizational practices, which are presented in a separate table below.

| Executive Director/CAC Program Director Also Provides ... | N = 592 |
|---|-----------------|
| Forensic interviews | 38% (223) |
| Mental health services | 8% (45) |
| Advocacy (victim/child/family) | 31% (183) |
| Medical services | 3% (15) |
| MDT facilitation | 45% (268) |
| Fundraising/development/grant writing | 66% (393) |
| Community education/outreach | 62% (368) |
| <i>None of the above—position is solely dedicated to CAC management</i> | 16% (94) |
| Succession Plan in Place for Executive Director/CAC Program Director | N = 590 |
| Yes | 85% (504) |
| No | 15% (86) |

As CACs expand to serve broader populations with more comprehensive services, for many this means also expanding the responsibilities of existing staff members, especially for smaller centers that may not have high enough demand (or enough funding) to make these roles into full-time positions. As a result, CAC staff end up “wearing multiple hats,” as the saying goes, and this may be especially true for CAC directors. This was first explored in the 2016 NCA Member Census, asking if the director’s job description also includes various additional roles and this question was asked again in the current survey, with MDT facilitation, fundraising/development/grant writing, and community education/outreach added based on pilot center feedback.

CACs were also asked if they have a succession plan in place for the executive director, which is a requirement under the Organizational Capacity Standard for NCA Accreditation, recognizing that not all CAC respondents to this survey are fully accredited but that this is best practice for all organizations.

Characteristics of Senior Leadership vs. Staff

Most positions listed in the survey had a corresponding director-level role or, by nature of the role itself, the position may involve management of staff and/or leadership of the organization as a whole or certain departments or divisions. To explore potential differences, those roles were designated as “senior leaders” (representing 25% of all CAC positions), with remaining positions designated as “staff” (75% of all positions). “Other” positions were excluded given the variation within these roles. Additionally, as noted in the next section, part-time positions were not included in this analysis for fair comparison.

| | Senior Leaders N = 1,271 | Staff N = 3,316 |
|--|-----------------------------|-----------------------|
| Annual Salary (All Positions Adjusted to 1.0 FTE) | N = 1,248 | N = 3,214 |
| Mean | \$74,027 | \$49,448 |
| Median | \$66,507 | \$46,000 |
| Range | \$31,500 to \$325,250 | \$15,600 to \$254,800 |
| Years in Position - By Category | N = 1,271 | N = 3,316 |
| Less than 1 year | 5% (63) | 13% (415) |
| 1 to 3 years | 29% (370) | 46% (1,535) |
| > 3 to 5 years | 16% (197) | 14% (459) |
| > 5 to 10 years | 21% (270) | 11% (349) |
| > 10 to 15 years | 12% (150) | 4% (119) |
| >15 to 20 years | 6% (76) | 2% (61) |
| More than 20 years | 5% (68) | 1% (47) |
| Not specified | 6% (77) | 10% (331) |
| Years in Position - Averages | N = 1,194 | N = 2,985 |
| Mean | 7 | 4 |
| Median | 5 | 2 |
| Range | 0 to 35 | 0 to 40 |
| Gender Identity | N = 1,271 | N = 3,316 |
| Male | 8% (102) | 6% (184) |
| Female | 88% (1,117) | 87% (2,884) |
| Additional gender | <1% (1) | <1% (6) |
| Not specified | 4% (51) | 7% (242) |

| | Senior Leaders N = 1,271 | Staff N = 3,316 |
|--|-----------------------------|--------------------|
| Race | N = 1,271 | N = 3,316 |
| Black or African American | 6% (79) | 10% (339) |
| White | 82% (1,043) | 70% (2,306) |
| American Indian or Alaska Native (AIAN) | 1% (14) | 1% (46) |
| Asian | 1% (12) | 1% (38) |
| Native Hawaiian or other Pacific Islander (NHPI) | <1% (1) | <1% (6) |
| Multiple races | 1% (79) | 1% (45) |
| Other | 3% (35) | 6% (208) |
| Not specified | 6% (71) | 10% (328) |
| Ethnicity | N = 1,271 | N = 3,316 |
| Hispanic or Latino | 9% (112) | 19% (624) |
| Not Hispanic or Latino | 79% (1,008) | 65% (2,164) |
| Not specified | 12% (112) | 16% (528) |
| Consolidated Race & Ethnicity (only if specified) | N = 1,136 | N = 2,847 |
| White, non-Hispanic | 80% (909) | 62% (1,765) |
| All other races and/or Hispanic | 20% (227) | 38% (1,082) |

Senior leaders more experienced and better compensated than staff, but less diverse

As would be expected, senior leaders are paid significantly more than staff positions—about \$20,000 more on average. Senior leaders have also been in their positions for longer periods of time, at a median of five years versus two years for staff.

Gender, race, and ethnicity were all less likely to be reported for staff position types, which is an important caveat to consider. Perhaps this is because staff positions are more likely to be currently vacant. Alternatively, perhaps this is because respondents to the survey (most of whom were CAC directors or other senior leaders themselves) may not have been confident in their knowledge of how staff self-identify. Regardless of this, the data clearly demonstrate that senior leaders are less racially and ethnically diverse than staff, with 80% of senior leaders being white and non-Hispanic, compared to 62% of staff. In addition, once missing information is removed there is a slight trend with more male leaders than male staff, although male leaders are still greatly outnumbered by female leaders overall.

Salaries by Position Type and Characteristics

All figures in the tables below reflect full-time salaries (1 FTE). Part-time positions, many of which were contract positions, were not included in this analysis for fair comparison. It was observed that part-time positions tended to have higher hourly rates, likely to offset an employee's self-paid costs for benefits, etc. As a result, inclusion of these part-time positions would have skewed the average values higher than would be accurate for full-time positions. Additionally, if the FTE was left blank and could not be determined based on other information provided, these entries were removed from the calculations. All dollar amounts have been rounded to the nearest whole number.

Communications/marketing and data/quality improvement positions were originally broken apart into director and staff levels in the survey but have been consolidated into one overall position type for salary analysis due to the low prevalence of these positions overall—particularly very limited numbers of director-level positions. In this case, we recommend referencing the duties in each level of the position, as staff with higher levels of responsibility may be more appropriately compensated at higher ends of the spectrum.

Even after attempting to consolidate directors and staff, some subject areas still had exceptionally few positions overall, including human resources (25 total), information technology (10 total), and public policy/legislative (just one position nationally). Additionally, after limiting salary tables to full-time positions only, the number of positions for Medical Provider – Physician Assistant Level also decreased to just nine. Due to the potentially identifiable nature of these rare positions, particularly if broken down into sub-groups, these role-specific results are not presented in this report. We would suggest that CACs employing these positions reference broader salary reports for more useful comparisons to similar positions in other fields.

"Other" positions are not included in the breakdowns below, as the types of positions varied widely. Some CACs used this space to list roles equally split between two or more distinct position types in a way that makes them noncomparable to those primarily focusing on one area of service. Other CACs listed "assistant" or "specialist" positions for services such as medical or mental health, where it was unclear what proportion of those roles involves direct service vs. administrative functions, so they could also not be counted in either category. More unique examples included custodians/facility maintenance positions (particularly for large CACs), positions focused on special populations such as trafficking/commercial sexual exploitation of children (CSEC) or youth with problematic sexual behaviors (YPSB), and trainers at robust CACs that offer specialized training programs to others in the broader field. Finally, some "other" titles listed were simply too general to know the nature of the work, such as listing "program coordinator" without specifying which program, or using acronyms that are not commonly known in the CAC field.

Executive Director/CAC Program Director

Serves as the leader for the CAC organization. Responsible for overall strategic operation, management, and administration of all CAC staff and MDT/community partnership activities. Works closely with the board to develop the organization's vision and strategic focus. Serves as a spokesperson for the CAC.

Average # Years in Position (N = 543)

Mean: 8
Median: 6
Range: 0 to 35

Employment Type - % (count)

CAC employee: 99% (557)
CAC-paid contract staff: <1% (1)
Other paid contract staff: 1% (5)
Missing: <1% (2)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 89% (500)
<1 FTE, part-time: 11% (63)
Missing: <1% (2)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$32,975 | \$58,326 | \$70,000 | \$78,632 | \$87,566 | \$325,250 | 492 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|-----------|-----------|-----------|-----|
| Less than 1 year | \$38,000 | \$54,250 | \$67,492 | \$75,578 | \$80,000 | \$171,091 | 25 |
| 1 to 3 years | \$32,975 | \$54,076 | \$67,000 | \$71,790 | \$81,777 | \$224,000 | 128 |
| > 3 to 5 years | \$38,000 | \$57,000 | \$67,600 | \$74,434 | \$82,000 | \$215,081 | 75 |
| > 5 to 10 years | \$35,000 | \$60,986 | \$70,000 | \$78,276 | \$90,994 | \$264,465 | 108 |
| > 10 to 15 years | \$45,576 | \$61,993 | \$76,500 | \$81,171 | \$90,427 | \$200,000 | 82 |
| >15 to 20 years | \$36,283 | \$57,461 | \$75,521 | \$79,081 | \$90,964 | \$155,140 | 32 |
| More than 20 years | \$42,436 | \$70,300 | \$89,981 | \$104,281 | \$129,966 | \$325,250 | 33 |

Budget

| | | | | | | | |
|----------------------------|----------|-----------|-----------|-----------|-----------|-----------|-----|
| Under \$250,000 | \$35,000 | \$48,800 | \$56,000 | \$58,289 | \$65,000 | \$136,124 | 79 |
| \$250,000 to \$499,999 | \$32,975 | \$52,915 | \$61,972 | \$63,545 | \$72,956 | \$114,000 | 133 |
| \$500,000 to \$999,999 | \$47,500 | \$64,545 | \$71,894 | \$75,347 | \$81,321 | \$264,465 | 149 |
| \$1,000,000 to \$1,999,999 | \$48,410 | \$78,624 | \$92,000 | \$93,553 | \$106,159 | \$160,000 | 79 |
| \$2,000,000 or more | \$61,800 | \$105,790 | \$129,000 | \$138,485 | \$167,243 | \$325,250 | 49 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|-----------|-----------|-----------|-----------|-----------|-----|
| 2 or fewer | \$35,000 | \$47,093 | \$57,308 | \$57,647 | \$65,500 | \$110,000 | 29 |
| >2 to 5 | \$36,283 | \$51,700 | \$62,352 | \$64,528 | \$72,467 | \$160,000 | 156 |
| >5 to 9 | \$32,975 | \$60,324 | \$69,500 | \$74,139 | \$81,253 | \$264,465 | 117 |
| >9 to 15 | \$47,500 | \$65,000 | \$73,169 | \$79,063 | \$89,995 | \$215,081 | 100 |
| >15 to 30 | \$48,410 | \$82,862 | \$95,829 | \$104,764 | \$121,630 | \$325,250 | 69 |
| More than 30 | \$80,000 | \$116,851 | \$160,300 | \$149,495 | \$176,837 | \$200,000 | 21 |

Full-Time Positions Only

| Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------|-----------------|--------|------|-----------------|---------|-------|
|---------|-----------------|--------|------|-----------------|---------|-------|

Annual # Children Served

| | | | | | | | |
|-------------------------|----------|----------|-----------|-----------|-----------|-----------|-----|
| Fewer than 100 children | \$38,000 | \$50,062 | \$58,700 | \$63,486 | \$77,000 | \$100,000 | 39 |
| 100 to 249 children | \$32,975 | \$51,265 | \$60,000 | \$64,104 | \$72,172 | \$136,124 | 139 |
| 250 to 499 children | \$40,000 | \$62,000 | \$70,000 | \$75,961 | \$83,654 | \$264,465 | 144 |
| 500 to 999 children | \$38,000 | \$70,000 | \$80,000 | \$88,318 | \$100,000 | \$215,081 | 93 |
| 1,000 or more children | \$59,000 | \$87,779 | \$111,873 | \$121,619 | \$155,890 | \$325,250 | 46 |

Organizational Type

| | | | | | | | |
|------------------|----------|----------|----------|-----------|----------|-----------|-----|
| Government-based | \$48,319 | \$64,915 | \$75,832 | \$80,560 | \$94,811 | \$160,300 | 52 |
| Hospital-based | \$50,000 | \$77,140 | \$84,550 | \$102,796 | \$91,969 | \$325,250 | 30 |
| Nonprofit | \$32,975 | \$57,000 | \$68,000 | \$76,259 | \$85,348 | \$264,465 | 409 |

Region

| | | | | | | | |
|------------|----------|----------|----------|----------|-----------|-----------|-----|
| Midwestern | \$36,283 | \$57,794 | \$68,700 | \$77,923 | \$83,864 | \$325,250 | 116 |
| Northeast | \$38,000 | \$62,236 | \$71,319 | \$77,754 | \$88,786 | \$148,000 | 69 |
| Southern | \$32,975 | \$56,080 | \$67,492 | \$75,518 | \$84,932 | \$190,320 | 233 |
| Western | \$38,439 | \$69,170 | \$80,768 | \$87,775 | \$101,935 | \$200,000 | 72 |

Service Area

| | | | | | | | |
|----------|----------|----------|----------|----------|-----------|-----------|-----|
| Urban | \$37,035 | \$67,181 | \$80,000 | \$93,517 | \$109,587 | \$325,250 | 125 |
| Suburban | \$38,000 | \$64,607 | \$76,125 | \$83,494 | \$93,099 | \$179,025 | 112 |
| Rural | \$32,975 | \$52,375 | \$63,253 | \$65,544 | \$75,000 | \$264,465 | 198 |

Gender Identity

| | | | | | | | |
|-------------------|----------|----------|----------|----------|-----------|-----------|-----|
| Male | \$48,328 | \$67,000 | \$82,500 | \$98,339 | \$117,000 | \$325,250 | 47 |
| Female | \$32,975 | \$57,600 | \$70,000 | \$76,586 | \$86,450 | \$264,465 | 429 |
| Additional gender | - | - | - | - | - | - | 0 |

Race

| | | | | | | | |
|---------------------------|----------|----------|-----------|-----------|-----------|-----------|-----|
| Black or African American | \$48,328 | \$56,000 | \$76,500 | \$87,795 | \$118,653 | \$175,000 | 15 |
| White | \$32,975 | \$58,708 | \$70,261 | \$78,695 | \$87,365 | \$325,250 | 434 |
| AIAN | \$35,000 | \$56,491 | \$67,719 | \$66,336 | \$75,821 | \$94,245 | 6 |
| Asian | \$49,000 | \$49,000 | \$74,500 | \$74,500 | \$100,000 | \$100,000 | 2 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | \$45,000 | \$47,500 | \$62,000 | \$65,550 | \$89,752 | \$93,600 | 7 |
| Other | \$79,915 | \$79,915 | \$110,000 | \$101,711 | \$115,217 | \$115,217 | 3 |

Ethnicity

| | | | | | | | |
|------------------------|----------|----------|----------|----------|----------|-----------|-----|
| Hispanic or Latino | \$32,975 | \$61,280 | \$68,200 | \$73,709 | \$82,350 | \$177,275 | 24 |
| Not Hispanic or Latino | \$35,000 | \$58,344 | \$70,331 | \$78,473 | \$87,524 | \$325,250 | 419 |

Assistant Director/Assistant CAC Program Director

Serves as the second in command of the CAC organization. May be assigned specific strategic management, administrative or program responsibilities. Leads the CAC in the duties described above in the event of the executive director's absence.

Average # Years in Position (N = 113)

Mean: 6
Median: 5
Range: 0 to 25

Employment Type - % (count) (N = 123)

CAC employee: 100% (123)
CAC-paid contract staff: 0% (0)
Other paid contract staff: 0% (0)
Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 90% (111)
<1 FTE, part-time: 10% (12)
Missing: 0% (0)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$35,500 | \$51,729 | \$60,951 | \$65,810 | \$74,545 | \$146,640 | 109 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|-----------|-----------|----|
| Less than 1 year | \$60,000 | \$60,000 | \$64,800 | \$78,267 | \$110,000 | \$110,000 | 3 |
| 1 to 3 years | \$35,500 | \$45,849 | \$56,580 | \$57,449 | \$65,500 | \$109,262 | 34 |
| > 3 to 5 years | \$41,122 | \$48,500 | \$53,937 | \$54,955 | \$63,202 | \$71,759 | 24 |
| > 5 to 10 years | \$39,665 | \$50,752 | \$62,593 | \$68,667 | \$86,600 | \$120,000 | 19 |
| > 10 to 15 years | \$55,000 | \$60,951 | \$70,000 | \$76,619 | \$94,137 | \$96,243 | 7 |
| >15 to 20 years | \$53,840 | \$55,654 | \$69,117 | \$68,817 | \$81,428 | \$84,000 | 6 |
| More than 20 years | \$75,000 | \$85,142 | \$99,481 | \$99,564 | \$110,329 | \$131,690 | 6 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|-----------|----|
| Under \$250,000 | \$39,665 | \$40,000 | \$41,600 | \$45,109 | \$45,000 | \$67,000 | 7 |
| \$250,000 to \$499,999 | \$35,500 | \$44,900 | \$54,922 | \$55,524 | \$62,401 | \$102,797 | 18 |
| \$500,000 to \$999,999 | \$41,122 | \$51,114 | \$55,637 | \$59,700 | \$65,000 | \$110,000 | 36 |
| \$1,000,000 to \$1,999,999 | \$44,557 | \$55,145 | \$66,000 | \$71,308 | \$78,472 | \$146,640 | 25 |
| \$2,000,000 or more | \$57,000 | \$66,792 | \$83,390 | \$85,000 | \$99,664 | \$131,690 | 22 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|-----------|-----------|----|
| 2 or fewer | \$40,500 | \$40,500 | \$41,050 | \$41,050 | \$41,600 | \$41,600 | 2 |
| >2 to 5 | \$35,500 | \$41,000 | \$53,843 | \$56,512 | \$63,000 | \$102,797 | 17 |
| >5 to 9 | \$41,122 | \$46,000 | \$52,000 | \$55,245 | \$67,000 | \$76,373 | 19 |
| >9 to 15 | \$41,000 | \$53,500 | \$59,740 | \$62,571 | \$66,842 | \$110,000 | 35 |
| >15 to 30 | \$44,557 | \$61,901 | \$71,759 | \$77,833 | \$90,000 | \$146,640 | 23 |
| More than 30 | \$57,000 | \$60,926 | \$74,089 | \$84,666 | \$111,631 | \$131,690 | 13 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$42,000 | \$44,960 | \$55,000 | \$54,750 | \$64,290 | \$67,000 | 4 |
| 100 to 249 children | \$35,500 | \$45,000 | \$52,000 | \$57,213 | \$68,340 | \$102,797 | 19 |
| 250 to 499 children | \$40,000 | \$50,000 | \$57,751 | \$62,873 | \$66,000 | \$146,640 | 35 |
| 500 to 999 children | \$44,557 | \$53,545 | \$62,593 | \$68,806 | \$83,585 | \$110,000 | 25 |
| 1,000 or more children | \$56,259 | \$63,000 | \$71,141 | \$79,467 | \$92,069 | \$131,690 | 21 |
| Organizational Type | | | | | | | |
| Government-based | \$64,000 | \$65,606 | \$76,373 | \$92,523 | \$121,483 | \$146,640 | 9 |
| Hospital-based | \$66,842 | \$69,211 | \$82,428 | \$84,644 | \$99,623 | \$110,000 | 6 |
| Nonprofit | \$35,500 | \$50,365 | \$57,876 | \$62,050 | \$69,625 | \$131,690 | 94 |
| Region | | | | | | | |
| Midwestern | \$39,665 | \$52,460 | \$62,752 | \$64,109 | \$75,000 | \$90,000 | 20 |
| Northeast | \$41,600 | \$53,843 | \$67,000 | \$74,603 | \$94,137 | \$146,640 | 19 |
| Southern | \$35,500 | \$50,000 | \$57,000 | \$62,031 | \$67,000 | \$131,690 | 59 |
| Western | \$45,000 | \$56,100 | \$68,723 | \$73,981 | \$96,164 | \$110,000 | 11 |
| Service Area | | | | | | | |
| Urban | \$41,600 | \$57,480 | \$68,532 | \$75,980 | \$92,733 | \$146,640 | 40 |
| Suburban | \$40,000 | \$50,500 | \$63,654 | \$65,872 | \$77,785 | \$109,262 | 25 |
| Rural | \$35,500 | \$48,660 | \$55,637 | \$56,325 | \$62,401 | \$96,164 | 34 |
| Gender Identity | | | | | | | |
| Male | \$53,843 | \$53,984 | \$70,049 | \$83,979 | \$118,607 | \$146,640 | 6 |
| Female | \$35,500 | \$50,876 | \$60,853 | \$64,776 | \$74,545 | \$131,690 | 101 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$41,600 | \$43,284 | \$55,250 | \$55,300 | \$63,708 | \$76,334 | 8 |
| White | \$35,500 | \$52,000 | \$61,380 | \$66,696 | \$75,000 | \$146,640 | 89 |
| AIAN | \$50,752 | \$50,752 | \$56,160 | \$55,637 | \$60,000 | \$60,000 | 3 |
| Asian | - | - | - | - | - | - | 0 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | \$64,000 | \$64,000 | \$66,362 | \$66,362 | \$68,723 | \$68,723 | 2 |
| Other | \$44,557 | \$44,668 | \$50,087 | \$61,882 | \$90,891 | \$102,797 | 4 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$44,557 | \$51,250 | \$62,500 | \$67,776 | \$74,772 | \$146,640 | 16 |
| Not Hispanic or Latino | \$35,500 | \$50,928 | \$59,917 | \$64,917 | \$70,856 | \$131,690 | 84 |

Director of Multiple Programs (Clinical Services, Operations, Etc.)

Determines the focus and direction of several programs or functional areas. For example, a director of clinical services may oversee medical, mental health, and victim advocacy positions at the CAC. May serve as a spokesperson in areas of expertise.

| Average # Years in Position (N = 135) | Employment Type - % (count) (N = 149) | Full-Time or Part-Time - % (count) |
|---------------------------------------|---------------------------------------|------------------------------------|
| Mean: 8 | CAC employee: 99% (148) | 1 FTE, full-time: 90% (134) |
| Median: 6 | CAC-paid contract staff: 0% (0) | <1 FTE, part-time: 9% (14) |
| Range: 0 to 33 | Other paid contract staff: 0% (0) | Missing: 1% (1) |
| | Missing: 1% (1) | |

| Full-Time Positions Only | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$32,083 | \$60,125 | \$70,750 | \$76,752 | \$89,625 | \$151,875 | 132 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|-----------|----------|-----------|-----------|----|
| Less than 1 year | \$62,998 | \$69,999 | \$103,000 | \$98,607 | \$125,020 | \$145,000 | 5 |
| 1 to 3 years | \$43,875 | \$55,080 | \$70,000 | \$73,588 | \$86,498 | \$125,000 | 37 |
| > 3 to 5 years | \$51,500 | \$58,337 | \$62,000 | \$68,664 | \$77,145 | \$110,250 | 12 |
| > 5 to 10 years | \$47,002 | \$63,225 | \$73,000 | \$76,137 | \$85,815 | \$151,875 | 32 |
| > 10 to 15 years | \$32,083 | \$56,149 | \$66,643 | \$69,501 | \$78,231 | \$128,128 | 18 |
| >15 to 20 years | \$44,880 | \$53,664 | \$68,576 | \$72,872 | \$92,785 | \$114,773 | 8 |
| More than 20 years | \$54,080 | \$68,995 | \$93,905 | \$91,926 | \$107,975 | \$146,889 | 8 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|-----------|-----------|----|
| Under \$250,000 | \$60,000 | \$62,500 | \$73,680 | \$74,340 | \$86,840 | \$90,000 | 4 |
| \$250,000 to \$499,999 | \$43,875 | \$48,475 | \$57,798 | \$59,646 | \$70,000 | \$87,000 | 12 |
| \$500,000 to \$999,999 | \$45,000 | \$51,236 | \$54,080 | \$57,180 | \$59,602 | \$85,000 | 17 |
| \$1,000,000 to \$1,999,999 | \$45,000 | \$60,500 | \$65,000 | \$70,773 | \$71,000 | \$151,875 | 31 |
| \$2,000,000 or more | \$32,083 | \$71,469 | \$85,000 | \$88,063 | \$105,040 | \$146,889 | 67 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|-----------|-----------|----|
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | \$48,000 | \$51,000 | \$65,000 | \$65,727 | \$79,770 | \$87,000 | 6 |
| >5 to 9 | \$43,875 | \$49,900 | \$56,159 | \$54,859 | \$59,904 | \$64,000 | 19 |
| >9 to 15 | \$45,000 | \$52,000 | \$62,000 | \$69,852 | \$84,006 | \$151,875 | 19 |
| >15 to 30 | \$50,000 | \$64,975 | \$71,500 | \$75,832 | \$85,000 | \$125,000 | 50 |
| More than 30 | \$32,083 | \$73,759 | \$93,189 | \$94,101 | \$110,674 | \$146,889 | 38 |

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|--------------------|-----------|-----------|--------------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$52,000 | \$52,000 | \$52,000 | \$52,000 | \$52,000 | \$52,000 | 2 |
| 100 to 249 children | \$44,880 | \$48,000 | \$59,904 | \$60,203 | \$64,000 | \$87,000 | 11 |
| 250 to 499 children | \$43,875 | \$56,159 | \$69,143 | \$74,748 | \$89,722 | \$151,875 | 24 |
| 500 to 999 children | \$45,000 | \$61,375 | \$65,920 | \$70,411 | \$77,875 | \$128,128 | 37 |
| 1,000 or more children | \$32,083 | \$71,602 | \$86,557 | \$89,211 | \$109,000 | \$146,889 | 44 |
| Organizational Type | | | | | | | |
| Government-based | \$65,164 | \$67,658 | \$71,469 | \$80,618 | \$98,153 | \$112,300 | 5 |
| Hospital-based | \$91,500 | \$91,500 | \$125,757 | \$120,752 | \$145,000 | \$145,000 | 3 |
| Nonprofit | \$32,083 | \$59,854 | \$70,000 | \$74,803 | \$87,030 | \$151,875 | 122 |
| Region | | | | | | | |
| Midwestern | \$58,240 | \$62,000 | \$65,893 | \$76,963 | \$86,500 | \$119,900 | 12 |
| Northeast | \$48,000 | \$73,325 | \$79,785 | \$82,622 | \$85,000 | \$151,875 | 12 |
| Southern | \$32,083 | \$57,196 | \$68,073 | \$73,176 | \$88,155 | \$146,889 | 80 |
| Western | \$52,000 | \$59,904 | \$81,000 | \$82,101 | \$93,695 | \$145,000 | 23 |
| Service Area | | | | | | | |
| Urban | \$47,002 | \$68,053 | \$85,000 | \$84,817 | \$99,000 | \$145,000 | 57 |
| Suburban | \$32,083 | \$62,000 | \$67,000 | \$76,000 | \$89,000 | \$151,875 | 37 |
| Rural | \$43,875 | \$52,000 | \$59,072 | \$59,106 | \$67,536 | \$77,360 | 16 |
| Gender Identity | | | | | | | |
| Male | \$45,000 | \$56,971 | \$85,000 | \$85,784 | \$110,125 | \$146,889 | 9 |
| Female | \$32,083 | \$60,500 | \$70,151 | \$75,752 | \$88,500 | \$151,875 | 115 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$49,920 | \$70,250 | \$72,000 | \$78,356 | \$85,778 | \$128,128 | 9 |
| White | \$32,083 | \$59,904 | \$70,151 | \$76,784 | \$91,500 | \$151,875 | 107 |
| AIAN | \$52,000 | \$52,000 | \$52,000 | \$52,000 | \$52,000 | \$52,000 | 1 |
| Asian | \$60,500 | \$60,500 | \$60,500 | \$60,500 | \$60,500 | \$60,500 | 1 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | - | - | - | - | - | - | 0 |
| Other | \$60,750 | \$61,787 | \$68,966 | \$77,617 | \$102,099 | \$111,787 | 4 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$45,000 | \$60,008 | \$71,076 | \$73,780 | \$88,684 | \$111,787 | 14 |
| Not Hispanic or Latino | \$32,083 | \$60,000 | \$70,000 | \$75,807 | \$87,000 | \$151,875 | 99 |

Forensic Interviewer - Director

Designated position to determine and oversee the focus and direction of the forensic interview program of the CAC. Provides supervision to direct service staff and may also conduct interviews. Participates in case review and peer review processes in a leadership capacity, bringing forensic interview perspectives to the team. If providing direct services, must meet foundational training and continuing education requirements per NCA National Standards of Accreditation for CACs.

| Average # Years in Position (N = 96) | Employment Type - % (count) (N = 103) | Full-Time or Part-Time - % (count) |
|--------------------------------------|---------------------------------------|------------------------------------|
| Mean: 9 | CAC employee: 100% (103) | 1 FTE, full-time: 93% (96) |
| Median: 6 | CAC-paid contract staff: 0% (0) | <1 FTE, part-time: 7% (7) |
| Range: <1 to 35 | Other paid contract staff: 0% (0) | Missing: 0% (0) |
| | Missing: 0% (0) | |

| Full-Time Positions Only | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$38,160 | \$48,925 | \$60,000 | \$64,916 | \$70,818 | \$160,603 | 95 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|-----------|-----------|----|
| Less than 1 year | \$97,500 | \$97,500 | \$97,500 | \$97,500 | \$97,500 | \$97,500 | 1 |
| 1 to 3 years | \$40,000 | \$45,000 | \$53,600 | \$54,796 | \$63,000 | \$79,166 | 19 |
| > 3 to 5 years | \$38,160 | \$45,685 | \$56,710 | \$59,131 | \$66,065 | \$128,544 | 24 |
| > 5 to 10 years | \$45,000 | \$48,925 | \$55,232 | \$58,760 | \$64,375 | \$83,762 | 17 |
| > 10 to 15 years | \$49,668 | \$54,631 | \$64,694 | \$66,790 | \$72,800 | \$114,091 | 19 |
| >15 to 20 years | \$44,662 | \$53,081 | \$80,000 | \$91,626 | \$135,983 | \$160,603 | 5 |
| More than 20 years | \$59,199 | \$63,884 | \$89,190 | \$87,735 | \$110,130 | \$113,360 | 4 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|-----------|----|
| Under \$250,000 | \$41,423 | \$41,423 | \$45,000 | \$55,196 | \$79,166 | \$79,166 | 3 |
| \$250,000 to \$499,999 | \$39,800 | \$45,196 | \$48,925 | \$51,307 | \$53,836 | \$74,111 | 16 |
| \$500,000 to \$999,999 | \$38,160 | \$45,938 | \$55,116 | \$58,588 | \$60,756 | \$160,603 | 24 |
| \$1,000,000 to \$1,999,999 | \$44,000 | \$53,600 | \$63,654 | \$70,843 | \$77,000 | \$146,640 | 27 |
| \$2,000,000 or more | \$49,668 | \$59,399 | \$70,409 | \$72,814 | \$79,989 | \$113,360 | 24 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|-----------|----|
| 2 or fewer | \$45,000 | \$45,000 | \$45,000 | \$45,000 | \$45,000 | \$45,000 | 1 |
| >2 to 5 | \$41,423 | \$46,796 | \$48,925 | \$51,870 | \$53,565 | \$74,111 | 14 |
| >5 to 9 | \$39,800 | \$48,500 | \$57,977 | \$64,882 | \$66,404 | \$160,603 | 17 |
| >9 to 15 | \$38,160 | \$43,695 | \$55,116 | \$57,056 | \$64,818 | \$100,440 | 20 |
| >15 to 30 | \$44,000 | \$58,408 | \$64,210 | \$73,000 | \$78,725 | \$146,640 | 30 |
| More than 30 | \$49,668 | \$62,903 | \$70,000 | \$73,977 | \$84,150 | \$111,363 | 13 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|-----------|-----------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$41,423 | \$43,604 | \$53,426 | \$57,109 | \$72,457 | \$74,111 | 5 |
| 100 to 249 children | \$39,800 | \$44,916 | \$48,925 | \$48,106 | \$50,000 | \$53,000 | 10 |
| 250 to 499 children | \$40,000 | \$47,566 | \$58,261 | \$65,346 | \$69,784 | \$146,640 | 25 |
| 500 to 999 children | \$38,160 | \$54,908 | \$61,254 | \$63,903 | \$71,138 | \$128,544 | 30 |
| 1,000 or more children | \$47,000 | \$58,457 | \$63,000 | \$72,066 | \$86,711 | \$113,360 | 19 |
| Organizational Type | | | | | | | |
| Government-based | \$59,010 | \$66,902 | \$88,300 | \$101,973 | \$141,393 | \$160,603 | 9 |
| Hospital-based | \$67,808 | \$77,260 | \$97,500 | \$95,348 | \$112,362 | \$113,360 | 5 |
| Nonprofit | \$38,160 | \$48,838 | \$57,977 | \$58,920 | \$65,375 | \$128,544 | 81 |
| Region | | | | | | | |
| Midwestern | \$42,000 | \$52,470 | \$59,505 | \$64,200 | \$68,200 | \$128,544 | 22 |
| Northeast | \$45,000 | \$53,426 | \$66,950 | \$89,991 | \$136,146 | \$160,603 | 11 |
| Southern | \$38,160 | \$47,806 | \$55,116 | \$56,599 | \$62,952 | \$88,300 | 48 |
| Western | \$47,133 | \$67,029 | \$71,289 | \$74,855 | \$82,488 | \$111,363 | 14 |
| Service Area | | | | | | | |
| Urban | \$42,000 | \$57,977 | \$63,209 | \$73,242 | \$81,080 | \$146,640 | 35 |
| Suburban | \$40,000 | \$51,547 | \$59,010 | \$60,485 | \$66,325 | \$100,440 | 25 |
| Rural | \$38,160 | \$45,000 | \$48,925 | \$55,111 | \$65,125 | \$114,091 | 26 |
| Gender Identity | | | | | | | |
| Male | \$42,000 | \$47,000 | \$50,880 | \$71,336 | \$114,091 | \$146,640 | 7 |
| Female | \$38,160 | \$48,981 | \$60,000 | \$64,150 | \$70,451 | \$160,603 | 86 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$48,000 | \$55,483 | \$58,730 | \$60,434 | \$64,792 | \$79,166 | 6 |
| White | \$38,160 | \$48,925 | \$59,505 | \$64,858 | \$70,451 | \$160,603 | 82 |
| AIAN | \$58,457 | \$58,457 | \$66,284 | \$66,284 | \$74,111 | \$74,111 | 2 |
| Asian | - | - | - | - | - | - | 0 |
| NHPI | \$77,940 | \$77,940 | \$77,940 | \$77,940 | \$77,940 | \$77,940 | 1 |
| Multiple races | \$86,711 | \$86,711 | \$86,711 | \$86,711 | \$86,711 | \$86,711 | 1 |
| Other | \$42,000 | \$42,000 | \$60,978 | \$60,978 | \$79,955 | \$79,955 | 2 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$38,160 | \$43,000 | \$62,806 | \$58,629 | \$65,000 | \$88,300 | 11 |
| Not Hispanic or Latino | \$39,800 | \$48,925 | \$58,846 | \$64,734 | \$70,803 | \$160,603 | 79 |

Forensic Interviewer - Staff

This position should be included only if directly employed by the CAC or specifically contracted on an individual, ongoing basis with the CAC. Conducts interviews of child victims at the CAC. Participates in case review and peer review processes, bringing forensic interview perspectives to the team. Must meet foundational training and continuing education requirements per NCA National Standards of Accreditation for CACs.

Average # Years in Position (N = 827)

Mean: 4
Median: 3
Range: 0 to 29

Employment Type - % (count) (N = 912)

CAC employee: 91% (829)
CAC-paid contract staff: 5% (48)
Other paid contract staff: 4% (33)
Missing: <1% (2)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 83% (758)
<1 FTE, part-time: 16% (142)
Missing: 1% (12)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$17,500 | \$41,114 | \$47,200 | \$51,175 | \$56,014 | \$146,549 | 726 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|-----------|-----|
| Less than 1 year | \$17,500 | \$38,735 | \$43,680 | \$46,736 | \$52,008 | \$103,585 | 72 |
| 1 to 3 years | \$26,348 | \$39,254 | \$45,000 | \$47,890 | \$53,133 | \$124,579 | 320 |
| > 3 to 5 years | \$33,000 | \$42,875 | \$49,082 | \$53,985 | \$57,961 | \$135,000 | 122 |
| > 5 to 10 years | \$28,000 | \$44,877 | \$51,000 | \$54,454 | \$60,000 | \$146,549 | 103 |
| > 10 to 15 years | \$42,000 | \$50,412 | \$54,000 | \$59,864 | \$69,750 | \$105,000 | 37 |
| > 15 to 20 years | \$41,000 | \$42,500 | \$54,631 | \$62,507 | \$86,105 | \$100,000 | 9 |
| More than 20 years | \$41,600 | \$55,988 | \$72,591 | \$73,706 | \$91,966 | \$105,000 | 8 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|-----------|-----|
| Under \$250,000 | \$26,348 | \$34,528 | \$38,313 | \$44,097 | \$54,996 | \$82,000 | 48 |
| \$250,000 to \$499,999 | \$17,500 | \$38,000 | \$44,077 | \$45,482 | \$50,391 | \$78,957 | 122 |
| \$500,000 to \$999,999 | \$28,000 | \$40,193 | \$45,000 | \$49,549 | \$52,125 | \$146,549 | 213 |
| \$1,000,000 to \$1,999,999 | \$32,000 | \$43,000 | \$49,960 | \$53,325 | \$58,240 | \$103,585 | 148 |
| \$2,000,000 or more | \$31,994 | \$46,000 | \$52,274 | \$55,987 | \$58,400 | \$135,000 | 187 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|-----------|-----|
| 2 or fewer | \$31,208 | \$31,802 | \$33,500 | \$41,296 | \$47,176 | \$82,000 | 6 |
| >2 to 5 | \$17,500 | \$37,000 | \$43,190 | \$46,736 | \$52,312 | \$103,585 | 123 |
| >5 to 9 | \$29,250 | \$40,000 | \$44,733 | \$50,389 | \$53,750 | \$146,549 | 149 |
| >9 to 15 | \$30,000 | \$40,355 | \$45,750 | \$48,817 | \$54,038 | \$101,779 | 165 |
| >15 to 30 | \$31,994 | \$43,000 | \$49,700 | \$54,435 | \$58,993 | \$135,000 | 164 |
| More than 30 | \$35,000 | \$47,838 | \$51,750 | \$56,023 | \$58,348 | \$91,990 | 119 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$31,824 | \$42,000 | \$47,760 | \$49,673 | \$52,707 | \$68,000 | 19 |
| 100 to 249 children | \$17,500 | \$37,808 | \$43,000 | \$48,327 | \$53,010 | \$120,000 | 130 |
| 250 to 499 children | \$29,250 | \$40,184 | \$46,000 | \$49,375 | \$55,963 | \$98,825 | 185 |
| 500 to 999 children | \$28,000 | \$41,165 | \$46,366 | \$50,070 | \$55,875 | \$124,579 | 172 |
| 1,000 or more children | \$35,000 | \$46,005 | \$51,474 | \$54,524 | \$57,066 | \$101,779 | 176 |
| Organizational Type | | | | | | | |
| Government-based | \$31,994 | \$50,804 | \$62,314 | \$68,189 | \$79,003 | \$146,549 | 104 |
| Hospital-based | \$30,586 | \$51,290 | \$55,950 | \$60,242 | \$65,273 | \$91,990 | 77 |
| Nonprofit | \$17,500 | \$39,520 | \$44,995 | \$46,485 | \$51,438 | \$90,438 | 544 |
| Region | | | | | | | |
| Midwestern | \$30,867 | \$43,260 | \$47,760 | \$49,330 | \$55,060 | \$80,829 | 156 |
| Northeast | \$17,500 | \$45,202 | \$54,162 | \$59,809 | \$63,147 | \$146,549 | 84 |
| Southern | \$28,000 | \$39,000 | \$44,733 | \$46,446 | \$51,377 | \$120,000 | 373 |
| Western | \$30,586 | \$45,279 | \$58,523 | \$62,270 | \$78,325 | \$103,585 | 112 |
| Service Area | | | | | | | |
| Urban | \$28,000 | \$43,555 | \$51,000 | \$53,274 | \$57,500 | \$124,579 | 273 |
| Suburban | \$30,459 | \$43,230 | \$49,183 | \$53,857 | \$60,682 | \$120,000 | 193 |
| Rural | \$17,500 | \$38,844 | \$42,500 | \$44,948 | \$47,969 | \$105,000 | 185 |
| Gender Identity | | | | | | | |
| Male | \$28,000 | \$44,278 | \$63,767 | \$67,575 | \$79,931 | \$146,549 | 53 |
| Female | \$17,500 | \$41,000 | \$47,000 | \$49,967 | \$55,000 | \$135,000 | 625 |
| Additional gender | \$36,726 | \$36,726 | \$36,726 | \$36,726 | \$36,726 | \$36,726 | 1 |
| Race | | | | | | | |
| Black or African American | \$28,000 | \$39,509 | \$49,788 | \$51,452 | \$58,185 | \$94,929 | 56 |
| White | \$17,500 | \$41,349 | \$47,175 | \$51,342 | \$55,417 | \$146,549 | 544 |
| AIAN | \$30,000 | \$40,000 | \$46,592 | \$47,452 | \$55,500 | \$63,051 | 15 |
| Asian | \$42,000 | \$43,620 | \$49,510 | \$52,530 | \$62,384 | \$72,600 | 8 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | \$32,448 | \$39,500 | \$52,000 | \$55,385 | \$70,132 | \$92,821 | 13 |
| Other | \$35,000 | \$40,420 | \$49,000 | \$50,632 | \$56,446 | \$90,438 | 34 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$35,000 | \$43,305 | \$49,039 | \$53,376 | \$56,860 | \$121,467 | 129 |
| Not Hispanic or Latino | \$17,500 | \$40,852 | \$47,000 | \$51,113 | \$55,982 | \$146,549 | 490 |

Advocacy Services (Victim/Child/Family) - Director

Designated position to determine and oversee the focus and direction of the victim support and advocacy services of the CAC. Provides supervision to direct service staff and may also provide victim support and advocacy services. Participates in case review in a leadership capacity, bringing victim advocacy perspectives to the team. If providing direct services, must meet foundational training and continuing education requirements per NCA National Standards of Accreditation.

Average # Years in Position (N = 81)

Mean: 7
Median: 5
Range: 0 to 30

Employment Type - % (count) (N = 89)

CAC employee: 94% (84)
CAC-paid contract staff: 2% (2)
Other paid contract staff: 1% (1)
Missing: 2% (2)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 91% (81)
<1 FTE, part-time: 8% (7)
Missing: 1% (1)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$33,280 | \$49,699 | \$57,750 | \$59,532 | \$69,000 | \$111,363 | 77 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|-----------|----|
| Less than 1 year | \$84,000 | \$84,000 | \$84,000 | \$84,000 | \$84,000 | \$84,000 | 1 |
| 1 to 3 years | \$33,280 | \$45,000 | \$51,512 | \$53,973 | \$63,000 | \$82,000 | 27 |
| > 3 to 5 years | \$45,084 | \$50,498 | \$58,114 | \$56,400 | \$59,483 | \$67,000 | 10 |
| > 5 to 10 years | \$36,050 | \$47,896 | \$51,750 | \$57,116 | \$68,381 | \$85,000 | 20 |
| > 10 to 15 years | \$73,200 | \$73,200 | \$79,261 | \$79,261 | \$85,322 | \$85,322 | 2 |
| > 15 to 20 years | \$40,500 | \$43,000 | \$66,021 | \$68,212 | \$82,731 | \$111,363 | 7 |
| More than 20 years | \$49,399 | \$55,200 | \$62,800 | \$64,240 | \$74,000 | \$74,000 | 5 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|-----------|----|
| Under \$250,000 | \$33,600 | \$39,800 | \$55,000 | \$50,317 | \$58,494 | \$59,987 | 5 |
| \$250,000 to \$499,999 | \$33,280 | \$38,695 | \$41,346 | \$43,749 | \$49,515 | \$60,000 | 6 |
| \$500,000 to \$999,999 | \$36,050 | \$47,973 | \$52,485 | \$54,416 | \$62,850 | \$73,882 | 18 |
| \$1,000,000 to \$1,999,999 | \$42,000 | \$48,464 | \$50,664 | \$55,510 | \$59,775 | \$82,731 | 21 |
| \$2,000,000 or more | \$48,470 | \$58,658 | \$70,063 | \$71,181 | \$80,607 | \$111,363 | 26 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|-----------|----|
| 2 or fewer | \$55,000 | \$55,000 | \$55,000 | \$55,000 | \$55,000 | \$55,000 | 1 |
| >2 to 5 | \$33,600 | \$42,019 | \$53,000 | \$50,435 | \$59,290 | \$60,000 | 8 |
| >5 to 9 | \$33,280 | \$44,344 | \$50,756 | \$52,088 | \$60,188 | \$74,000 | 16 |
| >9 to 15 | \$36,050 | \$46,250 | \$55,255 | \$57,971 | \$69,776 | \$82,731 | 16 |
| >15 to 30 | \$43,000 | \$50,037 | \$56,595 | \$59,774 | \$73,200 | \$85,000 | 19 |
| More than 30 | \$48,470 | \$58,606 | \$70,000 | \$72,285 | \$79,971 | \$111,363 | 17 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$33,600 | \$33,600 | \$57,000 | \$50,200 | \$60,000 | \$60,000 | 3 |
| 100 to 249 children | \$33,280 | \$40,500 | \$46,000 | \$45,987 | \$49,399 | \$66,021 | 7 |
| 250 to 499 children | \$42,000 | \$49,500 | \$53,458 | \$56,593 | \$64,000 | \$82,731 | 13 |
| 500 to 999 children | \$36,050 | \$45,042 | \$50,720 | \$55,439 | \$62,300 | \$80,142 | 21 |
| 1,000 or more children | \$47,528 | \$58,000 | \$63,135 | \$67,743 | \$74,000 | \$111,363 | 23 |
| Organizational Type | | | | | | | |
| Government-based | \$50,000 | \$60,763 | \$72,063 | \$68,788 | \$76,360 | \$80,000 | 8 |
| Hospital-based | \$56,014 | \$56,607 | \$62,800 | \$79,748 | \$111,363 | \$111,363 | 5 |
| Nonprofit | \$33,280 | \$46,774 | \$53,458 | \$55,474 | \$62,109 | \$85,322 | 61 |
| Region | | | | | | | |
| Midwestern | \$50,000 | \$50,470 | \$61,000 | \$62,058 | \$73,200 | \$80,000 | 11 |
| Northeast | \$45,000 | \$46,000 | \$56,014 | \$55,727 | \$63,000 | \$74,000 | 11 |
| Southern | \$33,280 | \$44,162 | \$51,512 | \$54,325 | \$62,418 | \$82,731 | 39 |
| Western | \$47,528 | \$56,100 | \$67,000 | \$70,667 | \$81,234 | \$111,363 | 13 |
| Service Area | | | | | | | |
| Urban | \$40,692 | \$45,771 | \$62,400 | \$64,070 | \$74,787 | \$111,363 | 26 |
| Suburban | \$33,280 | \$50,000 | \$58,000 | \$56,410 | \$61,709 | \$80,000 | 21 |
| Rural | \$33,600 | \$45,765 | \$52,479 | \$52,948 | \$57,900 | \$74,000 | 14 |
| Gender Identity | | | | | | | |
| Male | - | - | - | - | - | - | 0 |
| Female | \$33,280 | \$49,000 | \$57,200 | \$58,688 | \$68,000 | \$111,363 | 71 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$40,692 | \$49,998 | \$58,000 | \$59,087 | \$70,126 | \$84,000 | 15 |
| White | \$33,280 | \$47,146 | \$52,729 | \$57,937 | \$71,076 | \$111,363 | 46 |
| AIAN | - | - | - | - | - | - | 0 |
| Asian | - | - | - | - | - | - | 0 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | \$57,200 | \$57,200 | \$57,200 | \$57,200 | \$57,200 | \$57,200 | 1 |
| Other | \$51,512 | \$55,872 | \$58,606 | \$61,869 | \$64,355 | \$85,322 | 8 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$39,000 | \$51,999 | \$58,114 | \$57,974 | \$64,355 | \$85,322 | 16 |
| Not Hispanic or Latino | \$33,280 | \$45,771 | \$51,082 | \$56,387 | \$63,034 | \$111,363 | 46 |

Advocacy Services (Victim/Child/Family) - Staff

This position should only be included if directly employed by the CAC or specifically contracted on an individual, ongoing basis with the CAC. Provides victim support and advocacy services to CAC clients and their families. This may be for the life of the case or only for a specific period of time during the case. Ensures children and families have access to support services, including, but not limited to, mental health and medical services. Participates in case review and brings victim advocacy perspectives to the team.

| Average # Years in Position (N = 982) | Employment Type - % (count) (N = 1,055) | Full-Time or Part-Time - % (count) |
|---------------------------------------|---|------------------------------------|
| Mean: 3 | CAC employee: 97% (1,025) | 1 FTE, full-time: 85% (891) |
| Median: 2 | CAC-paid contract staff: 2% (20) | <1 FTE, part-time: 15% (159) |
| Range: 0 to 32 | Other paid contract staff: 1% (8) | Missing: <1% (5) |
| | Missing: <1% (2) | |

| Full-Time Positions Only | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$19,120 | \$36,608 | \$41,424 | \$43,121 | \$47,373 | \$105,003 | 873 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|-----|
| Less than 1 year | \$23,960 | \$36,000 | \$40,000 | \$43,059 | \$45,000 | \$91,894 | 132 |
| 1 to 3 years | \$19,120 | \$35,805 | \$40,000 | \$41,113 | \$45,050 | \$91,894 | 449 |
| > 3 to 5 years | \$31,518 | \$38,544 | \$43,200 | \$45,642 | \$50,000 | \$91,894 | 119 |
| > 5 to 10 years | \$24,960 | \$39,188 | \$46,175 | \$46,519 | \$53,494 | \$71,000 | 66 |
| > 10 to 15 years | \$32,671 | \$38,490 | \$44,054 | \$45,354 | \$53,951 | \$65,257 | 28 |
| >15 to 20 years | \$33,357 | \$36,821 | \$42,351 | \$45,733 | \$55,214 | \$61,751 | 16 |
| More than 20 years | \$44,986 | \$48,690 | \$57,988 | \$60,630 | \$71,496 | \$79,290 | 10 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|-----------|-----|
| Under \$250,000 | \$19,120 | \$32,328 | \$37,000 | \$37,125 | \$40,224 | \$62,245 | 61 |
| \$250,000 to \$499,999 | \$24,960 | \$35,180 | \$38,000 | \$39,297 | \$43,680 | \$68,690 | 153 |
| \$500,000 to \$999,999 | \$23,960 | \$36,058 | \$40,000 | \$41,385 | \$45,000 | \$79,290 | 257 |
| \$1,000,000 to \$1,999,999 | \$30,000 | \$36,066 | \$40,100 | \$42,715 | \$46,388 | \$105,003 | 162 |
| \$2,000,000 or more | \$30,160 | \$42,000 | \$47,245 | \$49,232 | \$54,000 | \$91,894 | 234 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|-----------|-----|
| 2 or fewer | \$26,325 | \$34,420 | \$38,192 | \$39,533 | \$43,296 | \$61,374 | 13 |
| >2 to 5 | \$19,120 | \$34,209 | \$37,950 | \$38,718 | \$42,085 | \$68,690 | 146 |
| >5 to 9 | \$23,960 | \$36,049 | \$40,920 | \$42,245 | \$46,086 | \$79,290 | 178 |
| >9 to 15 | \$26,000 | \$35,775 | \$39,510 | \$41,310 | \$45,071 | \$79,948 | 216 |
| >15 to 30 | \$30,000 | \$37,160 | \$41,600 | \$43,086 | \$47,565 | \$105,003 | 174 |
| More than 30 | \$31,846 | \$43,420 | \$48,150 | \$51,632 | \$55,472 | \$91,894 | 146 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$26,325 | \$37,440 | \$39,696 | \$43,330 | \$47,760 | \$68,690 | 39 |
| 100 to 249 children | \$19,120 | \$34,006 | \$37,638 | \$39,312 | \$43,680 | \$71,000 | 170 |
| 250 to 499 children | \$24,960 | \$36,000 | \$39,804 | \$41,641 | \$45,760 | \$105,003 | 224 |
| 500 to 999 children | \$23,960 | \$37,000 | \$40,165 | \$41,406 | \$45,000 | \$79,290 | 187 |
| 1,000 or more children | \$29,957 | \$42,000 | \$47,047 | \$49,624 | \$54,520 | \$91,894 | 193 |
| Organizational Type | | | | | | | |
| Government-based | \$31,286 | \$41,082 | \$51,360 | \$51,042 | \$58,400 | \$105,003 | 96 |
| Hospital-based | \$39,332 | \$44,375 | \$49,798 | \$55,766 | \$61,316 | \$91,894 | 54 |
| Nonprofit | \$19,120 | \$36,000 | \$40,000 | \$40,917 | \$45,000 | \$69,632 | 713 |
| Region | | | | | | | |
| Midwestern | \$19,120 | \$38,135 | \$42,241 | \$43,158 | \$46,631 | \$79,290 | 188 |
| Northeast | \$30,618 | \$35,615 | \$40,000 | \$42,011 | \$45,000 | \$105,003 | 106 |
| Southern | \$23,960 | \$36,000 | \$39,651 | \$41,060 | \$45,135 | \$70,151 | 434 |
| Western | \$25,406 | \$40,074 | \$45,380 | \$49,596 | \$54,693 | \$91,894 | 132 |
| Service Area | | | | | | | |
| Urban | \$19,120 | \$37,824 | \$43,260 | \$45,865 | \$51,362 | \$105,003 | 316 |
| Suburban | \$26,000 | \$39,000 | \$42,016 | \$43,675 | \$47,035 | \$79,290 | 196 |
| Rural | \$24,960 | \$35,000 | \$38,000 | \$39,505 | \$43,065 | \$71,000 | 258 |
| Gender Identity | | | | | | | |
| Male | \$25,650 | \$36,691 | \$42,122 | \$43,486 | \$47,820 | \$91,894 | 42 |
| Female | \$19,120 | \$36,960 | \$41,600 | \$43,320 | \$47,762 | \$105,003 | 767 |
| Additional gender | \$38,958 | \$38,958 | \$39,302 | \$39,302 | \$39,645 | \$39,645 | 2 |
| Race | | | | | | | |
| Black or African American | \$25,650 | \$37,002 | \$42,078 | \$43,009 | \$47,000 | \$65,257 | 105 |
| White | \$19,120 | \$36,668 | \$41,158 | \$43,119 | \$48,000 | \$105,003 | 583 |
| AIAN | \$33,200 | \$38,880 | \$42,386 | \$44,733 | \$49,971 | \$68,690 | 14 |
| Asian | \$27,000 | \$34,580 | \$43,709 | \$44,200 | \$53,126 | \$65,257 | 8 |
| NHPI | \$34,000 | \$34,000 | \$41,200 | \$43,400 | \$55,000 | \$55,000 | 3 |
| Multiple races | \$25,650 | \$31,500 | \$35,610 | \$38,627 | \$43,222 | \$57,438 | 15 |
| Other | \$30,160 | \$37,500 | \$41,392 | \$41,932 | \$44,584 | \$60,700 | 47 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$30,160 | \$38,501 | \$43,260 | \$44,891 | \$48,153 | \$91,894 | 181 |
| Not Hispanic or Latino | \$19,120 | \$36,400 | \$40,742 | \$42,559 | \$46,683 | \$105,003 | 546 |

Medical Services - Director

Designated position to determine and oversee the focus and direction of the medical evaluation program of the CAC. Provides supervision to direct service staff. May also conduct medical evaluations and/or act as an advanced medical consultant to review exam findings when warranted. Participates in case review and peer review processes in a leadership capacity, bringing medical perspectives to the team. If providing direct services, must meet foundational training and continuing education requirements per NCA National Standards of Accreditation for CACs.

| Average # Years in Position (N = 49) | Employment Type - % (count) (N = 55) | Full-Time or Part-Time - % (count) |
|--------------------------------------|--------------------------------------|------------------------------------|
| Mean: 9 | CAC employee: 56% (31) | 1 FTE, full-time: 33% (18) |
| Median: 7 | CAC-paid contract staff: 27% (15) | <1 FTE, part-time: 53% (29) |
| Range: <1 to 25 | Other paid contract staff: 13% (7) | Missing: 15% (8) |
| | Missing: 4% (2) | |

| Full-Time Positions Only | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--------------------------|----------|-----------------|-----------|-----------|-----------------|-----------|-------|
| All | \$60,000 | \$130,473 | \$195,308 | \$185,224 | \$228,209 | \$298,156 | 18 |

Years in Position

| | | | | | | | |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|---|
| Less than 1 year | - | - | - | - | - | - | 0 |
| 1 to 3 years | \$98,336 | \$100,002 | \$168,650 | \$180,159 | \$271,825 | \$285,000 | 4 |
| > 3 to 5 years | \$210,000 | \$210,000 | \$215,675 | \$221,558 | \$239,000 | \$239,000 | 3 |
| > 5 to 10 years | \$126,043 | \$126,043 | \$145,833 | \$151,541 | \$182,746 | \$182,746 | 3 |
| > 10 to 15 years | \$195,082 | \$195,082 | \$197,541 | \$197,541 | \$200,000 | \$200,000 | 2 |
| > 15 to 20 years | \$60,000 | \$93,883 | \$211,189 | \$195,133 | \$280,328 | \$298,156 | 4 |
| More than 20 years | \$186,538 | \$186,538 | \$186,538 | \$186,538 | \$186,538 | \$186,538 | 1 |

Budget

| | | | | | | | |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---|
| Under \$250,000 | - | - | - | - | - | - | 0 |
| \$250,000 to \$499,999 | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 | 1 |
| \$500,000 to \$999,999 | \$105,000 | \$127,521 | \$197,541 | \$199,560 | \$273,617 | \$298,156 | 4 |
| \$1,000,000 to \$1,999,999 | \$126,043 | \$128,997 | \$182,746 | \$169,254 | \$202,767 | \$210,000 | 5 |
| \$2,000,000 or more | \$98,336 | \$156,009 | \$221,260 | \$203,691 | \$237,325 | \$285,000 | 8 |

Total Staff (FTE)

| | | | | | | | |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|---|
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | - | - | - | - | - | - | 0 |
| >5 to 9 | \$60,000 | \$60,000 | \$179,078 | \$179,078 | \$298,156 | \$298,156 | 2 |
| >9 to 15 | \$105,000 | \$143,873 | \$195,082 | \$175,672 | \$197,767 | \$200,000 | 5 |
| >15 to 30 | \$98,336 | \$126,043 | \$145,833 | \$160,792 | \$210,000 | \$226,845 | 7 |
| More than 30 | \$215,675 | \$219,831 | \$235,650 | \$242,994 | \$273,500 | \$285,000 | 4 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|-----------|-----------------|-----------|-----------|-----------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | - | - | - | - | - | - | 0 |
| 100 to 249 children | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 | 1 |
| 250 to 499 children | \$126,043 | \$140,219 | \$189,140 | \$176,081 | \$198,883 | \$200,000 | 4 |
| 500 to 999 children | \$105,000 | \$131,950 | \$186,538 | \$184,980 | \$232,300 | \$298,156 | 7 |
| 1,000 or more children | \$98,336 | \$182,084 | \$221,260 | \$212,476 | \$250,500 | \$285,000 | 6 |
| Organizational Type | | | | | | | |
| Government-based | - | - | - | - | - | - | 0 |
| Hospital-based | \$195,082 | \$210,000 | \$226,845 | \$238,537 | \$285,000 | \$298,156 | 7 |
| Nonprofit | \$60,000 | \$105,000 | \$145,833 | \$151,298 | \$195,533 | \$232,300 | 11 |
| Region | | | | | | | |
| Midwestern | \$60,000 | \$69,584 | \$146,709 | \$145,066 | \$218,904 | \$226,845 | 4 |
| Northeast | \$182,746 | \$182,746 | \$195,533 | \$225,478 | \$298,156 | \$298,156 | 3 |
| Southern | \$105,000 | \$110,261 | \$163,022 | \$167,511 | \$229,250 | \$239,000 | 4 |
| Western | \$131,950 | \$145,833 | \$210,000 | \$201,042 | \$232,300 | \$285,000 | 7 |
| Service Area | | | | | | | |
| Urban | \$60,000 | \$158,145 | \$212,838 | \$197,179 | \$235,961 | \$285,000 | 8 |
| Suburban | \$98,336 | \$103,334 | \$184,642 | \$166,742 | \$204,725 | \$232,300 | 6 |
| Rural | \$131,950 | \$131,950 | \$215,053 | \$215,053 | \$298,156 | \$298,156 | 2 |
| Gender Identity | | | | | | | |
| Male | \$210,000 | \$210,000 | \$232,300 | \$246,819 | \$298,156 | \$298,156 | 3 |
| Female | \$60,000 | \$126,043 | \$186,538 | \$172,905 | \$215,675 | \$285,000 | 15 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$215,675 | \$215,675 | \$232,300 | \$228,992 | \$239,000 | \$239,000 | 3 |
| White | \$60,000 | \$126,043 | \$186,538 | \$176,471 | \$210,000 | \$298,156 | 15 |
| AIAN | - | - | - | - | - | - | 0 |
| Asian | - | - | - | - | - | - | 0 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | - | - | - | - | - | - | 0 |
| Other | - | - | - | - | - | - | 0 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | - | - | - | - | - | - | 0 |
| Not Hispanic or Latino | \$60,000 | \$130,473 | \$195,308 | \$185,224 | \$228,209 | \$298,156 | 18 |

Medical Provider - Doctorate Level

This position should only be included if directly employed by the CAC or specifically contracted on an individual, ongoing basis with the CAC. Do not include general contracts with hospitals/medical organizations. Medical professionals of this level typically have a bachelor's degree followed by a degree from a four-year medical school and, depending on their specialty, three to seven years of additional training.

Credentials for doctors may include:

- M.D.: Doctor of medicine/physician
- D.O.: Doctor of osteopathic medicine; equivalent to an M.D.
- M.B.B.S.: Bachelor of medicine, bachelor of surgery; an international medical degree equivalent to an M.D. in the U.S. system (also abbreviated as M.B., Ch.B.; M.B., B.Ch.; M.B., B.Chir.)
- Specific to CACs, this may include: family medical physician, emergency medical physician, general pediatrician (not specialist), or child abuse pediatrician (specialist).

Average # Years in Position (N = 57)

Mean: 8

Median: 6

Range: 1 to 30

Employment Type - % (count) (N = 70)

CAC employee: 43% (30)

CAC-paid contract staff: 43% (30)

Other paid contract staff: 11% (8)

Missing: 3% (2)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 30% (21)

<1 FTE, part-time: 66% (46)

Missing: 4% (3)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|-----------|-----------|-----------------|-----------|-------|
| All | \$64,002 | \$105,742 | \$185,000 | \$165,301 | \$219,716 | \$254,800 | 17 |

Years in Position

| | | | | | | | |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|---|
| Less than 1 year | - | - | - | - | - | - | 0 |
| 1 to 3 years | \$64,002 | \$72,104 | \$138,501 | \$138,279 | \$196,250 | \$224,433 | 8 |
| > 3 to 5 years | \$129,000 | \$129,000 | \$215,000 | \$194,000 | \$238,000 | \$238,000 | 3 |
| > 5 to 10 years | \$82,277 | \$82,277 | \$168,539 | \$168,539 | \$254,800 | \$254,800 | 2 |
| > 10 to 15 years | \$248,893 | \$248,893 | \$248,893 | \$248,893 | \$248,893 | \$248,893 | 1 |
| >15 to 20 years | \$135,914 | \$135,914 | \$135,914 | \$135,914 | \$135,914 | \$135,914 | 1 |
| More than 20 years | - | - | - | - | - | - | 0 |

Budget

| | | | | | | | |
|----------------------------|----------|-----------|-----------|-----------|-----------|-----------|----|
| Under \$250,000 | - | - | - | - | - | - | 0 |
| \$250,000 to \$499,999 | - | - | - | - | - | - | 0 |
| \$500,000 to \$999,999 | \$89,483 | \$89,483 | \$89,483 | \$89,483 | \$89,483 | \$89,483 | 1 |
| \$1,000,000 to \$1,999,999 | \$82,277 | \$82,277 | \$168,539 | \$168,539 | \$254,800 | \$254,800 | 2 |
| \$2,000,000 or more | \$64,002 | \$127,250 | \$192,500 | \$170,254 | \$217,358 | \$248,893 | 14 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--|---------|-----------------|--------|------|-----------------|---------|-------|
|--|---------|-----------------|--------|------|-----------------|---------|-------|

Total Staff (FTE)

| | | | | | | | |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|---|
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | - | - | - | - | - | - | 0 |
| >5 to 9 | \$254,800 | \$254,800 | \$254,800 | \$254,800 | \$254,800 | \$254,800 | 1 |
| >9 to 15 | \$89,483 | \$89,483 | \$109,242 | \$109,242 | \$129,000 | \$129,000 | 2 |
| >15 to 30 | \$64,002 | \$70,302 | \$128,957 | \$134,813 | \$200,000 | \$238,000 | 8 |
| More than 30 | \$185,000 | \$196,250 | \$200,000 | \$209,721 | \$230,548 | \$248,893 | 6 |

Annual # Children Served

| | | | | | | | |
|-------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---|
| Fewer than 100 children | - | - | - | - | - | - | 0 |
| 100 to 249 children | \$89,483 | \$89,483 | \$89,483 | \$89,483 | \$89,483 | \$89,483 | 1 |
| 250 to 499 children | \$254,800 | \$254,800 | \$254,800 | \$254,800 | \$254,800 | \$254,800 | 1 |
| 500 to 999 children | \$82,277 | \$112,069 | \$172,000 | \$168,452 | \$227,825 | \$238,000 | 6 |
| 1,000 or more children | \$64,002 | \$101,112 | \$185,000 | \$161,680 | \$200,000 | \$248,893 | 9 |

Organizational Type

| | | | | | | | |
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|----|
| Government-based | \$215,000 | \$215,000 | \$226,500 | \$226,500 | \$238,000 | \$238,000 | 2 |
| Hospital-based | \$64,002 | \$113,328 | \$192,500 | \$170,301 | \$212,223 | \$254,800 | 10 |
| Nonprofit | \$82,277 | \$85,880 | \$122,000 | \$130,821 | \$180,173 | \$224,433 | 5 |

Region

| | | | | | | | |
|------------|-----------|-----------|-----------|-----------|-----------|-----------|---|
| Midwestern | \$64,002 | \$64,579 | \$97,655 | \$103,578 | \$148,501 | \$155,002 | 4 |
| Northeast | \$135,914 | \$135,914 | \$195,357 | \$195,357 | \$254,800 | \$254,800 | 2 |
| Southern | \$82,277 | \$85,880 | \$185,000 | \$161,952 | \$226,500 | \$238,000 | 5 |
| Western | \$122,000 | \$180,500 | \$200,000 | \$199,221 | \$230,548 | \$248,893 | 6 |

Service Area

| | | | | | | | |
|----------|-----------|-----------|-----------|-----------|-----------|-----------|----|
| Urban | \$64,002 | \$92,208 | \$145,458 | \$149,033 | \$200,000 | \$248,893 | 12 |
| Suburban | \$224,433 | \$224,433 | \$239,616 | \$239,616 | \$254,800 | \$254,800 | 2 |
| Rural | \$89,483 | \$89,483 | \$215,000 | \$180,828 | \$238,000 | \$238,000 | 3 |

Gender Identity

| | | | | | | | |
|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|----|
| Male | \$215,000 | \$215,000 | \$238,000 | \$233,964 | \$248,893 | \$248,893 | 3 |
| Female | \$64,002 | \$87,682 | \$145,458 | \$150,587 | \$200,000 | \$254,800 | 14 |
| Additional gender | - | - | - | - | - | - | - |

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|-----------|-----------------|-----------|-----------|-----------------|-----------|-------|
| Race | | | | | | | |
| Black or African American | \$64,002 | \$64,002 | \$99,958 | \$99,958 | \$135,914 | \$135,914 | 2 |
| White | \$66,310 | \$89,483 | \$200,000 | \$174,251 | \$238,000 | \$254,800 | 11 |
| AIAN | - | - | - | - | - | - | 0 |
| Asian | \$129,000 | \$135,500 | \$170,000 | \$173,359 | \$214,575 | \$224,433 | 4 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | - | - | - | - | - | - | 0 |
| Other | - | - | - | - | - | - | 0 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | - | - | - | - | - | - | - |
| Not Hispanic or Latino | \$64,002 | \$105,742 | \$185,000 | \$165,301 | \$219,716 | \$254,800 | 17 |

Medical Provider - Nurse Level

This position should only be included if directly employed by the CAC or specifically contracted on an individual, ongoing basis with the CAC. Do not include general contracts with hospitals/medical organizations. Registered nurses usually take one of three education paths: a bachelor's degree in nursing, an associate degree in nursing, or a diploma from a nursing program. Registered nurses should not be confused with licensed practical nurses. Licensed practical nurses undergo less training (generally a one-year nursing program) and work under the direction of doctors and registered nurses. Nurse practitioners, nurse-midwives, and nurse anesthetists, also referred to as advanced practice registered nurses, must earn at least a master's degree.

Credentials for nurses may include:

- R.N.: Registered nurse
- N.P.: Nurse practitioner
- A.P.N.P.: Advanced practice nurse practitioner (also abbreviated as A.P.N.)
- A.P.R.N.: Advanced practice registered nurse (also abbreviated as A.P.R.)
- C.N.M.: Certified nurse-midwife
- C.N.P.: Certified nurse practitioner (also abbreviated as N.P.-C. or N.P.B.C.)
- C.R.N.A.: Certified registered nurse anesthetist
- D.N.P.: Doctor of nursing practice
- L.P.N.: Licensed practical nurse
- S.A.N.E.: Sexual assault nurse examiner
- F.N.E.: Forensic nurse examiner

Average # Years in Position (N = 193)

Mean: 6

Median: 4

Range: 0 to 30

Employment Type - % (count) (N = 221)

CAC employee: 68% (150)

CAC-paid contract staff: 24% (54)

Other paid contract staff: 7% (15)

Missing: 1% (2)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 33% (73)

<1 FTE, part-time: 58% (128)

Missing: 9% (20)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$35,068 | \$63,470 | \$88,570 | \$91,583 | \$109,609 | \$228,259 | 68 |

Years in Position

| | | | | | | | |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|----|
| Less than 1 year | \$67,000 | \$67,000 | \$107,930 | \$103,310 | \$135,000 | \$135,000 | 3 |
| 1 to 3 years | \$35,068 | \$60,000 | \$83,818 | \$82,149 | \$103,462 | \$140,850 | 24 |
| > 3 to 5 years | \$41,000 | \$73,500 | \$104,860 | \$96,772 | \$120,054 | \$138,915 | 16 |
| > 5 to 10 years | \$53,000 | \$60,339 | \$87,139 | \$81,547 | \$97,398 | \$102,502 | 8 |
| > 10 to 15 years | \$58,937 | \$80,725 | \$112,605 | \$124,553 | \$153,085 | \$228,259 | 7 |
| >15 to 20 years | \$50,886 | \$53,905 | \$71,380 | \$69,630 | \$83,604 | \$84,872 | 4 |
| More than 20 years | \$106,465 | \$106,465 | \$106,465 | \$106,465 | \$106,465 | \$106,465 | 1 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|-----------|-----------------|-----------|-----------|-----------------|-----------|-------|
| Budget | | | | | | | |
| Under \$250,000 | \$105,331 | \$105,331 | \$105,331 | \$105,331 | \$105,331 | \$105,331 | 1 |
| \$250,000 to \$499,999 | \$47,308 | \$66,995 | \$87,596 | \$92,103 | \$119,465 | \$131,000 | 5 |
| \$500,000 to \$999,999 | \$41,000 | \$53,000 | \$67,000 | \$68,878 | \$84,872 | \$106,465 | 11 |
| \$1,000,000 to \$1,999,999 | \$43,300 | \$64,750 | \$94,937 | \$103,592 | \$134,911 | \$228,259 | 20 |
| \$2,000,000 or more | \$35,068 | \$72,769 | \$96,568 | \$91,605 | \$111,011 | \$135,000 | 30 |
| Total Staff (FTE) | | | | | | | |
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | \$47,308 | \$68,077 | \$97,305 | \$119,248 | \$184,797 | \$228,259 | 6 |
| >5 to 9 | \$41,000 | \$57,912 | \$86,694 | \$82,968 | \$105,898 | \$131,000 | 9 |
| >9 to 15 | \$53,000 | \$60,000 | \$80,000 | \$89,366 | \$130,906 | \$153,085 | 13 |
| >15 to 30 | \$35,068 | \$67,700 | \$92,552 | \$86,042 | \$103,054 | \$122,116 | 21 |
| More than 30 | \$55,332 | \$75,358 | \$99,745 | \$94,568 | \$112,156 | \$135,000 | 19 |
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$84,136 | \$84,136 | \$96,033 | \$96,033 | \$107,930 | \$107,930 | 2 |
| 100 to 249 children | \$47,308 | \$54,231 | \$77,500 | \$72,247 | \$85,011 | \$86,681 | 4 |
| 250 to 499 children | \$41,000 | \$60,000 | \$92,204 | \$99,876 | \$132,979 | \$228,259 | 18 |
| 500 to 999 children | \$50,886 | \$70,490 | \$85,783 | \$89,142 | \$107,469 | \$153,085 | 14 |
| 1,000 or more children | \$35,068 | \$63,050 | \$96,568 | \$89,870 | \$110,466 | \$135,000 | 28 |
| Organizational Type | | | | | | | |
| Government-based | \$35,068 | \$85,886 | \$106,864 | \$97,864 | \$113,293 | \$121,839 | 10 |
| Hospital-based | \$43,300 | \$62,540 | \$96,013 | \$101,138 | \$118,536 | \$228,259 | 16 |
| Nonprofit | \$41,000 | \$61,000 | \$87,596 | \$86,653 | \$101,123 | \$153,085 | 41 |
| Region | | | | | | | |
| Midwestern | \$62,400 | \$62,540 | \$76,762 | \$82,960 | \$97,271 | \$131,000 | 8 |
| Northeast | \$43,300 | \$85,324 | \$91,753 | \$95,830 | \$118,789 | \$138,915 | 8 |
| Southern | \$41,000 | \$60,000 | \$85,866 | \$83,013 | \$103,209 | \$135,000 | 38 |
| Western | \$35,068 | \$93,965 | \$112,605 | \$120,370 | \$146,968 | \$228,259 | 13 |
| Service Area | | | | | | | |
| Urban | \$35,068 | \$62,680 | \$86,681 | \$93,715 | \$112,157 | \$228,259 | 29 |
| Suburban | \$65,000 | \$95,698 | \$108,086 | \$112,820 | \$133,000 | \$153,085 | 13 |
| Rural | \$47,308 | \$61,000 | \$80,000 | \$77,203 | \$89,878 | \$107,263 | 9 |

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|-----------|-----------------|-----------|-----------|-----------------|-----------|-------|
| Gender Identity | | | | | | | |
| Male | - | - | - | - | - | - | 0 |
| Female | \$35,068 | \$62,960 | \$88,400 | \$90,408 | \$108,516 | \$228,259 | 67 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$88,740 | \$88,740 | \$105,290 | \$105,290 | \$121,839 | \$121,839 | 2 |
| White | \$35,068 | \$63,980 | \$87,596 | \$90,125 | \$108,008 | \$228,259 | 61 |
| AIAN | - | - | - | - | - | - | 0 |
| Asian | \$112,157 | \$112,157 | \$112,157 | \$112,157 | \$112,157 | \$112,157 | 1 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | - | - | - | - | - | - | 0 |
| Other | \$112,156 | \$112,156 | \$112,156 | \$112,156 | \$112,156 | \$112,156 | 1 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$110,629 | \$110,629 | \$111,393 | \$111,393 | \$112,156 | \$112,156 | 2 |
| Not Hispanic or Latino | \$41,000 | \$65,000 | \$88,400 | \$90,501 | \$109,086 | \$228,259 | 55 |

Mental Health Services - Clinical Director

This management position within the CAC oversees the mental health program and is often responsible for hiring, evaluating, scheduling, and supervising clinicians, managing budgets, tracking data, and making decisions regarding mental health service delivery. The clinical director may also provide evidence-based assessments and treatment to CAC clients. Credentials for the clinical director may include:

- Doctorate degree in psychology or social work
- Master's degree in social work, psychology, or related field that meets eligibility requirements for a license to practice as a mental health clinician

Average # Years in Position (N = 119)

Mean: 6

Median: 4

Range: 0 to 25

Employment Type - % (count) (N = 131)

CAC employee: 95% (125)

CAC-paid contract staff: 3% (4)

Other paid contract staff: 2% (2)

Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 83% (109)

<1 FTE, part-time: 17% (22)

Missing: 0% (0)

| Full-Time Positions Only | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$42,848 | \$57,744 | \$64,650 | \$67,580 | \$74,263 | \$123,282 | 107 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|-----------|-----------|----|
| Less than 1 year | \$62,000 | \$65,204 | \$77,250 | \$75,531 | \$85,000 | \$85,000 | 5 |
| 1 to 3 years | \$43,000 | \$57,000 | \$62,400 | \$61,932 | \$65,000 | \$93,400 | 39 |
| > 3 to 5 years | \$45,000 | \$55,315 | \$58,503 | \$63,507 | \$72,197 | \$96,834 | 16 |
| > 5 to 10 years | \$42,848 | \$57,750 | \$64,950 | \$68,653 | \$73,514 | \$123,282 | 26 |
| > 10 to 15 years | \$50,019 | \$52,275 | \$72,326 | \$68,659 | \$79,000 | \$82,200 | 7 |
| > 15 to 20 years | \$70,151 | \$71,576 | \$84,780 | \$90,223 | \$111,592 | \$111,821 | 5 |
| More than 20 years | \$75,754 | \$75,754 | \$80,587 | \$80,587 | \$85,420 | \$85,420 | 2 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|-----------|----|
| Under \$250,000 | - | - | - | - | - | - | 0 |
| \$250,000 to \$499,999 | \$43,000 | \$50,659 | \$54,000 | \$58,104 | \$61,872 | \$93,600 | 9 |
| \$500,000 to \$999,999 | \$42,848 | \$56,260 | \$61,800 | \$60,322 | \$65,000 | \$84,780 | 31 |
| \$1,000,000 to \$1,999,999 | \$48,000 | \$56,372 | \$62,583 | \$62,368 | \$66,935 | \$79,000 | 29 |
| \$2,000,000 or more | \$53,976 | \$68,075 | \$76,440 | \$79,723 | \$86,659 | \$123,282 | 38 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|-----------|----|
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | \$51,670 | \$51,670 | \$55,203 | \$66,824 | \$93,600 | \$93,600 | 3 |
| >5 to 9 | \$43,000 | \$53,500 | \$57,744 | \$60,116 | \$66,336 | \$84,780 | 19 |
| >9 to 15 | \$42,848 | \$56,630 | \$61,700 | \$60,503 | \$65,000 | \$79,000 | 29 |
| >15 to 30 | \$48,000 | \$60,000 | \$64,555 | \$65,636 | \$72,424 | \$85,420 | 28 |
| More than 30 | \$53,976 | \$68,805 | \$79,398 | \$81,999 | \$95,975 | \$123,282 | 28 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|-----------|-----------|-----------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | - | - | - | - | - | - | 0 |
| 100 to 249 children | \$51,670 | \$52,835 | \$55,203 | \$63,554 | \$78,450 | \$93,600 | 5 |
| 250 to 499 children | \$44,000 | \$56,256 | \$60,000 | \$60,144 | \$64,454 | \$76,686 | 26 |
| 500 to 999 children | \$42,848 | \$55,500 | \$64,272 | \$64,508 | \$72,728 | \$96,834 | 41 |
| 1,000 or more children | \$43,000 | \$67,744 | \$75,240 | \$79,722 | \$91,888 | \$123,282 | 29 |
| Organizational Type | | | | | | | |
| Government-based | \$65,500 | \$66,685 | \$76,176 | \$81,739 | \$98,075 | \$112,100 | 6 |
| Hospital-based | \$78,796 | \$90,598 | \$111,363 | \$105,532 | \$117,551 | \$123,282 | 5 |
| Nonprofit | \$42,848 | \$56,700 | \$63,279 | \$64,718 | \$71,638 | \$97,944 | 96 |
| Region | | | | | | | |
| Midwestern | \$62,543 | \$64,821 | \$68,818 | \$71,623 | \$75,770 | \$93,600 | 14 |
| Northeast | \$54,000 | \$55,051 | \$56,800 | \$58,798 | \$63,066 | \$70,000 | 8 |
| Southern | \$42,848 | \$56,256 | \$62,792 | \$65,413 | \$72,592 | \$112,100 | 74 |
| Western | \$62,343 | \$64,210 | \$75,754 | \$83,395 | \$111,363 | \$123,282 | 11 |
| Service Area | | | | | | | |
| Urban | \$48,000 | \$62,300 | \$70,000 | \$73,589 | \$80,550 | \$123,282 | 46 |
| Suburban | \$43,000 | \$58,314 | \$64,742 | \$65,465 | \$73,000 | \$96,834 | 26 |
| Rural | \$42,848 | \$51,711 | \$60,000 | \$60,317 | \$63,637 | \$93,600 | 18 |
| Gender Identity | | | | | | | |
| Male | \$50,000 | \$52,625 | \$74,438 | \$68,070 | \$77,637 | \$78,796 | 6 |
| Female | \$42,848 | \$57,563 | \$64,428 | \$67,161 | \$73,000 | \$123,282 | 94 |
| Additional gender | \$64,840 | \$64,840 | \$64,840 | \$64,840 | \$64,840 | \$64,840 | 1 |
| Race | | | | | | | |
| Black or African American | \$51,500 | \$59,740 | \$67,920 | \$67,672 | \$78,796 | \$82,200 | 7 |
| White | \$42,848 | \$57,000 | \$64,272 | \$67,058 | \$73,000 | \$123,282 | 87 |
| AIAN | \$75,754 | \$75,754 | \$75,754 | \$75,754 | \$75,754 | \$75,754 | 1 |
| Asian | \$53,976 | \$53,976 | \$73,688 | \$73,688 | \$93,400 | \$93,400 | 2 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | - | - | - | - | - | - | 0 |
| Other | \$44,000 | \$58,250 | \$66,704 | \$65,901 | \$73,750 | \$85,000 | 6 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$44,000 | \$56,260 | \$66,000 | \$67,442 | \$80,000 | \$90,375 | 11 |
| Not Hispanic or Latino | \$42,848 | \$57,000 | \$63,754 | \$67,261 | \$74,507 | \$123,282 | 82 |

Mental Health Clinician

This position provides evidenced-based mental health assessment and evidence-based treatment to the children and caregivers seen at the CAC. Depending on the therapy needs of the child and/or caregiver, the clinician may also refer them to linkage agreement providers in the community. The position provides education to CAC staff and MDT members on trauma symptoms, child and caregiver responses, and mental health issues that children and families may be experiencing. They share information with MDT members on treatment recommendations and progress. Licensed psychologists (Ph.D. in clinical psychology or a PsyD) may conduct psychological evaluations, evidence-based treatment, and/or recommendations for treatment with another provider.

Credentials for mental health clinicians may include:

- Doctorate degree in psychology or social work (Ph.D., PsyD, DSW)
- Master's degree in social work, psychology or related field that meets eligibility requirements for a license to practice as a mental health clinician, such as:
 - LCSW: Licensed clinical social worker
 - LPC: Licensed professional counselor
 - LCPC: Licensed clinical professional counselor
 - LPCC: Licensed professional clinical counselor
 - LMHC: Licensed mental health counselor
 - LCMHC: Licensed clinical mental health Counselor
 - LMHP: Licensed mental health practitioner
 - LMFT: Licensed marriage and family therapist

Average # Years in Position (N = 826)

Mean: 3

Median: 2

Range: 0 to 29

Employment Type - % (count) (N = 937)

CAC employee: 90% (843)

CAC-paid contract staff: 8% (75)

Other paid contract staff: 2% (15)

Missing: <1% (4)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 77% (720)

<1 FTE, part-time: 22% (205)

Missing: 1% (12)

| Full-Time Positions Only | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$20,683 | \$46,751 | \$51,538 | \$53,438 | \$58,413 | \$106,496 | 704 |
| Years in Position | | | | | | | |
| Less than 1 year | \$31,600 | \$44,500 | \$48,222 | \$50,832 | \$55,447 | \$85,925 | 99 |
| 1 to 3 years | \$32,479 | \$45,000 | \$50,000 | \$51,222 | \$56,000 | \$100,734 | 343 |
| > 3 to 5 years | \$20,683 | \$47,749 | \$52,000 | \$53,818 | \$60,000 | \$85,925 | 90 |
| > 5 to 10 years | \$32,560 | \$52,000 | \$58,740 | \$60,981 | \$67,940 | \$105,000 | 68 |
| > 10 to 15 years | \$44,970 | \$50,000 | \$57,907 | \$57,519 | \$66,000 | \$72,300 | 11 |
| >15 to 20 years | \$65,257 | \$71,186 | \$81,305 | \$83,522 | \$96,829 | \$106,496 | 6 |
| More than 20 years | \$57,500 | \$65,027 | \$95,574 | \$88,786 | \$105,757 | \$106,496 | 4 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| Budget | | | | | | | |
| Under \$250,000 | \$35,568 | \$45,000 | \$53,639 | \$52,914 | \$61,880 | \$72,000 | 16 |
| \$250,000 to \$499,999 | \$35,586 | \$40,250 | \$50,000 | \$49,014 | \$54,071 | \$89,461 | 72 |
| \$500,000 to \$999,999 | \$32,560 | \$43,268 | \$47,918 | \$49,113 | \$53,040 | \$75,000 | 167 |
| \$1,000,000 to \$1,999,999 | \$40,000 | \$45,000 | \$50,400 | \$51,734 | \$55,000 | \$79,933 | 131 |
| \$2,000,000 or more | \$20,683 | \$49,573 | \$55,220 | \$57,440 | \$62,001 | \$106,496 | 318 |
| Total Staff (FTE) | | | | | | | |
| 2 or fewer | \$56,992 | \$56,992 | \$56,992 | \$60,212 | \$66,651 | \$66,651 | 3 |
| >2 to 5 | \$38,003 | \$43,000 | \$50,092 | \$50,119 | \$52,375 | \$89,461 | 36 |
| >5 to 9 | \$35,568 | \$45,000 | \$50,175 | \$51,099 | \$55,000 | \$75,000 | 121 |
| >9 to 15 | \$32,560 | \$42,000 | \$47,840 | \$49,202 | \$54,136 | \$103,538 | 126 |
| >15 to 30 | \$40,000 | \$46,595 | \$51,113 | \$52,207 | \$55,030 | \$105,000 | 166 |
| More than 30 | \$20,683 | \$50,001 | \$56,201 | \$57,884 | \$62,938 | \$106,496 | 252 |
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$41,125 | \$55,750 | \$60,288 | \$61,385 | \$69,112 | \$89,461 | 17 |
| 100 to 249 children | \$32,560 | \$44,625 | \$50,088 | \$50,647 | \$54,071 | \$78,287 | 72 |
| 250 to 499 children | \$35,000 | \$43,500 | \$48,000 | \$49,369 | \$53,771 | \$79,933 | 136 |
| 500 to 999 children | \$36,000 | \$45,000 | \$50,000 | \$50,962 | \$54,766 | \$103,538 | 151 |
| 1,000 or more children | \$20,683 | \$49,531 | \$55,800 | \$57,192 | \$62,000 | \$106,496 | 299 |
| Organizational Type | | | | | | | |
| Government-based | \$31,600 | \$54,286 | \$58,400 | \$60,237 | \$66,560 | \$91,500 | 54 |
| Hospital-based | \$49,171 | \$58,240 | \$66,800 | \$70,351 | \$83,900 | \$106,496 | 55 |
| Nonprofit | \$20,683 | \$45,000 | \$50,107 | \$51,258 | \$55,702 | \$100,734 | 595 |
| Region | | | | | | | |
| Midwestern | \$40,000 | \$49,523 | \$52,505 | \$54,604 | \$58,200 | \$105,000 | 134 |
| Northeast | \$40,000 | \$48,998 | \$54,000 | \$54,800 | \$60,064 | \$75,000 | 54 |
| Southern | \$20,683 | \$44,223 | \$50,000 | \$50,964 | \$56,832 | \$91,500 | 396 |
| Western | \$32,479 | \$48,900 | \$55,983 | \$59,689 | \$66,899 | \$106,496 | 120 |
| Service Area | | | | | | | |
| Urban | \$31,600 | \$48,884 | \$53,040 | \$56,054 | \$61,000 | \$106,496 | 339 |
| Suburban | \$20,683 | \$45,000 | \$50,045 | \$52,104 | \$57,000 | \$100,734 | 175 |
| Rural | \$32,560 | \$43,262 | \$49,220 | \$49,917 | \$55,000 | \$78,287 | 129 |

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| Gender Identity | | | | | | | |
| Male | \$39,800 | \$48,000 | \$50,918 | \$52,151 | \$57,002 | \$68,000 | 30 |
| Female | \$20,683 | \$46,344 | \$51,735 | \$53,438 | \$58,498 | \$106,496 | 611 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$35,586 | \$44,186 | \$50,022 | \$51,754 | \$57,979 | \$83,800 | 72 |
| White | \$20,863 | \$46,717 | \$52,000 | \$53,481 | \$58,500 | \$106,496 | 467 |
| AIAN | \$45,000 | \$45,000 | \$52,000 | \$49,667 | \$52,000 | \$52,000 | 3 |
| Asian | \$40,019 | \$46,081 | \$56,763 | \$55,769 | \$64,178 | \$70,700 | 9 |
| NHPI | \$58,926 | \$58,926 | \$58,926 | \$58,926 | \$58,926 | \$58,926 | 1 |
| Multiple races | \$47,737 | \$48,000 | \$51,168 | \$58,832 | \$60,000 | \$103,538 | 7 |
| Other | \$32,479 | \$44,977 | \$50,491 | \$52,977 | \$57,892 | \$100,734 | 64 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$31,600 | \$49,258 | \$52,505 | \$55,119 | \$59,280 | \$100,734 | 148 |
| Not Hispanic or Latino | \$20,683 | \$45,746 | \$51,500 | \$52,979 | \$58,210 | \$106,496 | 442 |

MDT Facilitator/Coordinator

Designated staff position for tending to relationships, communication, and accountability for the MDT while fostering an inclusive environment to improve outcomes for child and families impacted by abuse. Tasks may include maintaining relationships with MDT agency staff, assessing MDT satisfaction and efficacy, facilitating case review, orienting new MDT members, mediating conflicts between team members, assessing and addressing MDT training needs, coordinating MDT protocol review, revisions, and accountability, and other duties to support the work of the MDT.

Average # Years in Position (N = 170)

Mean: 4
Median: 2
Range: 0 to 40

Employment Type - % (count) (N = 194)

CAC employee: 96% (187)
CAC-paid contract staff: <1% (1)
Other paid contract staff: 2% (4)
Missing: 1% (2)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 89% (173)
<1 FTE, part-time: 9% (18)
Missing: 2% (3)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|----------|-------|
| All | \$27,290 | \$39,686 | \$44,886 | \$47,160 | \$52,152 | \$95,500 | 170 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|----|
| Less than 1 year | \$33,000 | \$34,570 | \$39,520 | \$40,082 | \$45,875 | \$50,000 | 10 |
| 1 to 3 years | \$27,290 | \$38,000 | \$43,500 | \$45,277 | \$50,589 | \$75,000 | 80 |
| > 3 to 5 years | \$34,028 | \$41,200 | \$45,000 | \$48,642 | \$52,850 | \$95,500 | 32 |
| > 5 to 10 years | \$33,200 | \$40,483 | \$45,950 | \$47,875 | \$51,509 | \$70,511 | 20 |
| > 10 to 15 years | \$49,306 | \$49,306 | \$52,962 | \$52,089 | \$54,000 | \$54,000 | 3 |
| >15 to 20 years | \$46,350 | \$46,575 | \$57,680 | \$62,494 | \$80,820 | \$84,368 | 5 |
| More than 20 years | \$57,800 | \$57,800 | \$64,700 | \$64,700 | \$71,600 | \$71,600 | 2 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|----------|----|
| Under \$250,000 | \$34,000 | \$39,601 | \$41,750 | \$43,949 | \$46,210 | \$65,000 | 10 |
| \$250,000 to \$499,999 | \$27,290 | \$34,028 | \$40,070 | \$41,246 | \$47,462 | \$72,544 | 23 |
| \$500,000 to \$999,999 | \$33,600 | \$38,738 | \$42,820 | \$45,695 | \$49,800 | \$95,500 | 56 |
| \$1,000,000 to \$1,999,999 | \$33,000 | \$41,288 | \$45,000 | \$45,744 | \$51,000 | \$62,400 | 29 |
| \$2,000,000 or more | \$33,200 | \$41,900 | \$52,000 | \$52,113 | \$58,350 | \$84,368 | 50 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|----------|----|
| 2 or fewer | \$39,628 | \$39,628 | \$72,544 | \$62,391 | \$75,000 | \$75,000 | 3 |
| >2 to 5 | \$30,000 | \$36,700 | \$44,004 | \$40,070 | \$50,212 | \$65,000 | 21 |
| >5 to 9 | \$27,290 | \$37,246 | \$44,990 | \$44,016 | \$48,194 | \$70,511 | 33 |
| >9 to 15 | \$33,000 | \$38,000 | \$42,000 | \$44,839 | \$49,388 | \$95,500 | 45 |
| >15 to 30 | \$35,595 | \$41,844 | \$47,673 | \$48,222 | \$53,154 | \$70,700 | 30 |
| More than 30 | \$33,200 | \$41,900 | \$51,750 | \$52,340 | \$59,600 | \$84,368 | 38 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--|---------|-----------------|--------|------|-----------------|---------|-------|
|--|---------|-----------------|--------|------|-----------------|---------|-------|

Annual # Children Served

| | | | | | | | |
|-------------------------|----------|----------|----------|----------|----------|----------|----|
| Fewer than 100 children | \$43,500 | \$44,565 | \$48,906 | \$53,464 | \$66,921 | \$66,921 | 4 |
| 100 to 249 children | \$27,290 | \$34,250 | \$40,000 | \$43,749 | \$46,674 | \$95,500 | 24 |
| 250 to 499 children | \$31,844 | \$37,518 | \$42,017 | \$43,120 | \$47,125 | \$62,843 | 32 |
| 500 to 999 children | \$35,880 | \$40,236 | \$42,180 | \$45,310 | \$50,564 | \$65,650 | 40 |
| 1,000 or more children | \$33,200 | \$43,789 | \$52,000 | \$52,304 | \$57,800 | \$84,368 | 47 |

Organizational Type

| | | | | | | | |
|------------------|----------|----------|----------|----------|----------|----------|-----|
| Government-based | \$33,200 | \$37,776 | \$44,180 | \$50,351 | \$61,582 | \$95,500 | 24 |
| Hospital-based | \$42,640 | \$43,711 | \$58,233 | \$54,909 | \$64,444 | \$70,179 | 5 |
| Nonprofit | \$27,290 | \$40,000 | \$44,699 | \$46,342 | \$52,022 | \$84,368 | 141 |

Region

| | | | | | | | |
|------------|----------|----------|----------|----------|----------|----------|-----|
| Midwestern | \$31,844 | \$40,053 | \$44,100 | \$45,572 | \$49,283 | \$76,500 | 34 |
| Northeast | \$35,880 | \$42,161 | \$45,950 | \$48,951 | \$51,961 | \$75,000 | 16 |
| Southern | \$30,000 | \$37,813 | \$44,427 | \$46,323 | \$52,044 | \$84,368 | 104 |
| Western | \$27,290 | \$39,628 | \$53,560 | \$53,259 | \$65,650 | \$95,500 | 15 |

Service Area

| | | | | | | | |
|----------|----------|----------|----------|----------|----------|----------|----|
| Urban | \$32,500 | \$40,070 | \$46,672 | \$48,133 | \$52,597 | \$76,500 | 59 |
| Suburban | \$27,290 | \$41,900 | \$48,357 | \$50,283 | \$55,250 | \$84,368 | 42 |
| Rural | \$30,000 | \$36,601 | \$40,600 | \$42,224 | \$45,000 | \$95,500 | 46 |

Gender Identity

| | | | | | | | |
|-------------------|----------|----------|----------|----------|----------|----------|-----|
| Male | \$36,000 | \$44,875 | \$50,186 | \$49,057 | \$53,136 | \$65,650 | 16 |
| Female | \$27,290 | \$39,547 | \$44,187 | \$46,662 | \$52,091 | \$84,368 | 144 |
| Additional gender | - | - | - | - | - | - | 0 |

Race

| | | | | | | | |
|---------------------------|----------|----------|----------|----------|----------|----------|-----|
| Black or African American | \$34,332 | \$38,000 | \$44,355 | \$47,738 | \$54,000 | \$76,500 | 23 |
| White | \$27,290 | \$39,823 | \$44,782 | \$46,488 | \$52,044 | \$84,368 | 129 |
| AIAN | \$56,160 | \$56,160 | \$63,880 | \$63,880 | \$71,600 | \$71,600 | 2 |
| Asian | - | - | - | - | - | - | 0 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | - | - | - | - | - | - | 0 |
| Other | \$35,000 | \$43,789 | \$46,350 | \$49,925 | \$56,000 | \$72,544 | 7 |

Ethnicity

| | | | | | | | |
|------------------------|----------|----------|----------|----------|----------|----------|-----|
| Hispanic or Latino | \$30,000 | \$37,200 | \$46,350 | \$45,962 | \$51,984 | \$72,544 | 27 |
| Not Hispanic or Latino | \$27,290 | \$40,358 | \$45,000 | \$47,685 | \$52,833 | \$84,368 | 124 |

Development/Fundraising/Grant Writing - Director

Directs activities to find and generate revenue. Identifies and solicits sources of funding from public or private funding sources. Solicits funds from associations, individuals, corporations, and others to support the organization's activities. May organize and execute events such as auctions and annual giving campaigns. Administers contracts and grants, prepares bids, and organizes reports. May write proposals and negotiate the initial contract.

Average # Years in Position (N = 73)

Mean: 4
Median: 3
Range: 0 to 22

Employment Type - % (count) (N = 80)

CAC employee: 98% (78)
CAC-paid contract staff: 3% (2)
Other paid contract staff: 0% (0)
Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 90% (72)
<1 FTE, part-time: 9% (7)
Missing: 1% (1)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$43,680 | \$55,895 | \$66,538 | \$72,606 | \$83,897 | \$140,400 | 70 |

Years in Position

| | | | | | | | |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|----|
| Less than 1 year | \$43,680 | \$47,630 | \$58,400 | \$67,618 | \$89,236 | \$110,000 | 9 |
| 1 to 3 years | \$44,000 | \$53,886 | \$65,000 | \$68,167 | \$73,500 | \$139,100 | 30 |
| > 3 to 5 years | \$44,000 | \$55,700 | \$76,979 | \$76,226 | \$83,654 | \$140,400 | 12 |
| > 5 to 10 years | \$60,000 | \$62,250 | \$78,650 | \$78,731 | \$84,374 | \$115,274 | 8 |
| > 10 to 15 years | \$55,000 | \$56,472 | \$76,344 | \$75,222 | \$92,850 | \$93,200 | 4 |
| > 15 to 20 years | \$101,200 | \$101,200 | \$101,200 | \$101,200 | \$101,200 | \$101,200 | 1 |
| More than 20 years | - | - | - | - | - | - | 0 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|-----------|-----------|----|
| Under \$250,000 | - | - | - | - | - | - | 0 |
| \$250,000 to \$499,999 | - | - | - | - | - | - | 0 |
| \$500,000 to \$999,999 | \$43,680 | \$44,875 | \$50,440 | \$54,933 | \$63,350 | \$80,000 | 8 |
| \$1,000,000 to \$1,999,999 | \$44,000 | \$55,037 | \$65,000 | \$67,768 | \$76,479 | \$140,400 | 33 |
| \$2,000,000 or more | \$52,700 | \$62,944 | \$77,599 | \$82,988 | \$104,100 | \$139,100 | 29 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|-----------|-----------|----|
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | \$43,680 | \$43,680 | \$43,840 | \$43,840 | \$44,000 | \$44,000 | 2 |
| >5 to 9 | \$50,000 | \$51,500 | \$64,110 | \$65,470 | \$80,799 | \$83,658 | 4 |
| >9 to 15 | \$45,000 | \$56,730 | \$65,000 | \$71,616 | \$80,000 | \$140,400 | 11 |
| >15 to 30 | \$44,000 | \$54,463 | \$64,712 | \$67,887 | \$77,334 | \$115,000 | 38 |
| More than 30 | \$60,000 | \$76,000 | \$88,580 | \$91,027 | \$109,004 | \$139,100 | 15 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|-----------|-----------------|-----------|-----------|-----------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$47,760 | \$47,760 | \$47,760 | \$47,760 | \$47,760 | \$47,760 | 1 |
| 100 to 249 children | \$70,719 | \$70,719 | \$71,859 | \$71,859 | \$73,000 | \$73,000 | 2 |
| 250 to 499 children | \$43,680 | \$53,365 | \$65,000 | \$65,883 | \$78,979 | \$95,000 | 13 |
| 500 to 999 children | \$44,000 | \$54,941 | \$65,000 | \$70,118 | \$76,882 | \$140,400 | 28 |
| 1,000 or more children | \$50,000 | \$56,125 | \$77,599 | \$78,247 | \$95,100 | \$139,100 | 25 |
| Organizational Type | | | | | | | |
| Government-based | \$101,200 | \$101,200 | \$101,200 | \$101,200 | \$101,200 | \$101,200 | 1 |
| Hospital-based | - | - | - | - | - | - | 0 |
| Nonprofit | \$43,680 | \$55,698 | \$65,538 | \$71,562 | \$82,891 | \$140,400 | 68 |
| Region | | | | | | | |
| Midwestern | \$47,760 | \$53,303 | \$57,750 | \$67,241 | \$75,000 | \$139,100 | 15 |
| Northeast | \$52,000 | \$60,218 | \$86,726 | \$83,863 | \$104,645 | \$110,000 | 4 |
| Southern | \$44,000 | \$56,183 | \$65,538 | \$72,839 | \$84,534 | \$140,400 | 36 |
| Western | \$43,680 | \$61,965 | \$72,470 | \$71,512 | \$79,383 | \$97,000 | 14 |
| Service Area | | | | | | | |
| Urban | \$43,680 | \$55,895 | \$76,076 | \$78,459 | \$92,150 | \$140,400 | 34 |
| Suburban | \$44,000 | \$51,576 | \$65,000 | \$66,487 | \$76,595 | \$110,000 | 20 |
| Rural | \$62,060 | \$48,880 | \$64,424 | \$62,060 | \$71,859 | \$84,888 | 9 |
| Gender Identity | | | | | | | |
| Male | \$54,080 | \$64,424 | \$83,658 | \$87,355 | \$101,200 | \$140,400 | 7 |
| Female | \$43,680 | \$55,994 | \$66,076 | \$71,110 | \$81,149 | \$139,100 | 59 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | - | - | - | - | - | - | 0 |
| White | \$43,680 | \$55,995 | \$65,538 | \$72,369 | \$83,611 | \$140,400 | 60 |
| AIAN | - | - | - | - | - | - | 0 |
| Asian | \$70,659 | \$70,659 | \$74,309 | \$74,309 | \$77,958 | \$77,958 | 2 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | \$50,000 | \$50,000 | \$55,000 | \$60,709 | \$77,126 | \$77,126 | 3 |
| Other | \$97,000 | \$97,000 | \$97,000 | \$97,000 | \$97,000 | \$97,000 | 1 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$50,000 | \$50,000 | \$97,000 | \$82,733 | \$101,200 | \$101,200 | 3 |
| Not Hispanic or Latino | \$43,680 | \$55,000 | \$65,000 | \$69,871 | \$77,958 | \$140,400 | 55 |

Development/Fundraising/Grant Writing - Staff

Assists the development/fundraising/grant writing director with activities described above to find and generate revenue, including general outreach and administrative functions to generate and maintain access to funds from associations, individuals, corporations, and others.

Average # Years in Position (N = 107)

Mean: 3
Median: 2
Range: 0 to 21

Employment Type - % (count) (N = 120)

CAC employee: 93% (112)
CAC-paid contract staff: 6% (7)
Other paid contract staff: 1% (1)
Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 65% (78)
<1 FTE, part-time: 34% (41)
Missing: 1% (1)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|----------|-------|
| All | \$15,834 | \$43,201 | \$50,000 | \$50,905 | \$56,613 | \$77,834 | 78 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|----|
| Less than 1 year | \$37,000 | \$47,750 | \$50,500 | \$55,253 | \$64,000 | \$74,880 | 12 |
| 1 to 3 years | \$30,000 | \$41,828 | \$46,005 | \$50,138 | \$56,441 | \$77,834 | 37 |
| > 3 to 5 years | \$33,530 | \$40,701 | \$46,826 | \$45,492 | \$50,327 | \$55,000 | 10 |
| > 5 to 10 years | \$43,400 | \$48,350 | \$50,516 | \$50,217 | \$53,218 | \$53,870 | 6 |
| > 10 to 15 years | \$42,490 | \$50,322 | \$55,120 | \$55,895 | \$63,782 | \$67,000 | 6 |
| >15 to 20 years | - | - | - | - | - | - | 0 |
| More than 20 years | - | - | - | - | - | - | 0 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|----------|----|
| Under \$250,000 | - | - | - | - | - | - | 0 |
| \$250,000 to \$499,999 | \$34,000 | \$34,000 | \$34,000 | \$34,000 | \$34,000 | \$34,000 | 1 |
| \$500,000 to \$999,999 | \$30,000 | \$37,750 | \$44,375 | \$42,410 | \$46,875 | \$51,031 | 8 |
| \$1,000,000 to \$1,999,999 | \$33,530 | \$40,873 | \$51,500 | \$49,641 | \$55,308 | \$71,500 | 14 |
| \$2,000,000 or more | \$15,834 | \$43,610 | \$50,000 | \$52,305 | \$61,250 | \$74,880 | 54 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|----------|----|
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | \$49,000 | \$49,000 | \$49,000 | \$49,000 | \$49,000 | \$49,000 | 1 |
| >5 to 9 | \$34,000 | \$34,000 | \$40,750 | \$40,750 | \$47,500 | \$47,500 | 2 |
| >9 to 15 | \$30,000 | \$42,150 | \$50,000 | \$50,566 | \$56,620 | \$77,834 | 13 |
| >15 to 30 | \$15,834 | \$42,879 | \$50,000 | \$50,373 | \$59,000 | \$74,880 | 29 |
| More than 30 | \$40,000 | \$43,200 | \$50,000 | \$52,179 | \$56,625 | \$70,020 | 33 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$77,834 | \$77,834 | \$77,834 | \$77,834 | \$77,834 | \$77,834 | 1 |
| 100 to 249 children | \$34,000 | \$35,500 | \$43,750 | \$42,625 | \$48,625 | \$49,000 | 4 |
| 250 to 499 children | \$15,834 | \$44,145 | \$51,466 | \$49,955 | \$56,734 | \$73,000 | 14 |
| 500 to 999 children | \$30,000 | \$42,205 | \$49,171 | \$49,690 | \$55,000 | \$74,880 | 23 |
| 1,000 or more children | \$39,140 | \$43,200 | \$50,000 | \$52,242 | \$59,325 | \$70,020 | 33 |
| Organizational Type | | | | | | | |
| Government-based | \$41,500 | \$42,925 | \$50,516 | \$49,589 | \$55,400 | \$56,600 | 6 |
| Hospital-based | - | - | - | - | - | - | 0 |
| Nonprofit | \$15,834 | \$42,873 | \$49,586 | \$50,772 | \$56,337 | \$77,834 | 70 |
| Region | | | | | | | |
| Midwestern | \$39,140 | \$47,788 | \$51,016 | \$54,397 | \$64,480 | \$74,880 | 16 |
| Northeast | \$30,000 | \$41,218 | \$43,680 | \$47,707 | \$58,000 | \$65,000 | 9 |
| Southern | \$15,834 | \$41,995 | \$48,500 | \$49,702 | \$56,245 | \$77,834 | 41 |
| Western | \$37,440 | \$45,055 | \$51,466 | \$51,407 | \$54,461 | \$73,000 | 10 |
| Service Area | | | | | | | |
| Urban | \$15,834 | \$42,490 | \$50,000 | \$50,055 | \$55,890 | \$77,834 | 39 |
| Suburban | \$39,140 | \$47,328 | \$53,215 | \$53,701 | \$57,445 | \$71,500 | 25 |
| Rural | \$33,530 | \$33,765 | \$41,450 | \$40,456 | \$46,650 | \$49,000 | 5 |
| Gender Identity | | | | | | | |
| Male | \$40,000 | \$40,551 | \$42,803 | \$45,151 | \$52,100 | \$55,000 | 4 |
| Female | \$15,834 | \$43,680 | \$50,000 | \$51,250 | \$56,650 | \$77,834 | 71 |
| Additional gender | \$46,920 | \$46,920 | \$46,920 | \$46,920 | \$46,920 | \$46,920 | 1 |
| Race | | | | | | | |
| Black or African American | \$15,834 | \$33,959 | \$48,000 | \$44,054 | \$56,067 | \$56,600 | 6 |
| White | \$30,000 | \$43,680 | \$50,000 | \$51,975 | \$57,930 | \$77,834 | 64 |
| AIAN | \$39,140 | \$39,140 | \$39,140 | \$39,140 | \$39,140 | \$39,140 | 1 |
| Asian | \$55,000 | \$55,000 | \$55,000 | \$55,000 | \$55,000 | \$55,000 | 1 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | \$34,000 | \$34,000 | \$42,000 | \$42,000 | \$50,000 | \$50,000 | 2 |
| Other | \$42,436 | \$42,436 | \$42,436 | \$42,436 | \$42,436 | \$42,436 | 1 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$34,000 | \$41,000 | \$50,000 | \$46,800 | \$51,000 | \$52,000 | 5 |
| Not Hispanic or Latino | \$15,834 | \$42,436 | \$49,171 | \$49,981 | \$55,000 | \$77,834 | 59 |

Training/Outreach/Prevention - Director

Manages the development and administration of content for education programs for CAC staff, MDT members, and/or the public. May be responsible for the design and implementation of professional training/certification programs offered through specialized courses or workshops, or determining and approving such education for CAC staff and MDT members in compliance with requirements such as NCA National Standards of Accreditation for CACs. Develops and implements a volunteer recruitment plan, if applicable. For CACs without additional support, this position may also be responsible for daily administration of education programs and volunteer recruitment and coordination.

Average # Years in Position (N = 45)

Mean: 6
Median: 3
Range: 0 to 28

Employment Type - % (count) (N = 52)

CAC employee: 98% (51)
CAC-paid contract staff: 2% (1)
Other paid contract staff: 0% (0)
Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 92% (48)
<1 FTE, part-time: 8% (4)
Missing: 0% (0)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$31,500 | \$53,040 | \$59,870 | \$62,456 | \$74,020 | \$106,118 | 48 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|----|
| Less than 1 year | \$38,000 | \$38,000 | \$73,000 | \$61,787 | \$74,360 | \$74,360 | 3 |
| 1 to 3 years | \$37,440 | \$45,000 | \$57,000 | \$57,034 | \$65,000 | \$85,322 | 19 |
| > 3 to 5 years | \$31,500 | \$42,144 | \$59,411 | \$59,161 | \$76,053 | \$77,649 | 5 |
| > 5 to 10 years | \$46,865 | \$54,317 | \$58,000 | \$58,820 | \$63,000 | \$75,000 | 9 |
| > 10 to 15 years | \$53,040 | \$53,040 | \$53,040 | \$53,040 | \$53,040 | \$53,040 | 1 |
| >15 to 20 years | \$71,925 | \$71,925 | \$75,963 | \$75,963 | \$80,000 | \$80,000 | 2 |
| More than 20 years | \$57,239 | \$57,239 | \$72,169 | \$72,169 | \$87,100 | \$87,100 | 2 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|-----------|----|
| Under \$250,000 | - | - | - | - | - | - | 0 |
| \$250,000 to \$499,999 | \$56,819 | \$56,819 | \$56,819 | \$56,819 | \$56,819 | \$56,819 | 1 |
| \$500,000 to \$999,999 | \$31,500 | \$38,070 | \$50,432 | \$50,203 | \$58,704 | \$77,649 | 8 |
| \$1,000,000 to \$1,999,999 | \$39,548 | \$44,997 | \$53,040 | \$52,969 | \$61,250 | \$68,640 | 10 |
| \$2,000,000 or more | \$37,440 | \$58,112 | \$67,000 | \$69,303 | \$78,000 | \$106,118 | 29 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|-----------|----|
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | - | - | - | - | - | - | 0 |
| >5 to 9 | \$59,740 | \$59,740 | \$68,695 | \$68,695 | \$77,649 | \$77,649 | 2 |
| >9 to 15 | \$31,500 | \$38,597 | \$49,953 | \$48,637 | \$56,513 | \$65,000 | 12 |
| >15 to 30 | \$44,990 | \$55,000 | \$65,000 | \$66,792 | \$74,360 | \$106,118 | 15 |
| More than 30 | \$37,440 | \$57,239 | \$71,760 | \$67,105 | \$76,000 | \$87,100 | 19 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--|---------|-----------------|--------|------|-----------------|---------|-------|
|--|---------|-----------------|--------|------|-----------------|---------|-------|

Annual # Children Served

| | | | | | | | |
|-------------------------|----------|----------|----------|----------|----------|-----------|----|
| Fewer than 100 children | - | - | - | - | - | - | 0 |
| 100 to 249 children | \$53,040 | \$53,040 | \$60,840 | \$60,840 | \$68,640 | \$68,640 | 2 |
| 250 to 499 children | \$38,279 | \$53,040 | \$60,000 | \$69,329 | \$93,399 | \$106,118 | 7 |
| 500 to 999 children | \$31,500 | \$44,995 | \$54,000 | \$53,905 | \$62,500 | \$74,360 | 13 |
| 1,000 or more children | \$37,440 | \$57,239 | \$66,000 | \$66,818 | \$76,000 | \$87,100 | 23 |

Organizational Type

| | | | | | | | |
|------------------|----------|----------|----------|----------|----------|-----------|----|
| Government-based | \$87,100 | \$87,100 | \$87,100 | \$87,100 | \$87,100 | \$87,100 | 1 |
| Hospital-based | \$58,157 | \$58,157 | \$58,157 | \$58,157 | \$58,157 | \$58,157 | 1 |
| Nonprofit | \$31,500 | \$52,977 | \$59,870 | \$62,014 | \$73,340 | \$106,118 | 46 |

Region

| | | | | | | | |
|------------|----------|----------|----------|----------|----------|-----------|----|
| Midwestern | \$44,990 | \$51,012 | \$57,500 | \$61,297 | \$74,840 | \$77,649 | 8 |
| Northeast | \$39,548 | \$42,274 | \$54,000 | \$52,310 | \$61,500 | \$61,500 | 5 |
| Southern | \$31,500 | \$54,956 | \$64,750 | \$64,301 | \$74,843 | \$106,118 | 30 |
| Western | \$45,427 | \$51,792 | \$59,411 | \$63,391 | \$76,981 | \$85,322 | 5 |

Service Area

| | | | | | | | |
|----------|----------|----------|----------|----------|----------|-----------|----|
| Urban | \$37,440 | \$54,810 | \$65,500 | \$67,170 | \$79,000 | \$106,118 | 28 |
| Suburban | \$46,865 | \$52,668 | \$58,000 | \$57,615 | \$60,000 | \$71,925 | 9 |
| Rural | \$45,000 | \$49,020 | \$56,819 | \$60,230 | \$73,145 | \$77,649 | 5 |

Gender Identity

| | | | | | | | |
|-------------------|----------|----------|----------|----------|----------|-----------|----|
| Male | \$66,000 | \$66,000 | \$71,825 | \$71,825 | \$77,649 | \$77,649 | 2 |
| Female | \$31,500 | \$52,851 | \$59,575 | \$62,074 | \$74,020 | \$106,118 | 44 |
| Additional gender | - | - | - | - | - | - | 0 |

Race

| | | | | | | | |
|---------------------------|----------|----------|----------|----------|----------|-----------|----|
| Black or African American | \$50,336 | \$52,269 | \$70,233 | \$69,476 | \$85,925 | \$87,100 | 4 |
| White | \$31,500 | \$53,040 | \$60,000 | \$62,428 | \$73,680 | \$106,118 | 41 |
| AIAN | - | - | - | - | - | - | 0 |
| Asian | - | - | - | - | - | - | 0 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | - | - | - | - | - | - | 0 |
| Other | \$37,440 | \$37,440 | \$37,440 | \$37,440 | \$37,440 | \$37,440 | 1 |

Ethnicity

| | | | | | | | |
|------------------------|----------|----------|----------|----------|----------|-----------|----|
| Hispanic or Latino | \$31,500 | \$34,470 | \$45,427 | \$51,303 | \$71,075 | \$77,649 | 5 |
| Not Hispanic or Latino | \$38,000 | \$53,280 | \$59,870 | \$63,786 | \$74,864 | \$106,118 | 36 |

Training/Outreach/Prevention - Staff

Administers education programs for the organization. May assist in designing programs, handling registration, and/or coordinating continuing education credits for CAC staff and MDT members. May assist in recruiting volunteers, if applicable. Onboards volunteers and handles routine coordination of volunteer activities.

Average # Years in Position (N = 215)

Mean: 3
Median: 2
Range: 0 to 23

Employment Type - % (count) (N=237)

CAC employee: 97% (229)
CAC-paid contract staff: 3% (8)
Other paid contract staff: 0% (0)
Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 71% (169)
<1 FTE, part-time: 29% (68)
Missing: 0% (0)

| Full-Time Positions Only | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--------------------------|----------|-----------------|----------|----------|-----------------|----------|-------|
| All | \$18,720 | \$37,860 | \$42,615 | \$44,427 | \$48,567 | \$88,360 | 165 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|----|
| Less than 1 year | \$28,681 | \$37,000 | \$42,000 | \$42,483 | \$46,540 | \$70,000 | 33 |
| 1 to 3 years | \$18,720 | \$36,500 | \$41,106 | \$42,772 | \$48,387 | \$82,750 | 74 |
| > 3 to 5 years | \$36,572 | \$38,782 | \$45,300 | \$47,680 | \$49,963 | \$85,539 | 21 |
| > 5 to 10 years | \$34,685 | \$38,522 | \$44,250 | \$49,546 | \$57,635 | \$88,360 | 14 |
| > 10 to 15 years | \$43,000 | \$43,000 | \$54,000 | \$54,000 | \$65,000 | \$65,000 | 2 |
| >15 to 20 years | \$44,997 | \$44,997 | \$44,997 | \$44,997 | \$44,997 | \$44,997 | 1 |
| More than 20 years | \$39,176 | \$39,176 | \$48,401 | \$48,401 | \$57,627 | \$57,627 | 2 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|----------|----|
| Under \$250,000 | \$34,000 | \$34,000 | \$37,910 | \$37,910 | \$41,820 | \$41,820 | 2 |
| \$250,000 to \$499,999 | \$18,720 | \$31,902 | \$36,000 | \$37,043 | \$45,325 | \$53,800 | 10 |
| \$500,000 to \$999,999 | \$29,744 | \$37,250 | \$43,680 | \$43,418 | \$48,063 | \$65,000 | 37 |
| \$1,000,000 to \$1,999,999 | \$32,632 | \$37,220 | \$40,310 | \$42,658 | \$45,119 | \$75,000 | 33 |
| \$2,000,000 or more | \$31,200 | \$39,176 | \$44,720 | \$46,626 | \$50,581 | \$88,360 | 83 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|----------|----|
| 2 or fewer | \$34,000 | \$34,000 | \$34,000 | \$34,000 | \$34,000 | \$34,000 | 1 |
| >2 to 5 | \$34,000 | \$39,667 | \$46,651 | \$46,898 | \$55,538 | \$57,200 | 8 |
| >5 to 9 | \$18,720 | \$36,102 | \$45,000 | \$44,320 | \$50,232 | \$75,000 | 25 |
| >9 to 15 | \$29,744 | \$36,250 | \$39,719 | \$40,394 | \$44,650 | \$65,000 | 25 |
| >15 to 30 | \$31,200 | \$39,328 | \$43,250 | \$45,230 | \$49,908 | \$70,000 | 50 |
| More than 30 | \$33,280 | \$38,563 | \$43,290 | \$45,390 | \$47,599 | \$88,360 | 56 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$41,820 | \$41,820 | \$41,820 | \$41,820 | \$41,820 | \$41,820 | 1 |
| 100 to 249 children | \$29,744 | \$34,618 | \$38,479 | \$41,901 | \$50,230 | \$71,122 | 18 |
| 250 to 499 children | \$18,720 | \$38,081 | \$45,000 | \$44,150 | \$48,626 | \$65,000 | 37 |
| 500 to 999 children | \$30,000 | \$36,500 | \$39,500 | \$41,561 | \$46,737 | \$75,000 | 39 |
| 1,000 or more children | \$33,280 | \$39,998 | \$44,720 | \$46,830 | \$50,942 | \$88,360 | 63 |
| Organizational Type | | | | | | | |
| Government-based | \$34,000 | \$37,700 | \$42,900 | \$48,626 | \$64,064 | \$75,000 | 11 |
| Hospital-based | \$46,300 | \$51,208 | \$56,534 | \$57,480 | \$64,224 | \$66,360 | 5 |
| Nonprofit | \$18,720 | \$37,575 | \$41,718 | \$43,501 | \$47,830 | \$88,360 | 148 |
| Region | | | | | | | |
| Midwestern | \$28,681 | \$37,125 | \$40,860 | \$43,132 | \$47,630 | \$62,088 | 24 |
| Northeast | \$32,632 | \$38,185 | \$45,500 | \$52,332 | \$66,967 | \$88,360 | 16 |
| Southern | \$18,720 | \$37,000 | \$41,550 | \$42,430 | \$46,080 | \$66,360 | 104 |
| Western | \$37,439 | \$40,723 | \$48,762 | \$48,339 | \$54,823 | \$48,762 | 20 |
| Service Area | | | | | | | |
| Urban | \$29,744 | \$38,522 | \$42,950 | \$45,961 | \$50,236 | \$88,360 | 74 |
| Suburban | \$33,500 | \$39,539 | \$43,181 | \$43,356 | \$45,438 | \$75,000 | 42 |
| Rural | \$18,720 | \$36,750 | \$41,600 | \$42,372 | \$48,901 | \$71,122 | 37 |
| Gender Identity | | | | | | | |
| Male | \$34,685 | \$43,875 | \$46,519 | \$52,005 | \$65,842 | \$82,750 | 12 |
| Female | \$18,720 | \$37,455 | \$41,550 | \$43,567 | \$48,000 | \$88,360 | 144 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$33,280 | \$34,956 | \$40,999 | \$40,576 | \$45,058 | \$51,001 | 18 |
| White | \$18,720 | \$37,775 | \$41,910 | \$44,472 | \$49,295 | \$88,360 | 122 |
| AIAN | \$40,560 | \$40,560 | \$48,880 | \$48,880 | \$57,200 | \$57,200 | 2 |
| Asian | \$64,064 | \$64,064 | \$64,064 | \$64,064 | \$64,064 | \$64,064 | 1 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | \$36,500 | \$36,500 | \$43,162 | \$43,162 | \$49,824 | \$49,824 | 2 |
| Other | \$33,280 | \$35,000 | \$40,567 | \$45,839 | \$49,160 | \$82,750 | 8 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$32,975 | \$37,925 | \$41,058 | \$44,461 | \$49,616 | \$75,000 | 18 |
| Not Hispanic or Latino | \$28,681 | \$37,725 | \$42,308 | \$44,439 | \$49,038 | \$88,360 | 118 |

Communications/Marketing (Consolidated Director and Staff)

Communications/Marketing - Director

Provides overall strategic and operational leadership for marketing and communications efforts targeted to various audiences including members, non-members, the industry, and the public. Ensures accurate, consistent message in organization's marketing initiatives. May also serve as part of the executive team or have organizational responsibilities in other areas. Oversees the development and distribution of all print and electronic collateral. Manages tracking systems to measure and evaluate effectiveness of marketing efforts. Directs and implements the organization's online community/social media strategy, managing engagement and activity within its audience, and fostering relationships. This role may coordinate with programs throughout the organization to support their respective missions, ensuring consistency in voice.

Communications/Marketing - Staff

Coordinates and executes specific tasks associated with the implementation of marketing plans and activities. May assist in developing and implementing smaller marketing plans for specific projects and programs. Typical tasks may include copy-editing, copy writing, working with program teams to finalize copy, graphic designs, and website content. May assist with online community/social media activity and engagement.

Average # Years in Position (N = 46)

Mean: 3
Median: 2
Range: 0 to 10

Employment Type - % (count) (N = 51)

CAC employee: 96% (49)
CAC-paid contract staff: 2% (1)
Other paid contract staff: 2% (1)
Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 69% (35)
<1 FTE, part-time: 31% (16)
Missing: 0% (0)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$35,360 | \$42,601 | \$50,000 | \$55,991 | \$67,496 | \$130,193 | 35 |
| Years in Position | | | | | | | |
| Less than 1 year | \$35,360 | \$36,520 | \$42,500 | \$41,840 | \$46,500 | \$47,000 | 4 |
| 1 to 3 years | \$38,000 | \$41,000 | \$49,000 | \$49,000 | \$53,869 | \$67,496 | 19 |
| > 3 to 5 years | \$45,000 | \$45,000 | \$54,000 | \$52,036 | \$57,108 | \$57,108 | 3 |
| > 5 to 10 years | \$44,200 | \$44,800 | \$61,628 | \$63,022 | \$82,522 | \$83,471 | 6 |
| > 10 to 15 years | - | - | - | - | - | - | 0 |
| > 15 to 20 years | - | - | - | - | - | - | 0 |
| More than 20 years | - | - | - | - | - | - | 0 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| Budget | | | | | | | |
| Under \$250,000 | - | - | - | - | - | - | 0 |
| \$250,000 to \$499,999 | \$35,360 | \$35,360 | \$40,180 | \$40,180 | \$45,000 | \$45,000 | 2 |
| \$500,000 to \$999,999 | \$38,000 | \$38,760 | \$41,000 | \$42,144 | \$47,250 | \$49,000 | 7 |
| \$1,000,000 to \$1,999,999 | \$39,000 | \$44,451 | \$55,000 | \$54,803 | \$66,027 | \$70,719 | 8 |
| \$2,000,000 or more | \$38,376 | \$46,465 | \$54,711 | \$63,661 | \$71,551 | \$130,193 | 18 |
| Total Staff (FTE) | | | | | | | |
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | \$35,360 | \$35,360 | \$35,360 | \$35,360 | \$35,360 | \$35,360 | 1 |
| >5 to 9 | \$41,000 | \$41,000 | \$45,000 | \$45,000 | \$49,000 | \$49,000 | 3 |
| >9 to 15 | \$38,000 | \$38,940 | \$44,125 | \$47,412 | \$54,777 | \$69,000 | 10 |
| >15 to 30 | \$42,601 | \$53,500 | \$56,000 | \$63,454 | \$70,719 | \$105,000 | 7 |
| More than 30 | \$38,376 | \$45,000 | \$52,569 | \$62,217 | \$71,551 | \$130,193 | 14 |
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | - | - | - | - | - | - | 0 |
| 100 to 249 children | \$35,360 | \$38,180 | \$45,000 | \$49,616 | \$63,359 | \$70,719 | 5 |
| 250 to 499 children | \$38,000 | \$38,500 | \$47,250 | \$46,272 | \$53,554 | \$57,108 | 5 |
| 500 to 999 children | \$38,376 | \$38,472 | \$39,380 | \$42,784 | \$50,500 | \$54,000 | 4 |
| 1,000 or more children | \$42,601 | \$45,000 | \$53,500 | \$61,917 | \$68,000 | \$130,193 | 15 |
| Organizational Type | | | | | | | |
| Government-based | \$44,200 | \$44,200 | \$44,200 | \$44,200 | \$44,200 | \$44,200 | 1 |
| Hospital-based | - | - | - | - | - | - | 0 |
| Nonprofit | \$35,360 | \$41,801 | \$50,000 | \$54,863 | \$64,344 | \$130,193 | 33 |
| Region | | | | | | | |
| Midwestern | \$38,376 | \$41,545 | \$47,500 | \$49,663 | \$57,500 | \$68,000 | 6 |
| Northeast | \$47,250 | \$47,250 | \$48,125 | \$48,125 | \$49,000 | \$49,000 | 2 |
| Southern | \$35,360 | \$40,000 | \$45,000 | \$53,883 | \$54,256 | \$130,193 | 19 |
| Western | \$56,000 | \$56,554 | \$67,496 | \$64,065 | \$69,859 | \$70,719 | 5 |
| Service Area | | | | | | | |
| Urban | \$39,000 | \$45,000 | \$52,191 | \$60,322 | \$68,000 | \$130,193 | 16 |
| Suburban | \$35,360 | \$38,094 | \$39,880 | \$42,262 | \$48,150 | \$54,000 | 8 |
| Rural | \$41,000 | \$44,000 | \$48,125 | \$51,495 | \$59,680 | \$70,719 | 6 |

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| Gender Identity | | | | | | | |
| Male | \$41,000 | \$48,000 | \$75,603 | \$74,301 | \$99,301 | \$105,000 | 4 |
| Female | \$35,360 | \$43,401 | \$50,000 | \$54,465 | \$59,150 | \$130,193 | 29 |
| Additional gender | \$38,000 | \$38,000 | \$41,500 | \$41,500 | \$45,000 | \$45,000 | 2 |
| Race | | | | | | | |
| Black or African American | - | - | - | - | - | - | 0 |
| White | \$38,000 | \$42,601 | \$49,000 | \$55,789 | \$61,192 | \$130,193 | 31 |
| AIAN | - | - | - | - | - | - | 0 |
| Asian | \$55,166 | \$55,166 | \$62,942 | \$62,942 | \$70,719 | \$70,719 | 2 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | - | - | - | - | - | - | 0 |
| Other | \$35,360 | \$35,360 | \$35,360 | \$35,360 | \$35,360 | \$35,360 | 1 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$50,882 | \$50,882 | \$66,544 | \$66,544 | \$82,205 | \$82,205 | 2 |
| Not Hispanic or Latino | \$35,360 | \$41,400 | \$47,125 | \$53,661 | \$60,171 | \$130,193 | 28 |

Administrative/Office Management - Director

Handles the internal administrative matters of the organization. Responsible for administration of the CAC office (potentially extending to satellite locations), including staff, office equipment, facilities, and office support services. If there is no separate position for finance/accounting, this position may administer the accounting, payroll, and disbursement functions.

Average # Years in Position (N = 37)

Mean: 6
Median: 4
Range: 0 to 21

Employment Type - % (count) (N = 41)

CAC employee: 98% (40)
CAC-paid contract staff: 0% (0)
Other paid contract staff: 0% (0)
Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 85% (35)
<1 FTE, part-time: 12% (5)
Missing: 2% (1)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$33,280 | \$42,824 | \$49,296 | \$53,264 | \$62,707 | \$110,000 | 34 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|-----------|---|
| Less than 1 year | \$36,400 | \$40,690 | \$60,523 | \$66,861 | \$99,371 | \$110,000 | 4 |
| 1 to 3 years | \$33,280 | \$38,250 | \$45,585 | \$46,148 | \$53,895 | \$63,000 | 9 |
| > 3 to 5 years | \$38,000 | \$39,225 | \$45,330 | \$45,426 | \$51,724 | \$53,045 | 4 |
| > 5 to 10 years | \$40,000 | \$42,424 | \$53,000 | \$53,950 | \$66,491 | \$70,700 | 9 |
| > 10 to 15 years | \$43,000 | \$43,000 | \$43,000 | \$43,000 | \$43,000 | \$43,000 | 1 |
| > 15 to 20 years | \$43,260 | \$43,260 | \$53,000 | \$61,685 | \$88,795 | \$88,795 | 3 |
| More than 20 years | \$47,000 | \$47,000 | \$48,900 | \$48,900 | \$50,800 | \$50,800 | 2 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|-----------|----|
| Under \$250,000 | \$68,341 | \$68,341 | \$68,341 | \$68,341 | \$68,341 | \$68,341 | 1 |
| \$250,000 to \$499,999 | \$36,400 | \$36,400 | \$38,000 | \$39,100 | \$42,900 | \$42,900 | 3 |
| \$500,000 to \$999,999 | \$33,280 | \$38,320 | \$41,500 | \$43,380 | \$51,500 | \$53,000 | 6 |
| \$1,000,000 to \$1,999,999 | \$36,500 | \$42,848 | \$47,000 | \$48,982 | \$53,045 | \$64,642 | 11 |
| \$2,000,000 or more | \$42,751 | \$49,296 | \$62,609 | \$63,558 | \$71,600 | \$110,000 | 13 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|-----------|----|
| 2 or fewer | \$68,341 | \$68,341 | \$68,341 | \$68,341 | \$68,341 | \$68,341 | 1 |
| >2 to 5 | \$36,400 | \$36,400 | \$43,000 | \$43,467 | \$51,000 | \$51,000 | 3 |
| >5 to 9 | \$42,000 | \$42,000 | \$42,900 | \$48,300 | \$60,000 | \$60,000 | 3 |
| >9 to 15 | \$38,000 | \$39,000 | \$40,000 | \$47,137 | \$58,843 | \$64,642 | 5 |
| >15 to 30 | \$33,280 | \$42,848 | \$47,000 | \$54,388 | \$62,609 | \$110,000 | 15 |
| More than 30 | \$47,791 | \$50,800 | \$53,560 | \$59,405 | \$70,700 | \$72,500 | 7 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$47,760 | \$47,760 | \$47,760 | \$47,760 | \$47,760 | \$47,760 | 1 |
| 100 to 249 children | \$42,900 | \$42,900 | \$42,900 | \$42,900 | \$42,900 | \$42,900 | 1 |
| 250 to 499 children | \$38,000 | \$40,750 | \$49,315 | \$51,698 | \$62,902 | \$68,341 | 8 |
| 500 to 999 children | \$33,280 | \$36,425 | \$42,424 | \$50,128 | \$51,500 | \$110,000 | 8 |
| 1,000 or more children | \$42,751 | \$47,108 | \$53,000 | \$58,055 | \$69,093 | \$88,795 | 13 |
| Organizational Type | | | | | | | |
| Government-based | \$47,791 | \$49,296 | \$51,000 | \$56,515 | \$66,491 | \$68,341 | 5 |
| Hospital-based | \$46,425 | \$48,209 | \$62,130 | \$64,870 | \$84,271 | \$88,795 | 4 |
| Nonprofit | \$33,280 | \$41,000 | \$45,585 | \$50,757 | \$56,523 | \$110,000 | 25 |
| Region | | | | | | | |
| Midwestern | \$33,280 | \$42,990 | \$50,380 | \$60,917 | \$83,682 | \$110,000 | 8 |
| Northeast | \$36,500 | \$38,063 | \$46,876 | \$45,813 | \$52,500 | \$53,000 | 4 |
| Southern | \$36,400 | \$42,000 | \$47,791 | \$50,859 | \$60,000 | \$72,500 | 19 |
| Western | \$46,425 | \$46,425 | \$63,000 | \$58,022 | \$64,642 | \$64,642 | 3 |
| Service Area | | | | | | | |
| Urban | \$36,500 | \$47,450 | \$53,303 | \$57,505 | \$67,700 | \$88,795 | 18 |
| Suburban | \$36,400 | \$38,050 | \$43,130 | \$42,415 | \$46,065 | \$47,000 | 4 |
| Rural | \$33,280 | \$36,820 | \$45,304 | \$44,315 | \$51,500 | \$53,000 | 6 |
| Gender Identity | | | | | | | |
| Male | \$36,400 | \$36,400 | \$36,400 | \$36,400 | \$36,400 | \$36,400 | 1 |
| Female | \$33,280 | \$42,861 | \$49,296 | \$52,018 | \$61,957 | \$88,795 | 32 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$36,500 | \$42,146 | \$53,560 | \$54,592 | \$67,555 | \$72,500 | 5 |
| White | \$33,280 | \$42,636 | \$46,713 | \$50,213 | \$54,784 | \$88,795 | 22 |
| AIAN | - | - | - | - | - | - | 0 |
| Asian | \$53,000 | \$53,000 | \$53,000 | \$53,000 | \$53,000 | \$53,000 | 1 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | \$36,400 | \$36,400 | \$53,550 | \$53,550 | \$70,700 | \$70,700 | 2 |
| Other | \$42,751 | \$42,751 | \$55,118 | \$55,118 | \$67,486 | \$67,486 | 2 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$40,000 | \$42,751 | \$53,000 | \$53,969 | \$67,486 | \$70,700 | 7 |
| Not Hispanic or Latino | \$33,280 | \$42,636 | \$47,380 | \$50,892 | \$60,652 | \$88,795 | 26 |

Administrative/Office Management - Staff

Performs routine clerical tasks such as word processing, preparing correspondence, maintaining records, scheduling meetings, answering and screening phone calls, filing paperwork, and distributing mail. May serve as a receptionist for the CAC, including greeting visitors and accepting packages/mail for the organization.

Average # Years in Position (N = 370)

Mean: 5
Median: 2
Range: 0 to 32

Employment Type - % (count) (N = 410)

CAC employee: 99% (405)
CAC-paid contract staff: 1% (4)
Other paid contract staff: <1% (1)
Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 71% (291)
<1 FTE, part-time: 29% (119)
Missing: 0% (0)

| Full-Time Positions Only | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$15,600 | \$34,075 | \$38,354 | \$40,751 | \$45,282 | \$112,194 | 274 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|-----------|-----|
| Less than 1 year | \$15,600 | \$35,000 | \$38,000 | \$38,667 | \$45,282 | \$54,080 | 31 |
| 1 to 3 years | \$24,900 | \$33,210 | \$36,294 | \$38,811 | \$42,536 | \$64,003 | 118 |
| > 3 to 5 years | \$24,960 | \$31,700 | \$36,309 | \$37,947 | \$42,445 | \$65,358 | 23 |
| > 5 to 10 years | \$34,315 | \$34,315 | \$38,936 | \$40,379 | \$44,105 | \$59,921 | 34 |
| > 10 to 15 years | \$29,000 | \$40,888 | \$45,458 | \$47,706 | \$57,455 | \$70,086 | 16 |
| >15 to 20 years | \$33,372 | \$36,950 | \$49,814 | \$53,158 | \$60,029 | \$112,194 | 14 |
| More than 20 years | \$30,160 | \$37,525 | \$45,573 | \$46,870 | \$57,774 | \$63,356 | 12 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|-----------|-----|
| Under \$250,000 | \$24,900 | \$24,945 | \$39,890 | \$38,553 | \$50,677 | \$51,168 | 6 |
| \$250,000 to \$499,999 | \$24,960 | \$31,453 | \$33,280 | \$35,764 | \$40,000 | \$70,086 | 19 |
| \$500,000 to \$999,999 | \$15,600 | \$32,910 | \$37,250 | \$38,462 | \$43,255 | \$64,003 | 66 |
| \$1,000,000 to \$1,999,999 | \$29,000 | \$33,717 | \$41,960 | \$44,394 | \$50,375 | \$112,194 | 53 |
| \$2,000,000 or more | \$24,960 | \$35,360 | \$38,480 | \$41,297 | \$45,282 | \$63,356 | 127 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|-----------|----|
| 2 or fewer | \$51,168 | \$51,168 | \$51,168 | \$51,168 | \$51,168 | \$51,168 | 1 |
| >2 to 5 | \$24,900 | \$28,770 | \$37,107 | \$41,542 | \$44,633 | \$112,194 | 26 |
| >5 to 9 | \$15,600 | \$32,490 | \$40,772 | \$49,171 | \$49,171 | \$64,003 | 35 |
| >9 to 15 | \$25,000 | \$33,000 | \$38,000 | \$39,150 | \$42,383 | \$65,358 | 55 |
| >15 to 30 | \$24,960 | \$34,597 | \$38,000 | \$40,567 | \$46,720 | \$63,382 | 61 |
| More than 30 | \$29,640 | \$35,315 | \$39,500 | \$41,454 | \$45,282 | \$63,356 | 96 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$28,122 | \$32,061 | \$36,338 | \$37,601 | \$43,774 | \$49,171 | 5 |
| 100 to 249 children | \$24,900 | \$31,375 | \$34,150 | \$39,097 | \$49,345 | \$70,086 | 32 |
| 250 to 499 children | \$15,600 | \$37,440 | \$40,106 | \$43,371 | \$48,049 | \$112,194 | 57 |
| 500 to 999 children | \$25,000 | \$33,070 | \$35,000 | \$37,560 | \$39,532 | \$61,506 | 60 |
| 1,000 or more children | \$24,960 | \$35,371 | \$39,700 | \$41,624 | \$45,968 | \$63,356 | 108 |
| Organizational Type | | | | | | | |
| Government-based | \$28,000 | \$36,078 | \$41,110 | \$43,827 | \$50,000 | \$70,086 | 50 |
| Hospital-based | \$31,700 | \$39,427 | \$45,282 | \$47,774 | \$56,472 | \$112,194 | 38 |
| Nonprofit | \$15,600 | \$33,000 | \$36,774 | \$38,421 | \$42,719 | \$65,358 | 185 |
| Region | | | | | | | |
| Midwestern | \$15,600 | \$31,453 | \$34,300 | \$35,665 | \$38,000 | \$59,800 | 35 |
| Northeast | \$24,900 | \$37,987 | \$42,692 | \$43,880 | \$49,552 | \$70,086 | 30 |
| Southern | \$24,960 | \$33,280 | \$36,801 | \$38,028 | \$40,940 | \$64,003 | 124 |
| Western | \$27,422 | \$36,836 | \$44,860 | \$45,649 | \$50,806 | \$112,194 | 84 |
| Service Area | | | | | | | |
| Urban | \$29,000 | \$35,153 | \$39,700 | \$42,445 | \$46,698 | \$112,194 | 141 |
| Suburban | \$24,900 | \$34,230 | \$38,255 | \$40,148 | \$44,274 | \$64,003 | 57 |
| Rural | \$24,960 | \$31,488 | \$34,780 | \$37,532 | \$43,283 | \$61,200 | 54 |
| Gender Identity | | | | | | | |
| Male | \$32,200 | \$35,139 | \$47,023 | \$45,142 | \$52,064 | \$65,358 | 10 |
| Female | \$15,600 | \$33,967 | \$38,354 | \$40,708 | \$45,196 | \$112,194 | 246 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$25,000 | \$33,753 | \$37,500 | \$38,929 | \$41,600 | \$63,382 | 34 |
| White | \$15,600 | \$34,000 | \$38,951 | \$41,423 | \$47,741 | \$112,194 | 179 |
| AIAN | \$33,000 | \$35,514 | \$38,206 | \$41,104 | \$49,140 | \$49,628 | 8 |
| Asian | \$29,000 | \$29,000 | \$32,490 | \$35,591 | \$45,282 | \$45,282 | 3 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | \$40,706 | \$41,029 | \$45,000 | \$47,122 | \$55,337 | \$57,782 | 4 |
| Other | \$24,960 | \$33,640 | \$36,405 | \$38,716 | \$43,056 | \$70,086 | 26 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$24,960 | \$35,000 | \$38,000 | \$40,970 | \$43,472 | \$112,194 | 78 |
| Not Hispanic or Latino | \$15,600 | \$33,326 | \$38,900 | \$40,658 | \$46,539 | \$65,358 | 165 |

Finance/Accounting - Director

Directs the financial affairs of the organization in conjunction with the executive director, Board of Directors, and finance committee (if applicable). Signs off on the accuracy and veracity of financial statements, records, and reports. Ensures effectiveness of organization systems and procedures. May also serve as part of the executive team or have organizational responsibilities in other areas. Manages financial operations, records, budget process, and controls. Analyzes financial systems and procedures for maximum effectiveness. May direct the finance department, if applicable.

Average # Years in Position (N = 56)

Mean: 7

Median: 2

Range: <1 to 35

Employment Type - % (count) (N = 58)

CAC employee: 97% (56)

CAC-paid contract staff: 3% (2)

Other paid contract staff: 0% (0)

Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 72% (42)

<1 FTE, part-time: 28% (16)

Missing: 0% (0)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|-----------|-------|
| All | \$39,000 | \$60,679 | \$71,000 | \$79,802 | \$91,862 | \$144,116 | 41 |

Years in Position

| | | | | | | | |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|----|
| Less than 1 year | \$39,000 | \$39,000 | \$39,000 | \$39,000 | \$39,000 | \$39,000 | 1 |
| 1 to 3 years | \$50,000 | \$63,675 | \$71,000 | \$76,529 | \$82,746 | \$125,000 | 13 |
| > 3 to 5 years | \$49,000 | \$56,867 | \$67,660 | \$77,947 | \$92,400 | \$132,300 | 7 |
| > 5 to 10 years | \$41,768 | \$61,358 | \$63,500 | \$71,138 | \$90,000 | \$96,803 | 11 |
| > 10 to 15 years | \$51,139 | \$60,570 | \$134,697 | \$106,990 | \$139,558 | \$144,116 | 5 |
| >15 to 20 years | \$53,715 | \$53,715 | \$68,357 | \$68,357 | \$83,000 | \$83,000 | 2 |
| More than 20 years | \$123,200 | \$123,200 | \$123,200 | \$123,200 | \$123,200 | \$123,200 | 1 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|-----------|-----------|----|
| Under \$250,000 | - | - | - | - | - | - | 0 |
| \$250,000 to \$499,999 | \$63,500 | \$63,500 | \$63,500 | \$63,500 | \$63,500 | \$63,500 | 1 |
| \$500,000 to \$999,999 | \$39,000 | \$45,384 | \$57,885 | \$58,970 | \$71,500 | \$80,080 | 9 |
| \$1,000,000 to \$1,999,999 | \$51,139 | \$53,715 | \$67,660 | \$68,840 | \$81,040 | \$91,323 | 11 |
| \$2,000,000 or more | \$56,867 | \$68,013 | \$87,700 | \$96,021 | \$124,550 | \$144,116 | 20 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|-----------|-----------|-----------|-----------|----|
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | - | - | - | - | - | - | 0 |
| >5 to 9 | - | - | - | - | - | - | 0 |
| >9 to 15 | \$39,000 | \$49,250 | \$60,443 | \$60,912 | \$71,750 | \$90,000 | 12 |
| >15 to 30 | \$51,139 | \$61,469 | \$70,500 | \$75,595 | \$82,844 | \$135,000 | 16 |
| More than 30 | \$56,867 | \$74,925 | \$110,000 | \$102,418 | \$128,650 | \$144,116 | 13 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|--|---------|-----------------|--------|------|-----------------|---------|-------|
|--|---------|-----------------|--------|------|-----------------|---------|-------|

Annual # Children Served

| | | | | | | | |
|-------------------------|----------|----------|-----------|-----------|-----------|-----------|----|
| Fewer than 100 children | - | - | - | - | - | - | 0 |
| 100 to 249 children | \$61,359 | \$61,359 | \$61,359 | \$61,359 | \$61,359 | \$61,359 | 1 |
| 250 to 499 children | \$39,000 | \$53,250 | \$68,830 | \$64,747 | \$74,250 | \$82,992 | 12 |
| 500 to 999 children | \$49,000 | \$51,785 | \$59,843 | \$67,022 | \$84,631 | \$96,803 | 10 |
| 1,000 or more children | \$53,715 | \$73,125 | \$101,200 | \$101,455 | \$130,475 | \$144,116 | 16 |

Organizational Type

| | | | | | | | |
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|----|
| Government-based | \$123,200 | \$123,200 | \$123,200 | \$123,200 | \$123,200 | \$123,200 | 1 |
| Hospital-based | \$135,000 | \$135,000 | \$135,000 | \$135,000 | \$135,000 | \$135,000 | 1 |
| Nonprofit | \$39,000 | \$60,490 | \$71,000 | \$77,729 | \$90,331 | \$144,116 | 38 |

Region

| | | | | | | | |
|------------|----------|----------|----------|----------|-----------|-----------|----|
| Midwestern | \$39,000 | \$52,400 | \$84,831 | \$67,000 | \$137,279 | \$144,116 | 6 |
| Northeast | \$41,768 | \$43,576 | \$49,500 | \$50,642 | \$58,850 | \$61,800 | 4 |
| Southern | \$51,139 | \$67,660 | \$81,040 | \$85,271 | \$96,803 | \$134,697 | 23 |
| Western | \$61,359 | \$65,000 | \$70,000 | \$77,014 | \$82,992 | \$110,000 | 7 |

Service Area

| | | | | | | | |
|----------|----------|----------|----------|----------|-----------|-----------|----|
| Urban | \$49,000 | \$71,250 | \$86,500 | \$93,422 | \$121,150 | \$144,116 | 16 |
| Suburban | \$50,000 | \$57,631 | \$65,175 | \$81,310 | \$105,677 | \$134,697 | 10 |
| Rural | \$39,000 | \$48,796 | \$62,429 | \$58,843 | \$70,250 | \$71,000 | 10 |

Gender Identity

| | | | | | | | |
|-------------------|----------|----------|----------|----------|-----------|-----------|----|
| Male | \$60,000 | \$72,760 | \$82,750 | \$89,243 | \$105,600 | \$135,000 | 8 |
| Female | \$39,000 | \$56,079 | \$68,830 | \$77,838 | \$92,693 | \$144,116 | 30 |
| Additional gender | - | - | - | - | - | - | 0 |

Race

| | | | | | | | |
|---------------------------|----------|----------|----------|----------|-----------|-----------|----|
| Black or African American | \$70,000 | \$70,500 | \$93,500 | \$95,500 | \$122,500 | \$125,000 | 4 |
| White | \$39,000 | \$56,867 | \$71,000 | \$78,893 | \$91,323 | \$144,116 | 31 |
| AIAN | \$61,359 | \$61,359 | \$61,359 | \$61,359 | \$61,359 | \$61,359 | 1 |
| Asian | - | - | - | - | - | - | 0 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | - | - | - | - | - | - | 0 |
| Other | \$67,660 | \$67,660 | \$80,030 | \$80,030 | \$92,400 | \$92,400 | 2 |

Ethnicity

| | | | | | | | |
|------------------------|----------|----------|----------|----------|-----------|-----------|----|
| Hispanic or Latino | \$57,885 | \$57,885 | \$67,660 | \$72,648 | \$92,400 | \$92,400 | 3 |
| Not Hispanic or Latino | \$41,768 | \$63,500 | \$80,080 | \$84,320 | \$110,000 | \$144,116 | 31 |

Finance/Accounting - Staff

Responsible for one or more aspects of accounting or financial management for the association. Responsibilities may include preparation of financial statements and tax returns. May also coordinate and/or perform accounting functions such as cash control, credit and collection management, payroll, receivables, payables, and bank reconciliations. Works with staff regarding invoices and receipts.

Average # Years in Position (N = 98)

Mean: 5
Median: 3
Range: 0 to 36

Employment Type - % (count) (N = 103)

CAC employee: 80% (82)
CAC-paid contract staff: 18% (18)
Other paid contract staff: 3% (3)
Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 47% (48)
<1 FTE, part-time: 52% (53)
Missing: 2% (2)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|----------|-------|
| All | \$28,860 | \$40,674 | \$45,750 | \$48,491 | \$53,533 | \$89,300 | 48 |

Years in Position

| | | | | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|----|
| Less than 1 year | \$53,710 | \$53,710 | \$53,710 | \$53,710 | \$53,710 | \$53,710 | 1 |
| 1 to 3 years | \$28,860 | \$40,560 | \$47,840 | \$48,669 | \$55,000 | \$72,238 | 21 |
| > 3 to 5 years | \$36,400 | \$42,660 | \$47,233 | \$48,877 | \$56,160 | \$61,687 | 7 |
| > 5 to 10 years | \$37,700 | \$38,622 | \$41,600 | \$44,889 | \$46,840 | \$71,594 | 9 |
| > 10 to 15 years | \$42,000 | \$42,325 | \$47,900 | \$47,700 | \$52,875 | \$53,000 | 4 |
| > 15 to 20 years | \$37,800 | \$37,800 | \$37,800 | \$37,800 | \$37,800 | \$37,800 | 1 |
| More than 20 years | \$42,753 | \$42,753 | \$66,027 | \$66,027 | \$89,300 | \$89,300 | 2 |

Budget

| | | | | | | | |
|----------------------------|----------|----------|----------|----------|----------|----------|----|
| Under \$250,000 | \$56,160 | \$56,160 | \$56,160 | \$56,160 | \$56,160 | \$56,160 | 1 |
| \$250,000 to \$499,999 | \$36,000 | \$36,000 | \$53,797 | \$53,797 | \$71,594 | \$71,594 | 2 |
| \$500,000 to \$999,999 | \$38,245 | \$39,183 | \$43,301 | \$44,191 | \$45,000 | \$58,008 | 7 |
| \$1,000,000 to \$1,999,999 | \$28,860 | \$38,000 | \$41,250 | \$41,949 | \$46,867 | \$53,000 | 9 |
| \$2,000,000 or more | \$36,400 | \$42,330 | \$50,000 | \$50,929 | \$54,500 | \$89,300 | 29 |

Total Staff (FTE)

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|----------|----|
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | - | - | - | - | - | - | 0 |
| >5 to 9 | \$36,000 | \$38,387 | \$44,151 | \$48,848 | \$61,404 | \$71,594 | 6 |
| >9 to 15 | \$28,860 | \$37,000 | \$41,250 | \$42,645 | \$53,000 | \$56,160 | 7 |
| >15 to 30 | \$39,000 | \$42,130 | \$43,680 | \$45,412 | \$49,866 | \$53,710 | 13 |
| More than 30 | \$36,400 | \$40,560 | \$50,251 | \$52,073 | \$56,672 | \$89,300 | 22 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|----------|-------|
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | - | - | - | - | - | - | 0 |
| 100 to 249 children | \$36,000 | \$36,796 | \$41,242 | \$40,871 | \$44,575 | \$45,000 | 4 |
| 250 to 499 children | \$28,860 | \$38,938 | \$41,425 | \$44,057 | \$46,090 | \$71,594 | 8 |
| 500 to 999 children | \$39,000 | \$42,877 | \$43,998 | \$46,517 | \$52,106 | \$58,008 | 9 |
| 1,000 or more children | \$36,400 | \$40,560 | \$50,000 | \$51,927 | \$55,000 | \$89,300 | 23 |
| Organizational Type | | | | | | | |
| Government-based | \$37,800 | \$37,800 | \$42,753 | \$56,618 | \$89,300 | \$89,300 | 3 |
| Hospital-based | \$37,700 | \$37,700 | \$42,000 | \$42,067 | \$46,500 | \$46,500 | 3 |
| Nonprofit | \$28,860 | \$40,903 | \$47,537 | \$48,369 | \$53,783 | \$72,238 | 42 |
| Region | | | | | | | |
| Midwestern | \$36,000 | \$40,175 | \$57,970 | \$55,485 | \$68,310 | \$70,000 | 4 |
| Northeast | \$46,500 | \$46,500 | \$50,750 | \$50,750 | \$55,000 | \$55,000 | 2 |
| Southern | \$28,860 | \$40,186 | \$43,840 | \$47,999 | \$51,750 | \$89,300 | 30 |
| Western | \$36,400 | \$40,820 | \$46,999 | \$47,012 | \$53,533 | \$56,160 | 12 |
| Service Area | | | | | | | |
| Urban | \$36,000 | \$40,560 | \$46,500 | \$48,805 | \$53,350 | \$89,300 | 25 |
| Suburban | \$39,000 | \$43,226 | \$51,501 | \$52,178 | \$58,928 | \$72,238 | 10 |
| Rural | \$38,245 | \$40,761 | \$43,377 | \$43,139 | \$45,558 | \$47,233 | 6 |
| Gender Identity | | | | | | | |
| Male | \$53,710 | \$53,710 | \$53,710 | \$53,710 | \$53,710 | \$53,710 | 1 |
| Female | \$28,860 | \$40,560 | \$44,500 | \$48,345 | \$53,250 | \$89,300 | 46 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$37,700 | \$40,227 | \$51,500 | \$51,391 | \$62,500 | \$70,000 | 5 |
| White | \$28,860 | \$40,540 | \$45,000 | \$48,064 | \$53,205 | \$89,300 | 33 |
| AIAN | \$41,600 | \$41,600 | \$41,600 | \$41,600 | \$41,600 | \$41,600 | 1 |
| Asian | \$61,687 | \$61,687 | \$61,687 | \$61,687 | \$61,687 | \$61,687 | 1 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | \$44,000 | \$44,000 | \$47,000 | \$47,000 | \$50,000 | \$50,000 | 2 |
| Other | \$36,400 | \$36,400 | \$38,480 | \$38,480 | \$40,560 | \$40,560 | 2 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$36,400 | \$38,480 | \$40,789 | \$44,692 | \$51,500 | \$63,240 | 8 |
| Not Hispanic or Latino | \$28,860 | \$41,700 | \$48,054 | \$49,732 | \$54,677 | \$89,300 | 36 |

Data/Quality Improvement (Consolidated Director and Staff)

Data/Quality Improvement - Director

Directs the organizations program evaluation and quality improvement initiatives. Develops and monitors key metrics as part of strategic planning toward organizational goals. Manages data collection initiatives, analyzes results, and prepares reports. Develops, maintains, and optimizes all in-house data systems with emphasis on availability, reliability, scalability, and security. May have responsibility for technical research for database and software upgrades and have significant vendor contact. If additional staff are not available in this division, may also perform more routine activities such as verifying data integrity, system testing, report generation, and problem-solving data entry issues with staff.

Data/Quality Improvement - Staff

Assists the data/quality improvement director in verifying data integrity, system testing, and documentation of processes and procedures. Detailed knowledge of data collection systems utilized throughout the CAC, including case management systems, donor databases, Outcome Measurement System (OMS) surveys from families and MDT members, etc. Prepares reports from these internal data systems, as well as potentially external data sources for comparison and purposes, and provides these to the director. May perform some data entry for direct service staff, especially to problem-solve complex data issues. However, this position should not be confused with routine case management data entry responsibilities within direct service staff positions or administrative positions.

Average # Years in Position (N = 63)

Mean: 3
Median: 2
Range: 0 to 19

Employment Type - % (count) (N = 70)

CAC employee: 94% (66)
CAC-paid contract staff: 6% (4)
Other paid contract staff: 0% (0)
Missing: 0% (0)

Full-Time or Part-Time - % (count)

1 FTE, full-time: 70% (49)
<1 FTE, part-time: 29% (20)
Missing: 1% (1)

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|----------|-------|
| All | \$28,500 | \$38,000 | \$45,000 | \$45,742 | \$51,358 | \$97,000 | 47 |
| Years in Position | | | | | | | |
| Less than 1 year | \$31,000 | \$33,000 | \$41,995 | \$41,019 | \$46,000 | \$52,000 | 11 |
| 1 to 3 years | \$28,500 | \$36,289 | \$41,600 | \$44,217 | \$49,719 | \$68,958 | 21 |
| > 3 to 5 years | \$58,779 | \$51,358 | \$58,779 | \$58,779 | \$66,200 | \$66,200 | 2 |
| > 5 to 10 years | \$34,797 | \$38,480 | \$41,523 | \$50,720 | \$58,240 | \$97,000 | 7 |
| > 10 to 15 years | \$48,600 | \$48,600 | \$51,644 | \$51,644 | \$54,689 | \$54,689 | 2 |
| >15 to 20 years | \$48,115 | \$48,115 | \$48,115 | \$48,115 | \$48,115 | \$48,115 | 1 |
| More than 20 years | - | - | - | - | - | - | 0 |

Full-Time Positions Only

| | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|----------|-------|
| Budget | | | | | | | |
| Under \$250,000 | \$31,200 | \$31,200 | \$31,200 | \$40,213 | \$58,240 | \$58,240 | 3 |
| \$250,000 to \$499,999 | \$31,000 | \$31,000 | \$31,000 | \$31,000 | \$31,000 | \$31,000 | 1 |
| \$500,000 to \$999,999 | \$29,000 | \$32,500 | \$36,407 | \$36,301 | \$40,050 | \$41,600 | 5 |
| \$1,000,000 to \$1,999,999 | \$28,500 | \$34,250 | \$42,250 | \$43,084 | \$47,823 | \$66,200 | 8 |
| \$2,000,000 or more | \$34,797 | \$40,150 | \$46,180 | \$49,068 | \$54,767 | \$97,000 | 30 |
| Total Staff (FTE) | | | | | | | |
| 2 or fewer | - | - | - | - | - | - | 0 |
| >2 to 5 | \$31,200 | \$31,200 | \$31,200 | \$31,200 | \$31,200 | \$31,200 | 2 |
| >5 to 9 | \$31,000 | \$31,000 | \$33,703 | \$33,703 | \$36,407 | \$36,407 | 2 |
| >9 to 15 | \$28,500 | \$31,000 | \$38,000 | \$38,593 | \$43,050 | \$58,240 | 9 |
| >15 to 30 | \$34,797 | \$39,043 | \$44,002 | \$44,752 | \$46,865 | \$66,200 | 10 |
| More than 30 | \$36,100 | \$41,400 | \$48,450 | \$51,050 | \$55,000 | \$97,000 | 24 |
| Annual # Children Served | | | | | | | |
| Fewer than 100 children | \$31,200 | \$31,200 | \$31,200 | \$31,200 | \$31,200 | \$31,200 | 1 |
| 100 to 249 children | \$31,200 | \$31,200 | \$31,200 | \$31,200 | \$31,200 | \$31,200 | 1 |
| 250 to 499 children | \$66,200 | \$66,200 | \$66,200 | \$66,200 | \$66,200 | \$66,200 | 1 |
| 500 to 999 children | \$29,000 | \$36,129 | \$42,250 | \$42,038 | \$46,865 | \$55,890 | 10 |
| 1,000 or more children | \$28,500 | \$40,050 | \$46,005 | \$48,648 | \$54,017 | \$97,000 | 28 |
| Organizational Type | | | | | | | |
| Government-based | \$48,600 | \$48,600 | \$58,779 | \$58,779 | \$68,958 | \$68,958 | 2 |
| Hospital-based | \$36,100 | \$38,150 | \$46,010 | \$54,262 | \$74,500 | \$97,000 | 5 |
| Nonprofit | \$28,500 | \$36,805 | \$43,248 | \$44,025 | \$50,374 | \$66,200 | 40 |
| Region | | | | | | | |
| Midwestern | \$46,010 | \$46,010 | \$65,000 | \$59,070 | \$66,200 | \$66,200 | 3 |
| Northeast | \$41,995 | \$41,995 | \$41,995 | \$41,995 | \$41,995 | \$41,995 | 1 |
| Southern | \$28,500 | \$36,348 | \$44,750 | \$45,085 | \$49,290 | \$97,000 | 38 |
| Western | \$31,200 | \$34,840 | \$38,480 | \$43,486 | \$54,634 | \$58,240 | 5 |
| Service Area | | | | | | | |
| Urban | \$28,500 | \$40,000 | \$46,010 | \$48,762 | \$55,000 | \$97,000 | 27 |
| Suburban | \$29,000 | \$44,625 | \$45,500 | \$45,458 | \$50,548 | \$54,689 | 8 |
| Rural | \$31,200 | \$31,200 | \$37,000 | \$38,479 | \$46,649 | \$48,410 | 6 |

| <i>Full-Time Positions Only</i> | Minimum | 25th Percentile | Median | Mean | 75th Percentile | Maximum | Count |
|---------------------------------|----------|-----------------|----------|----------|-----------------|----------|-------|
| Gender Identity | | | | | | | |
| Male | \$40,000 | \$40,100 | \$44,500 | \$46,940 | \$55,000 | \$65,000 | 5 |
| Female | \$28,500 | \$37,203 | \$45,000 | \$45,720 | \$51,193 | \$97,000 | 37 |
| Additional gender | - | - | - | - | - | - | 0 |
| Race | | | | | | | |
| Black or African American | \$31,200 | \$34,797 | \$40,200 | \$44,683 | \$60,000 | \$68,958 | 7 |
| White | \$28,500 | \$38,360 | \$45,000 | \$46,083 | \$49,290 | \$97,000 | 30 |
| AIAN | - | - | - | - | - | - | 0 |
| Asian | \$46,010 | \$46,010 | \$46,010 | \$46,010 | \$46,010 | \$46,010 | 1 |
| NHPI | - | - | - | - | - | - | 0 |
| Multiple races | - | - | - | - | - | - | 0 |
| Other | \$36,407 | \$37,443 | \$45,000 | \$45,121 | \$52,858 | \$54,689 | 5 |
| Ethnicity | | | | | | | |
| Hispanic or Latino | \$28,500 | \$34,750 | \$39,240 | \$40,970 | \$49,207 | \$54,689 | 10 |
| Not Hispanic or Latino | \$29,000 | \$38,000 | \$44,500 | \$46,320 | \$48,410 | \$97,000 | 31 |

Financial Resources

Participants were instructed to enter the dollar amount of the CAC's annual operating budget for the current fiscal year or most recent fiscal year with full information available. CACs under umbrella programs were instructed to only include the budget for the CAC program. From this same year, CACs were then asked to list the budget designated for employee pay, including base salaries, hourly wages, bonuses, and deferred compensation. Finally, participants were asked to list the portion of this budget designated for employee benefits, including retirement programs, health and other forms of insurance, and any other benefits that may be provided.

| | | |
|---|--|--------------------------|
| Annual Operating Budget* | | N = 591 |
| Mean | | \$883,216 |
| Median | | \$500,000 |
| Range | | \$10,000 to \$13,693,450 |
| Total | | \$521,980,734 |
| Budget Designated for Employee Pay* | | N = 561 |
| Mean | | \$547,103 |
| Median | | \$310,000 |
| Range | | \$17,351 to \$6,622,625 |
| Total | | \$206,924,739 |
| Budget Designated for Employee Benefits* | | N = 521 |
| Mean | | \$120,154 |
| Median | | \$61,920 |
| Range | | \$1,000 to \$2,950,100 |
| Total | | \$62,600,472 |

* Some CACs did not provide all three figures, so the numbers in each section should not be compared with each other. Instead, each figure should be considered separately as ballpark amounts that the average CAC spends on salaries and benefits.

Additionally, some CACs shared complex arrangements for handling staff salaries and benefits, especially at CACs that fall under an umbrella organization and share staff across multiple programs, so a portion of an employee's pay might be split between two or more programs' budgets. For example, an advocate employed by a broader community service organization might work with children and families at the CAC as well as adult clients through other programs for domestic violence and adult sexual assault victims. The CAC's own annual budget may not include the portions of the salary and benefits for that staff member that fall under another program's budget.

Contract Services

In this section, CACs were asked if their annual operating budget included contract fees for any additional service beyond the staff positions listed earlier in the survey. This may have included temp workers for time-limited projects or flat fees paid to an organization/agency (not specifically assigned to an individual person). If CACs indicated “yes” to this item, they were asked to check all such contract services from a list and provide the total amount budgeted toward contracts for each service in the most recent fiscal year, with average values listed below.

| Contracted Services in CAC Budgets | N = 259 % (Count) | Average Budgeted Amounts |
|--|-------------------|---|
| Forensic interviews provided through contracts | 15% (39) | N = 37 Mean: \$18,469 Median: \$6,230 Range: \$100 to \$129,000 Total: \$683,349 |
| Advocacy services (victim/child/family) provided through contracts | 6% (15) | N = 14 Mean: \$40,078 Median: \$31,093 Range: \$1,000 to \$212,439 Total: \$561,097 |
| Mental health services provided through contracts | 39% (101) | N = 100 Mean: \$46,017 Median: \$25,000 Range: \$1,440 to \$434,400 Total: \$4,555,681 |
| Medical services provided through contracts | 31% (81) | N = 75 Mean: \$45,477 Median: \$15,000 Range: \$300 to \$940,000 Total: \$3,410,758 |
| MDT facilitation provided through contracts | 1% (3) | N = 2 Mean: \$4,658 Median: \$4,658 Range: \$1,440 to \$7,875 Total: \$9,315 |

| Contracted Services in CAC Budgets | N = 259 % (Count) | Average Budgeted Amounts |
|--|-------------------|--|
| Development/fundraising/grant writing provided through contracts | 8% (20) | N = 17 Mean: \$20,604 Median: \$10,000 Range: \$1,000 to \$74,880 Total: \$350,265 |
| Training/outreach/prevention provided through contracts | 9% (24) | N = 21 Mean: \$28,623 Median: \$7,630 Range: \$750 to \$310,000 Total: \$601,082 |
| Communications/Marketing Provided through Contracts | 10% (26) | N = 22 Mean: \$11,578 Median: \$5,000 Range: \$1,000 to \$76,000 Total: \$254,711 |
| Public Relations/Legislative Services Provided through Contracts | 2% (4) | N = 1 Mean: \$20,750 Median: \$20,750 Range: N/A Total: \$20,750 |
| Administrative/office management services provided through contracts | 4% (11) | N = 9 Mean: \$17,725 Median: \$10,000 Range: \$4,146 to \$68,929 Total: \$159,528 |
| Finance/accounting services provided through contracts | 38% (98) | N = 95 Mean: \$14,363 Median: \$9,000 Range: \$1,800 to \$64,000 Total: \$1,364,462 |

| Contracted Services in CAC Budgets | N = 259 % (Count) | Average Budgeted Amounts |
|--|-------------------|--|
| Human resources provided through contracts | 7% (18) | N = 14 Mean: \$13,096 Median: \$10,000 Range: \$500 to \$35,000 Total: \$222,629 |
| Data/quality improvement services provided through contracts | 3% (8) | N = 8 Mean: \$18,414 Median: \$19,200 Range: \$2,000 to \$34,000 Total: \$147,311 |
| Information technology provided through contracts | 33% (86) | N = 85 Mean: \$18,299 Median: \$10,000 Range: \$360 to \$120,000 Total: \$1,537,131 |
| Other | 20% (52) | N = 45 Mean: \$37,144 Median: \$9,000 Range: \$220 to \$480,000 Total: \$1,671,463 |

Contracted services are relatively common but generally small in scale

Overall, 44% of CACs rely on contracts to provide services, beyond specific staff positions outlined earlier in this report. Of those who rely on such contracts, the most common services provided are mental health services, finance/accounting, information technology, and medical services. The median dollar amounts of most of these contracts suggests that these are small in scale, perhaps to supplement staff providers or, for smaller CACs, perhaps because the scope of work is not enough to justify a full-time position but requires specialized skills beyond the capacity of staff. The most common “other” contracted services included outside supervision for direct service providers (particularly for forensic interviewers, mental health clinicians, and medical providers), facility maintenance/custodial services, legal representation, and translation/interpretation services.

Internships

In this section, CACs were asked if they used interns for any activities and, if so, respondents were asked a series of questions about the number of interns in the past 12 months, types of services provided, and whether interns are paid for these services. Respondents were instructed to only include official internship programs coordinated by the CAC and/or partners such as local universities and not to include unpaid volunteers, which was asked about separately in the next section. Although CACs paying their interns were asked to provide the amount paid, it turned out that very few CACs pay their interns, so that limited data is not presented here.

| | |
|--|-----------|
| CAC Utilizes Interns | N = 598 |
| Yes | 67% (399) |
| No | 33% (199) |
| Number of Interns in Past 12 Months | N = 353 |
| Mean | 4 |
| Median | 2 |
| Range | 1 to 33 |
| Total | 1,295 |
| Types of Services Provided by Interns at CACs | N = 398 |
| Forensic interviews | 5% (18) |
| Advocacy services (victim/child/family) | 74% (296) |
| Mental health services | 44% (173) |
| Medical services | 3% (11) |
| MDT facilitation | 4% (16) |
| Development/fundraising/grant writing | 16% (63) |
| Training/outreach/prevention | 34% (134) |
| Communications/marketing | 22% (88) |
| Public relations/legislative | 4% (15) |
| Administrative/office management | 38% (152) |
| Finance/accounting | 1% (3) |
| Human resources | 1% (3) |
| Data/quality improvement | 21% (84) |
| Information technology | 6% (22) |
| Other | 7% (29) |
| CAC Pays Interns for Any Services Provided | N = 399 |
| Yes | 5% (18) |
| No | 96% (381) |

Volunteers

In this section, CACs were asked if they utilized unpaid volunteers and, if so, the number of volunteers in the past 12 months and types of services provided. Given the potential variety of these tasks, this was phrased as an open-ended question, and NCA staff coded the responses for general themes, as presented below the table.

| | | |
|--|--|-----------|
| CAC Utilizes Volunteers | | N = 597 |
| Yes | | 69% (409) |
| No | | 32% (188) |
| Number of Volunteers in Past 12 Months | | N = 370 |
| Mean | | 22 |
| Median | | 8 |
| Range | | 1 to 448 |
| Total | | 7,979 |

Several CACs specified in comments that they would normally have volunteers on-site but had zero in the previous 12 months due to COVID-19, and multiple others commented that the numbers they did provide were lower than usual due to the pandemic. This is an important caveat as the average may have been higher in previous years.

Common examples of volunteer activities included:

- Administrative tasks, such as answering phones, filing and making copies, stuffing envelopes, etc.
- Family support during visits, such as greeting families and supervising children
- Helping with in-person and virtual fundraising events
- Building and grounds maintenance, cleaning, and decorating
- Data entry and research projects
- Communications, such as helping to writing newsletters, social media posts, etc.
- Outcome Measurement System (OMS) feedback survey collection and data entry
- Coordinating and organizing donations of physical items (i.e., toys, clothes, snacks, etc.)
- Community outreach and education
- Caring for facility dogs, such as walking the dogs or specific individuals serving as handlers
- Serving on boards of directors and committees

Staff Turnover and Unmet Staffing Needs

In this section, CACs were asked, "In the past 12 months, how many CAC employees left their positions?" Participants were further instructed to only include people who left permanently (for example, by resignation, dismissal, or retirement). Temporary absences such as parental leave would not apply. If the same position became vacant multiple times in the same year, CACs were instructed to count each time separately. For example, if a victim advocate position became vacant twice in the same year, CACs were asked to count this as 2 toward the total. If a CAC experienced turnover, they were asked to select from a list of potential reasons the staff member(s) left. Regardless of their response to these turnover questions, CACs were also asked if they had gained or lost employee positions overall compared to 12 months ago.

Also in this section, CACs were asked to select where they currently have unmet staffing needs, meaning areas of need beyond the capacity of their current staffing or contracts, not including temporarily vacant positions or contracts out to bid already included in the existing budget.

| | |
|---|-----------|
| CAC Reported Turnover in the Previous 12 Months | N = 576 |
| Yes—one or more positions | 63% (387) |
| No—zero positions | 33% (189) |
| Average CAC Turnover—Includes zero Values | N = 576 |
| Mean | 2 |
| Median | 1 |
| Range | 1 to 33 |
| Total | 1,161 |
| Estimated field total, adjusted for response rate | 1,794 |
| Reasons for Turnover—Not Applicable Responses Removed | N = 394 |
| Retirement | 15% (58) |
| Personal reasons (health issues, family needs, etc.) | 44% (173) |
| Left for a higher paying position | 34% (133) |
| Left for a position that better aligns with interests, skills, etc. | 38% (149) |
| Left to continue education | 13% (51) |
| Lack of promotional opportunities at the CAC | 4% (17) |
| Heavy workload | 7% (27) |
| Vicarious trauma, secondary traumatic stress, or burnout | 11% (43) |
| Unsatisfactory performance | 27% (105) |
| Disagreements with management | 9% (35) |
| Other | 15% (58) |

Compared to 12 Months Ago, Positions at the CAC Have ...

N = 594

| | |
|---|-----------|
| Increased–CAC gained new positions | 36% (211) |
| Stayed the same | 56% (333) |
| Decreased–CAC lost positions (downsizing/layoffs) | 8% (50) |

Areas of Unmet Staffing Needs at CACs

N = 583

| | |
|---|-----------|
| None—we have no unmet staffing needs | 27% (157) |
| Forensic interviews | 19% (108) |
| Advocacy services (victim/child/family) | 23% (136) |
| Mental health services | 36% (212) |
| Medical services | 14% (83) |
| MDT facilitation | 7% (40) |
| Development/fundraising/grant writing | 24% (138) |
| Training/outreach/prevention | 25% (144) |
| Communications/marketing | 18% (104) |
| Public relations/legislative | 11% (64) |
| Administrative/office management | 19% (110) |
| Finance/accounting | 10% (60) |
| Human resources | 11% (63) |
| Data/quality improvement | 13% (75) |
| Information technology | 12% (68) |
| Other | 6% (35) |

More than two-thirds of all CACs that answered this question had at least one instance of turnover, with some large CACs having over 30 instances in just 12 months. This data indicates the average CAC can expect one or two staff positions to become vacant each year. If we extend this estimate to the entire CAC field, adjusting for the response rate to this survey, the total is close to 1,800 CAC staff members leaving their positions in the past year. When compared to just 9,600 estimated positions in the entire CAC field, this is a turnover rate of 19%, or close to one-fifth of positions.

Examples of other reasons for turnover included relocation/moving out of the area (such as due to a partner's job), lack of benefits (as opposed to pay specifically), wanting more flexible work arrangements, layoffs due to loss of funds or restructuring that eliminated the need for certain positions, and a small number of staff deaths. A few centers simply listed "COVID-19," which may have overlaps with multiple personal or professional categories.

The finding that more than 8% of CACs experienced reductions in the number of positions due to downsizing or layoffs is concerning but not as bad as might have been expected given the tumultuous timing of this survey in 2021. It is encouraging that over four times as many CACs actually added staff positions in this timeframe.

The majority of CACs have at least one area of unmet need in their staffing, with the top five areas being mental health services; training/outreach/prevention work; development/fundraising/grant writing; advocacy services for victims/children and families; and administrative/office management support. These trends are consistent with previous findings in the 2016 and 2018 NCA Member Censuses, indicating persistent challenges in funding these positions, either at all or at levels high enough to meet demand.

Salary Increases

In this section, CACs were asked whether they had already granted or planned to grant various types of salary increases in the current fiscal year. For each type of increase selected, if any, CACs were asked to specify the average annual increase by percentage that they had granted or planned to grant.

| Salary Increases in the Current Fiscal Year (Select all that apply.) | | N = 589 |
|--|--|---------------|
| Yes—Merit increases | | 32% (187) |
| Averages | | N = 181 |
| Mean | | 3.3% |
| Median | | 3.0% |
| Range | | 1.0% to 15.0% |
| Yes—General (Across the Board) Increases | | 23% (134) |
| Averages | | N = 124 |
| Mean | | 3.1% |
| Median | | 3.0% |
| Range | | 1.0% to 12.0% |
| Yes—Cost of Living Increases | | 28% (162) |
| Averages | | N = 153 |
| Mean | | 2.5% |
| Median | | 2.5% |
| Range | | 1.0% to 5.0% |
| Yes—Length of Services Increases | | 4% (24) |
| Averages | | N = 15 |
| Mean | | 4.0% |
| Median | | 3.0% |
| Range | | 1.5% to 13.0% |
| Yes—Promotional Increases | | 9% (51) |
| Averages | | N = 45 |
| Mean | | 7.4% |
| Median | | 6.0% |
| Range | | 1.5% to 27.0% |

| | |
|--|---------------|
| Yes—Incentive Plan-Based Increases | 2% (11) |
| Averages | N = 7 |
| Mean | 5.4% |
| Median | 5.0% |
| Range | 3.0% to 10.0% |
| Yes—Other Increases | 12% (72) |
| Averages | N = 25 |
| Mean | 7.0% |
| Median | 5.0% |
| Range | 1.5% to 25.0% |
| None of the above—no salary increases in the current fiscal year | 22% (132) |
| Budget Allocated to Salary Increases Compared to Previous Fiscal Year | N = 586 |
| Budget increased | 43% (252) |
| Stayed about the same | 46% (271) |
| Budget decreased | 11% (63) |
| Factors Considered when Deciding on Salary Increases | N = 585 |
| Job performance | 71% (413) |
| Budgeted percentage | 51% (297) |
| Organization's fiscal standing | 79% (461) |
| Other | 21% (121) |

Unfortunately, survey responses indicated that close to one-quarter of CACs were unable to offer salary increases in the current fiscal year. However, it is encouraging that 43% were able to allocate a higher budget for salary increases compared to the previous year. For the three-quarters of CACs able to offer salary increases, this was approached in a variety of ways, with merit, cost of living, and general/across the board increases being the most common, with amounts averaging around 3%. The highest increases by percentage tended to be promotional increases at 6%-7%, which makes sense as this likely involves increased areas of responsibility, above and beyond cost of living and other general increases.

The organization's fiscal standing and employee job performance tended to be the most common factors considered when deciding on salary increases. About half said this was based on a budgeted percentage, which has overlaps with the other categories, as the budget may have itself been determined based on these other factors. Examples of other factors considered when deciding on salary increases included CACs aligning pay with standardized cost of living increases; benchmarking to comparison compensation data sources; union contracts (especially for CACs based under broader programs); decisions by boards, committees, or councils; changes in job duties or added responsibilities; and length of service at the CAC.

Benefits: Leave Policies

Standard Paid Leave Types

For this section, CACs were asked to fill in the number of days available (for annual accrual) to full-time employees at the start of employment and after five years of employment. Additionally, CACs were asked if they offer leave donation programs (i.e., a program in which employees can donate leave to others in need who have exhausted their own leave balances). Holidays were only assessed for the start of employment, based on examples of other compensation surveys in which the number of paid holidays is assumed to be consistent across all full-time employees, regardless of tenure with the organization.

| | |
|---------------------------------------|-----------|
| Paid Holidays Offered | N = 580 |
| No (zero value entered or left blank) | 10% (59) |
| Yes (value of 1 or higher entered) | 90% (521) |
| If yes, averages | N = 521 |
| Mean | 12 |
| Median | 12 |
| Range | 5 to 25 |

Leave Available at Start of Employment

| | |
|---------------------------------------|-----------|
| Paid Vacation Days Offered | N = 553 |
| No (zero value entered or left blank) | 39% (213) |
| Yes (value of 1 or higher entered) | 62% (340) |
| If yes, averages | N = 340 |
| Mean | 12 |
| Median | 12 |
| Range | 1 to 40 |

| | |
|---------------------------------------|-----------|
| Paid Sick Days Offered | N = 553 |
| No (zero value entered or left blank) | 41% (225) |
| Yes (value of 1 or higher entered) | 59% (328) |
| If yes, averages | N = 328 |
| Mean | 11 |
| Median | 12 |
| Range | 1 to 40 |

| | |
|--|-----------|
| Paid Time Office (PTO)/Personal Days Offered | N = 553 |
| No (zero value entered or left blank) | 34% (190) |
| Yes (value of 1 or higher entered) | 66% (363) |
| <u>If yes, averages</u> | N = 363 |
| Mean | 11 |
| Median | 10 |
| Range | 1 to 39 |
| Total Average Vacation, Sick, PTO/Personal Days Available | N = 553 |
| Mean | 21 |
| Median | 22 |
| Range | 1 to 73 |

Leave Available After 5 Years of Employment

| | |
|---------------------------------------|-----------|
| Paid Vacation Days Offered | N = 550 |
| No (zero value entered or left blank) | 35% (191) |
| Yes (value of 1 or higher entered) | 65% (359) |
| <u>If yes, averages</u> | N = 359 |
| Mean | 16 |
| Median | 15 |
| Range | 1 to 40 |
| Paid Sick Days Offered | N = 550 |
| No (zero value entered or left blank) | 41% (227) |
| Yes (value of 1 or higher entered) | 59% (323) |
| <u>If yes, averages</u> | N = 323 |
| Mean | 12 |
| Median | 12 |
| Range | 1 to 30 |

| | |
|--|-----------|
| Paid Time Office (PTO)/Personal Days Offered | N = 550 |
| No (zero value entered or left blank) | 34% (186) |
| Yes (value of 1 or higher entered) | 66% (364) |
| If yes, averages | N = 364 |
| Mean | 15 |
| Median | 15 |
| Range | 1 to 40 |
| Total Average Vacation, Sick, PTO/Personal Days Available | N = 550 |
| Mean | 27 |
| Median | 27 |
| Range | 1 to 75 |
| CAC Offers Leave Donation or Sharing Program | N = 587 |
| Yes | 35% (208) |
| No | 65% (379) |

Based on survey responses, it appears that some CACs have separately designated vacation and/or sick leave while others may group this into general paid time off (PTO)/personal days (i.e., the leave is the same whether it's for vacation or illness). This is evidenced by the higher average values for PTO compared to vacation or sick leave considered separately. However, because personal days are also captured under general PTO, some CACs may also offer all three. For example, a CAC might offer 14 vacation days, 10 sick days, and three personal days. Regardless of the exact breakdown, the average CAC employee could expect to have a total of approximately 22 paid days (4 weeks, 2 days) available for annual accrual at the start of their employment. By five years later, this increases modestly to an average of 27 total days (5 weeks, 2 days).

Leave for Special Circumstances

In this section, CACs were instructed to enter the maximum number of days the organization provides paid leave for a variety of special circumstances that may or may not come up during an employee's time with the organization, as opposed to standard leave for all employees as reflected in the section above. Checkbox options were offered to indicate when there was no maximum to the number of paid days or if the organization does not provide any paid leave in that category. Given the variable nature of these leave types, all values over 1 were kept in analyses. This means there are large outliers in some sections, so median values may be more reliable for these leave types.

Paid Leave Offered for the Following Special Circumstances

| | |
|-------------------------------------|-----------|
| Jury Duty | N = 556 |
| Not provided | 11% (59) |
| Yes, no maximum | 71% (397) |
| Yes, maximum number of days | 18% (100) |
| If maximum, averages | N = 100 |
| Mean | 9 |
| Median | 5 |
| Range | 1 to 30 |
| Maternity/Paternity/Adoption | N = 541 |
| Not provided | 50% (270) |
| Yes, no maximum | 10% (56) |
| Yes, maximum number of days | 40% (215) |
| If maximum, averages | N = 215 |
| Mean | 60 |
| Median | 60 |
| Range | 2 to 480 |
| Other Family Medical Leave | N = 528 |
| Not provided | 56% (295) |
| Yes, no maximum | 14% (73) |
| Yes, maximum number of days | 30% (160) |
| If maximum, averages | N = 160 |
| Mean | 61 |
| Median | 60 |
| Range | 3 to 480 |

| | |
|-----------------------------|------------|
| Bereavement | N = 565 |
| Not provided | 12% (67) |
| Yes, no maximum | 8% (43) |
| Yes, maximum number of days | 81% (455) |
| If maximum, averages | N = 455 |
| Mean | 4 |
| Median | 3 |
| Range | 1 to 84 |
| Military Duty | N = 528 |
| Not provided | 46% (245) |
| Yes, no maximum | 39% (206) |
| Yes, maximum number of days | 15% (77) |
| If maximum, averages | N = 77 |
| Mean | 204 |
| Median | 15 |
| Range | 1 to 1,825 |

Benefits: Retirement Programs

For this section, CACs were asked to indicate if their organization offers one or more retirement plans to any employees. If so, these CACs were asked some follow-up questions regarding characteristics of those plans.

| | | | |
|---|-----------|---|-----------|
| CAC Offers Retirement Plans to Any Employees | | Maximum Available Employer Contribution (percentage of base salary) | |
| | N = 598 | | N = 383 |
| No | 27% (161) | Mean | 5% |
| Yes | 73% (437) | Median | 3% |
| | | Range | 0 to 100% |
| | | No match (0%) | 11% (41) |
| Types of Retirement Plans Offered to CAC Employees | | Position(s) Responsible for Oversight of Plans (select all that apply) | |
| | N = 433 | | N = 428 |
| Defined benefit pension plan | 16% (69) | Executive director | 43% (184) |
| 401(k) | 34% (146) | Chief financial officer | 15% (63) |
| 403(b) | 30% (128) | Chief operating officer | 3% (11) |
| SEP (Simplified Employee Pension) | 8% (33) | Director of finance | 13% (57) |
| Other | 26% (112) | Director of human resources | 23% (98) |
| | | Director of operations | 5% (21) |
| | | Board members | 17% (73) |
| | | Investment committee members | 4% (17) |
| | | Other | 23% (100) |
| Length of Employment Required for Retirement Plan Eligibility (months) | | | |
| | N = 401 | | |
| Mean | 6 | | |
| Median | 3 | | |
| Range | 0 to 60 | | |
| No waiting period/starts immediately (zero months) | 26% (103) | | |

Under "other" retirement plans, Simple IRA and Roth IRA programs were the most common. Some CACs referenced state, county, or municipal plans without specifying the type of retirement programs themselves.

Under "other" positions responsible for oversight of retirement plans, some CACs listed staff positions such as accountants and office managers, perhaps because there is no "director" level for this position type at the CAC. Many mentioned that this was managed by umbrella programs, especially for government-based and hospital-based programs, without specifying the title of the exact person.

Benefits: Insurance

Medical Insurance

For this section, CACs were asked if they offer employees any medical insurance benefits. If so, follow-up questions were asked regarding the type of medical insurance benefits and whether coverage is extended to a variety of family/household members. Regardless of whether medical insurance is offered, all CACs were also asked if they offer healthcare spending or reimbursement accounts (HSAs, FSAs, HRAs).

| CAC Offers Employees Any Medical Insurance Benefits | | N = 595 |
|---|--|-----------|
| No | | 18% (104) |
| Yes | | 83% (491) |

| Types of Medical Insurance Benefits Available to CAC Employees | | N = 482 |
|--|--|-----------|
| Health maintenance organization (HMO) | | 36% (171) |
| Preferred provider organization (PPO) | | 65% (315) |
| Point of service (POS) | | 8% (38) |
| High deductible health plan (HDHP) | | 22% (106) |
| Other | | 12% (59) |

| Medical Insurance Extended to Any of the Following Groups, by Type | |
|--|-----------|
| HMO | N = 171 |
| Spouse/dependents | 80% (136) |
| Other family members | 44% (75) |
| Same-sex domestic partners | 40% (69) |
| Opposite-sex domestic partners | 33% (57) |
| PPO | N = 315 |
| Spouse/dependents | 82% (259) |
| Other family members | 47% (149) |
| Same-sex domestic partners | 42% (132) |
| Opposite-sex domestic partners | 35% (109) |
| POS | N = 38 |
| Spouse/dependents | 84% (32) |
| Other family members | 61% (23) |
| Same-sex domestic partners | 61% (23) |
| Opposite-sex domestic partners | 55% (21) |

Medical Insurance Extended to Any of the Following Groups, by Type (continued)

| | |
|--|-----------|
| HDHP | N = 106 |
| Spouse/dependents | 89% (94) |
| Other family members | 52% (55) |
| Same-sex domestic partners | 49% (52) |
| Opposite-sex domestic partners | 39% (41) |
| Other | N = 59 |
| Spouse/dependents | 41% (24) |
| Other family members | 22% (13) |
| Same-sex domestic partners | 10% (6) |
| Opposite-sex domestic partners | 9% (5) |
| Offers Health Care Spending/Reimbursement Accounts (HSAs, FSAs, HRAs) | N = 585 |
| No | 58% (340) |
| Yes | 42% (245) |

It should be noted that most (89%, 92 of 104) CACs who do not offer medical insurance also do not offer HSAs, FSAs, or HRAs. This means that an estimated 16% of all CACs do not provide any form of support for employee medical expenses.

Other Insurance

Separate from medical insurance, CACs were asked if they offered a variety of additional types of insurance, with results shown as follows:

| | |
|---|-----------|
| CAC Offers the Following Insurance Types | N = 590 |
| Life insurance | 62% (364) |
| Long-term disability insurance | 45% (268) |
| Short-term disability insurance | 46% (269) |
| Dental insurance | 74% (434) |
| Vision insurance | 66% (388) |
| Personal liability insurance | 16% (93) |
| Other insurance benefits—please specify: | 15% (90) |
| None of the above | 21% (123) |

Benefits: Other

The final question in the benefits section provided a list of various programs and practices that could be considered as additional benefits for employees, as outlined below.

| CAC Offers the Following Additional Benefits to Employees | N = 594 |
|---|-----------|
| Travel reimbursement (parking, mileage, local transportation subsidy) | 91% (541) |
| Tuition reimbursement | 23% (134) |
| Professional membership dues | 46% (273) |
| Cell phone/smartphone purchase or expenses | 49% (290) |
| Childcare benefits | 3% (19) |
| Wellness programs (gym memberships, recreation or self-care activities) | 30% (180) |
| Reimbursement for acquiring or maintaining license/credentials (CEUs) | 42% (248) |
| Training/conference attendance (registration fees, travel expenses) | 90% (532) |
| Workplace flexibility (telecommuting, alternative work schedules) | 69% (411) |
| Other | 11% (63) |
| None of the above | 2% (12) |

Workloads of Direct Service Staff

This section focused on the workloads of CAC staff members focused on four areas of direct service: forensic interviewing, victim advocacy, medical, and mental health services.

To start, CACs were asked to estimate the percentage of all children receiving each service type in 2020 through a variety of approaches, including CAC staff providers based at the CAC, CAC contracted providers based at the CAC, interns based at the CAC, or linkage partner providers based elsewhere (i.e., employed by other organizations, but with linkage agreements to provide services to CAC clients).

Next, CACs were asked for the average weekly caseloads for each employee in these direct service areas. Pilot testing revealed key differences in how caseloads are determined between the different service types, so each question was phrased in a slightly different way to gather information most pertinent to how these services are approached in the CAC field. Additionally, CACs were asked to convert part-time workers' caseloads into full-time equivalents.

Providers of Direct Services (% of children served in 2020, means)

N = 601

| | |
|---|-----|
| Forensic Interviews | |
| % by CAC staff providers, based at CAC | 84% |
| % by CAC contracted providers, based at CAC | 7% |
| % by interns, based at CAC | <1% |
| % by linkage partner providers, based elsewhere | 9% |
| Advocacy Services | |
| % by CAC staff providers, based at CAC | 87% |
| % by CAC contracted providers, based at CAC | 3% |
| % by interns, based at CAC | 2% |
| % by linkage partner providers, based elsewhere | 7% |
| Medical Services | |
| % by CAC staff providers, based at CAC | 24% |
| % by CAC contracted providers, based at CAC | 21% |
| % by interns, based at CAC | <1% |
| % by linkage partner providers, based elsewhere | 55% |
| Mental Health Services | |
| % by CAC staff providers, based at CAC | 43% |
| % by CAC contracted providers, based at CAC | 13% |
| % by interns, based at CAC | 2% |
| % by linkage partner providers, based elsewhere | 42% |

Average Weekly Caseloads (each full-time staff position)

| | |
|---|-----------|
| Forensic Interviews | N = 581 |
| Unknown | 15% (84) |
| Known | 86% (497) |
| If provided, averages: | N = 489 |
| Mean | 7 |
| Median | 6 |
| Range | 1 to 38 |
| Advocacy Services–New Cases/Children | N = 584 |
| Unknown | 16% (91) |
| Known | 84% (493) |
| If provided, averages: | N = 481 |
| Mean | 7 |
| Median | 5 |
| Range | 1 to 40 |
| Advocacy Services–Ongoing Cases/Children | N = 579 |
| Unknown | 26% (151) |
| Known | 74% (428) |
| If provided, averages: | N = 409 |
| Mean | 22 |
| Median | 15 |
| Range | 1 to 150 |
| Medical Services | N = 521 |
| Unknown | 49% (256) |
| Known | 51% (265) |
| If provided, averages: | N = 229 |
| Mean | 5 |
| Median | 4 |
| Range | 1 to 24 |
| Mental Health Services–Expected Client Caseload per Full-Time Clinician | N = 601 |
| Unknown/no number provided | 35% (211) |
| Number provided | 65% (390) |
| If provided, averages: | N = 390 |
| Mean | 25 |
| Median | 24 |
| Range | 1 to 100 |

Average Weekly Caseloads (each full-time staff position) (continued)

| | |
|--|-----------|
| Mental Health Services—# Weekly Appointments per Full-Time Clinician | N = 601 |
| Unknown | 36% (214) |
| Known | 64% (387) |
| If provided, averages: | N = 385 |
| Mean | 19 |
| Median | 20 |
| Range | 1 to 40 |

Types of Mental Health Services Provided by CAC and/or Linkage Partners


| | |
|--|-----------|
| | N = 587 |
| Individual therapy for victims ages 0 to 18 | 97% (568) |
| Individual therapy for youth with problematic sexual behaviors | 53% (312) |
| Individual therapy for siblings/child witnesses to abuse | 89% (522) |
| Individual therapy for non-offending caregivers | 71% (414) |
| Individual therapy for caregivers in treatment for abusive behavior | 17% (101) |
| Family therapy (joint sessions for children, caregivers, siblings, etc.) | 63% (372) |
| Group therapy (peer groups of youth, caregivers, etc.) | 42% (246) |
| Other | 10% (60) |

Appointment Types Offered to Clients

| | |
|----------------------|-----------|
| | N = 513 |
| 16 to 37 minutes | 18% (93) |
| 38 to 52 minutes | 58% (297) |
| 53 minutes or longer | 58% (297) |
| Other | 16% (80) |

Average Client No-Show Rate (per week for FT clinicians)

| | |
|---------------------|-----------|
| | N = 529 |
| 5% or less | 19% (100) |
| 5.1 to 10% | 14% (74) |
| 10.1 to 15% | 14% (75) |
| 15.1 to 20% | 9% (48) |
| 20.1 to 25% | 5% (28) |
| Over 25% | 2% (11) |
| Unknown/not tracked | 37% (193) |



Examples of “other” therapy types include crisis interventions, services for adult survivors of childhood trauma, psychoeducation for caregivers, animal assisted therapies, and more targeted support groups or individual treatment types for unique populations.

Examples of other appointment types included sessions up to 90 minutes (especially for family or group therapy types) or references that the times vary based on the needs of the individual. Some used this space to mention that this information is unknown, particularly for services provided by linkage agreement partners, so future versions of this question should include an option for these unknowns.

It is important to note that there is a variation in workloads across CACs of different characteristics. Although a full breakdown of all potential variables is outside the scope of this report, some characteristics were explored and found to impact workloads. For example, staff at larger centers tend to conduct more forensic interviews, advocacy interactions, and medical exams. This is likely because large centers tend to have more specialized positions and a broader array of on-site services, while smaller centers with fewer staff may “wear multiple hats” and perform multiple functions in addition to forensic interviewing and advocacy duties, as well as rely on linkage partners to perform direct services. Unlike other direct services, though, further analysis revealed that mental health clinician caseloads and number of weekly appointments are similar across CACs of many different characteristics. This may speak to the high levels of unmet mental health service needs, as presented earlier in this report.

Training and Professional Development

In this section, CACs were asked to provide the average number of hours per year spent on training or professional development for each of the following direct service position types.

Training & Professional Development (hours per year, by role & location)

| | | | |
|--|----------|---|----------|
| Forensic Interviewers–CAC Staff | N = 481 | Medical Providers–CAC Staff | N = 208 |
| Mean | 35 | Mean | 27 |
| Median | 30 | Median | 20 |
| Range | 0 to 250 | Range | 0 to 144 |
| Forensic Interviewers–Linkage Partners | N = 93 | Medical Providers–Linkage Partners | N = 135 |
| Mean | 20 | Mean | 20 |
| Median | 10 | Median | 16 |
| Range | 0 to 160 | Range | 0 to 100 |
| Advocates–CAC Staff | N = 485 | Mental Health Clinicians–CAC Staff | N = 332 |
| Mean | 33 | Mean | 30 |
| Median | 25 | Median | 24 |
| Range | 0 to 250 | Range | 0 to 160 |
| Advocates–Linkage Partners | N = 73 | Mental Health Clinicians–Linkage Partners | N = 126 |
| Mean | 16 | Mean | 22 |
| Median | 10 | Median | 16 |
| Range | 0 to 96 | Range | 0 to 100 |

Overall, centers were much more likely to provide a number of training hours for CAC staff positions as opposed to linkage partner positions, likely because this information is harder to gather from linkage partners. However, we encourage all CACs to track this information, both to meet Accreditation requirements and—more importantly—because CACs should be familiar with the types and amounts of training received by those entrusted to provide these critical services for CAC clients.

Vicarious Trauma, Secondary Traumatic Stress, and Burnout

The final section of the survey started with the acknowledgement that CAC staff and MDT members, by the nature of their jobs, are at risk of developing vicarious trauma (VT), secondary traumatic stress (STS), and burnout symptoms. CACs were first asked if they provide education on VT, STS, and burnout to CAC staff and/or MDT members. If so, centers were asked a series of follow-up questions regarding the characteristics of this education and interventions to address and respond to these issues, if any. Beyond education alone, CACs were also asked if they assess for VT, STS, and burnout symptoms in individual CAC staff and/or MDT members, with a note that this may include formal and informal approaches, as well as assessments for identified individuals and/or anonymous approaches. If CACs answered “yes” to this question, they were asked follow-up questions about the nature of those assessments. Whether or not these issues are assessed for through specific approaches, this section ended by asking all CACs providing education on VT, STS, and burnout what types of supports are offered for those identifying challenges in this area.

| | | |
|--|--|-----------|
| CAC Provides Education on VT, STS, and Burnout to Staff and/or MDT | | N = 600 |
| No | | 8% (46) |
| Yes | | 92% (554) |
| If yes, approaches for delivering this education | | N = 553 |
| Discussions at supervision meetings (1:1 or small groups) | | 78% (433) |
| Discussions at staff/team meetings (large groups) | | 88% (489) |
| Trainings focused specifically on VT/STS/burnout | | 85% (470) |
| Written resources such as pamphlets, electronic communications, etc. | | 62% (344) |
| Other | | 15% (84) |
| CAC Assesses for VT, STS, and Burnout Symptoms in Individual CAC Staff and/or MDT Members | | N = 547 |
| No | | 25% (138) |
| Yes | | 75% (409) |
| If yes, approaches to assess for VT, STS, and burnout symptoms | | N = 402 |
| Discussions at supervision meetings | | 92% (369) |
| VT/STS/burnout screening instrument(s) for identified individuals | | 24% (96) |
| Anonymous VT/STS/burnout screening instrument(s) | | 20% (79) |
| Other | | 14% (57) |

| Supports Offered to Those Identifying VT, STS, and Burnout | N = 553 |
|---|-----------|
| No support currently available | 1% (6) |
| Ongoing support through discussions at supervision meetings | 83% (460) |
| Peer support amongst CAC staff and/or MDT members | 85% (469) |
| Employee Assistance Programs (EAP) services | 52% (290) |
| On-staff or contracted mental health clinician for CAC staff/MDT partners | 28% (155) |
| Benefits focused on well-being and resilience | 31% (170) |
| Other | 9% (52) |

Examples of other approaches for delivering education on VT, STS, and burnout to CAC staff and/or MDT members included employee assistance programs, wellness activities, therapists available for staff free of charge and/or reimbursement for outside therapy, staff-led committees that may plan events or help inform changes to practices, and organization-wide policies/plans specifically focused on identifying and responding to these issues.

Other assessment approaches included supervisors expressing that they are open to these conversations as well as watching for behavioral signs, such as lack of engagement in work, changes in performance, etc.

Other examples included days off for self-care, social activities to support connections between staff (i.e., team building events, potlucks, etc.), flexible work schedules, free classes or reimbursement/stipends for exercise and wellness activities (i.e., yoga, massage, gym memberships, etc.), and free or reimbursed therapy sessions (some include paid time off to attend therapy). Many similar activities, resources, policies, and practices were also listed in the broader "other" category.

Conclusions

Overall, staff salaries vary widely, both within and across similar position types in the CAC field. Salaries were broken down by seven different areas with potential correlations, but with mixed results and variation across position types.

Service area was one of the most highly predictive variables for staff salaries. In virtually every position type, urban and suburban CACs tended to pay higher salaries compared to rural centers. One of the most likely explanations is that cost of living is higher in these communities, and so CACs must pay higher salaries to attract and retain staff. With higher population sizes in urban communities, demand for services may also be higher compared to rural areas, leading to more competitive salaries for these positions in high demand.

Organizational structures were also highly predictive of staff salaries, with government-based and hospital-based CACs consistently paying higher salaries than nonprofits. However, nonprofit salaries also varied much more widely, with some of the top-paid staff being at nonprofits. This is likely due to greater standardization in government and hospital systems compared to nonprofits, which may have more flexibility to set rates of pay and thus may adapt the pay based on a variety of local factors beyond the scope of this report.

The effect of removing part-time positions from our analysis

Once part-time positions were removed for more detailed analyses, CAC budget size, total number of staff (by FTE), and number of children served were also slightly correlated with staff salaries, but not to the degree of service area and organizational structure. It is important to note that these variables tend to be correlated with each other (CACs who serve fewer kids tend to have smaller budgets and fewer staff) and these variables also tend to be correlated with the type of service area (i.e., urban centers tend to have higher budgets, while rural centers tend to have smaller budgets), which was highly predictive of staff salaries, as noted above. That being said, the very smallest centers, which tend to serve very remote/frontier communities, tended to have slightly higher staff salaries, perhaps because of the higher cost of living and extreme difficulty finding qualified staff in these remote areas.

In addition, once part-time positions were removed, the length of time in the position was slightly predictive of staff salaries, both within position types and in the sense that staff in leadership level positions tended to be in their positions for longer periods of time compared to staff level positions, and leaders tend to have higher salaries. However, this correlation was less strong than one might expect, particularly for staff in positions for less than one year. Perhaps this is due to anecdotes in recent years about CACs needing to raise base salaries to attract new employees, and perhaps longer-term staff have not seen similar boosts to their own pay. Alternatively, perhaps this is associated with the significant proportion of CACs unable to offer raises. Because this is only a snapshot in time, we cannot know if this was due to the pandemic and resulting funding cuts or if this might be a trend at some CACs that have not offered raises for multiple years.

Regional differences

Regional differences also emerged, with staff in the Northeast and Western regions generally being paid more than Midwestern and Southern counterparts. This is despite huge variation within these broad geographical areas covering many states with a wide variety of community types, but may be due to the higher proportion of urban centers in the Northeast and West (particularly on the West Coast), where cost of living is exceptionally high compared to the rest of the country.

Staff demographics

It is difficult to determine whether staff demographics such as gender identity, race, and ethnicity are truly predictive of staff salaries, because the CAC workforce overall is overwhelmingly female, white, and not Hispanic or Latino. These trends are even more notable for leadership level positions. For example, although there is a trend with men being paid more than women, and both being paid more than those identifying as additional gender identities, the number of female-identifying employees is so overwhelming in the CAC field that it is difficult to draw clear conclusions. With so few staff of other backgrounds reflected in the data, this resulted in wide variation in salaries for minority populations and made it difficult to observe any clear trends. However, this lack of diversity is an important finding in and of itself, particularly when we compare CAC staff demographics overall to U.S. population data and particularly CAC client data, which shows our workforce is much less diverse than the populations we serve.

This report represents a snapshot in time, at a point in history marked with unprecedented turbulence in the U.S. workforce. That being said, it is also the most comprehensive look at CAC staffing practices and offers key benchmarks for CACs to determine where they each stand amongst current practices in our field. However, we strongly encourage CACs to look beyond this report as well, considering local factors and the demands of individual staff positions, as well as broader practices in fields employing similar staff positions, to strive toward employment practices that work best for your CAC.

Appendix A: Respondent Characteristics and Comparisons to Other National CAC Data Sources

Total Response Rate

68% (601 of 890 Accredited, Associate/Developing, or Affiliate NCA Member CACs)

Several indicators were analyzed to verify that the respondents to the 2021 CAC Staffing and Salary Survey are generally representative of the CAC field as a whole. Overall, results were quite similar to comparison datapoints, indicating these results can likely be generalized to the CAC field as a whole.

NCA Membership Status

| | Respondents to 2021 Staffing & Salary Survey | NCA Membership Data as of July 2021 Survey Launch |
|------------------------------|---|--|
| NCA Membership Status | N = 601 | N = 890* |
| Accredited Members | 88% (530) | 85% (752) |
| Associate/Developing Members | 8% (46) | 9% (80) |
| Affiliate Members | 4% (25) | 7% (58) |

* Does not include Satellite Members. Host Accredited Members were instructed to submit information as one joint survey.

Virtually all NCA surveys show a similar trend, regardless of the topic, with Accredited Members being more likely to respond to surveys compared to Associate/Developing and Affiliate Members. This may be due to Accredited Members being more engaged in NCA procedures and best practices as a whole, as evidenced by their commitment to accreditation. Since Accredited Members tend to be longer-term members of NCA overall, perhaps they have developed procedures to track and report this information over time, making survey completion easier and more familiar. It is also possible that for the questions asked on this survey in particular, elements of the NCA National Standards of Accreditation for CACs themselves (particularly the Organizational Capacity and Case Tracking Standards) even further support the gathering and reporting of this specific information. Centers earlier in development may not yet track this information in sufficient detail for completing a survey of this nature.

Region

| | Respondents to 2021 Staffing & Salary Survey | NCA Membership Data as of July 2021 Survey Launch |
|------------------|---|--|
| Region | N = 601 | N = 890 |
| Midwest Region | 22% (134) | 22% (199) |
| Northeast Region | 16% (94) | 17% (148) |
| Southern Region | 45% (268) | 42% (377) |
| Western Region | 17% (103) | 18% (163) |
| International | <1% (2) | <1% (3) |

The history of CAC development and expansion in the United States is quite complex and beyond the scope of this report. However, for a variety of reasons, more CACs have developed in Southern and Midwestern parts of the country. These regions make up larger proportions of NCA member CACs overall, which is mirrored in the response distribution on this survey. Much of this is due to differences in the size of geographical areas served and population densities within communities across the four regions. Even so, Southern CACs were still slightly more likely to respond compared to CACs in other regions, but only by a small margin.

Primary Service Area

| | Respondents to 2021 Staffing & Salary Survey | Full Responses from 2020 NCA Member Census/Statistics |
|------------------------------------|---|--|
| Self-Reported Primary Service Area | N = 531 | N = 785 |
| Urban | 27% (145) | 29% (224) |
| Suburban | 26% (139) | 25% (199) |
| Rural | 47% (247) | 46% (362) |

Determining whether a CAC's service area is predominantly urban, suburban, or rural is a complex issue with no straightforward solution. Most CACs determine service areas at the county level, but within a county there may be a mix of urban, suburban, and rural areas, particularly in counties covering large land areas such as those found in Western states. Many CACs may serve multiple counties as well, especially in Southern and Midwestern states where counties are much smaller in geographical size compared to the West, and each county may be less populated compared to high density counties, such as in the Northeast.

Although there are standardized measures such as the [Am I Rural? tool](#) from Rural Health Information Hub, which NCA has used to explore this issue, these formulas rely on the ZIP code of the CAC's physical location. Determining where to place a CAC within a service area is very complicated. It may take into account things like driving distance for families expected to be served, availability of suitable building space, locations of partner agencies and service providers, etc. CACs are also increasingly adding satellite locations in more distant parts of their service areas, which are key to meeting local needs but add another layer of complexity.

Based on these and other factors, NCA has historically used a self-report measure, without a rigid definition, allowing CAC leaders to make this determination based on unique factors in their own service areas. Overall, we must remember that what is "rural" and what is "urban" is often in the eye of the beholder, particularly when it comes to the impact this distinction has on service needs for children and families.

With all of this in mind, the breakdown of this sample is quite similar to CACs nationally, with urban centers just slightly underrepresented, and suburban and rural centers just slightly overrepresented. This is the reverse of the very slight trends we see in numbers of children served and annual budget sizes, which is reassuring, as it indicates this survey data is not simply skewed toward larger centers.

Organizational Type

| | Respondents to 2021 Staffing & Salary Survey | Full Responses from 2020 NCA Member Census/Statistics |
|---------------------|---|--|
| Organizational Type | N = 599 | N = 851 |
| Government-based | 14% (82) | 16% (136) |
| Hospital-based | 6% (38) | 7% (63) |
| Nonprofit | 80% (478)* | 77% (652) |

* 58% are independent 501(c)3 organizations, and 22% are programs under an umbrella 501(c)3.

Most CACs are nonprofit organizations, either independent 501(c)3 organizations or programs that fall under a larger nonprofit umbrella program. Far fewer CACs are direct programs of government systems, and even fewer fall under hospital networks. It is not surprising that nonprofits were more likely to respond to this particular survey, for two main reasons. First, tracking down information specific to only the one CAC program may be quite difficult in large health care and government systems, because it is not separated out and/or the CAC program director may have to work through many layers of bureaucracy to track down the information. Additionally, directors of nonprofit CACs may have more autonomy in working directly with their board of directors to set policies around pay scales, benefits, etc. These directors may feel more compelled to participate in the survey because they may have more autonomy to make local changes based on national results, unlike the barriers directors of CACs within large systems may face.

Number of Children Served

| | Limited to Respondents to the 2021 Staffing & Salary Survey | Full Responses from 2019 NCA Statistics |
|--------------------------------------|--|--|
| Children Served in 2019 | N = 558 | N = 843 |
| Mean | 452 | 445 |
| Median | 285 | 277 |
| Range | 11 to 3,938 | 2 to 4,963 |
| Categorized: Children Served in 2019 | N = 558 | N = 843 |
| Fewer than 100 children | 11% (62) | 13% (107) |
| 100 to 249 children | 32% (177) | 32% (272) |
| 250 to 499 children | 30% (169) | 29% (242) |
| 500 to 999 children | 18% (100) | 18% (148) |
| 1,000 or more children | 9% (50) | 9% (74) |

To further explore whether centers responding to the CAC Staffing and Salary Survey differed from all CACs as a whole, we looked at statistics on the number of children served in 2019 for just the respondent group (558 of the 601 survey respondents had submitted these statistics in 2019) and compared this to the full group (843 CACs). As shown in the table above, survey respondents served just slightly more children on average in 2019 compared to the full group. By further explanation, it seems centers serving smaller numbers of children were slightly less likely to respond to the survey compared to centers serving larger numbers of children. However, these differences are very slight, and the sample is still quite similar to the overall group.

Annual Budgets

| | Annual Budgets Reported on 2021 Staffing & Salary Survey | Annual Budgets as of 2020 NCA Member Census |
|--|---|--|
| Total Annual Budget of CAC Program | N = 591 | N = 806 |
| Mean | \$883,216 | \$833,298 |
| Median | \$500,000 | \$446,940 |
| Range | \$10,000 to \$13,693,450 | \$8,000 to \$13,800,000 |
| Total (Submitted Data Only) | \$521,980,734 | \$671,638,320 |
| National Estimated Total (Adjusted for Response Rate) | \$786,115,563 | \$745,436,537 |
| Categorized: CAC Annual Budgets | N = 591 | N = 806 |
| Under \$100,000 | 3% (19) | 4% (33) |
| \$100,000 to \$249,999 | 18% (107) | 21% (171) |
| \$250,000 to \$499,999 | 28% (168) | 29% (234) |
| \$500,000 to \$999,999 | 28% (163) | 25% (204) |
| \$1,000,000 to \$1,999,999 | 14% (81) | 12% (95) |
| \$2,000,000 or more | 9% (53) | 9% (69) |

The average CAC budget in the 2021 CAC Staffing Survey was approximately \$50,000 more (both the mean and the median) than the average CAC budget from the 2020 NCA Member Census. However, we would expect a slight increase from 2020 to 2021 due to inflation at a minimum, plus other factors such as CACs accessing new or increased funding sources, perhaps to expand staffing to keep up with rising caseloads. The average CAC budget has increased year over year according to our NCA Member Census, especially as centers have expanded to increasingly offer services such as mental health counseling on-site. However, especially with the financial struggles of 2020-2021 (Victims of Crime Act funding cuts, loss of fundraising revenue, etc.), it is also possible that the higher averages here are due to another explanation.

Instead, perhaps centers with lower budgets were simply less likely to respond to the CAC Staffing and Salary Survey. There is some evidence for this possibility, including the greater difference by percentage in the median vs. the mean, as well as the breakdowns by category which show slightly lower representation from CACs with smaller budgets and slightly higher representation from those with higher budgets. However, these differences were slight, and results should still be representative of the field.

Appendix B: Comparison Data Sources

When reviewing the results in this report, CACs and partners should consider how these results may compare to other data sources, as this data reflect just one point in time and are limited to the CAC field itself.

One method of comparison is to look back at previous efforts, to see if changes have occurred over time. The most recent organizations we are aware of that have attempted this type of initiative have been CACTX ([at a state level in 2022](#)), National Children's Advocacy Center/Southern Regional CAC ([at a regional level in 2016](#)), and the Midwest Regional CAC ([at a national level in 2013](#)). CACTX's report is the most recent, and they had very solid participation from their members, but there may be unique factors in Texas that may make the results hard to generalize to other states. Although the National Children's Advocacy Center survey was offered to the entire Southern Region, unfortunately only 58 CACs responded (out of more than 300 total CACs in the Southern Region at that time), so this may also be hard to generalize. On the other hand, the Midwest Regional CAC's report is the most representative of the field as a whole but the data was collected back in 2013, so we recommend using an [inflation calculator](#) for current dollar values. Please keep these caveats in mind when reviewing this information.

Another method of comparisons is to look beyond the CAC field itself and seek out sources based on the type of work being done. Many of the qualifications and duties of CAC staff members may be similar to broader fields such as social work, mental health, and so on. For example, the National Association of Social Workers (NASW) conducts salary studies and makes many of these reports [available to the public](#). Similarly, APA's Center for Workforce Studies has a [report on salaries in psychology](#).

Additionally, most CACs are nonprofits, so we recommend checking for resources that may be available from each state's own nonprofit association, a directory for which can be found on the [Council of Nonprofits website](#). This may be particularly helpful for directors and other administrative positions focused on nonprofit management. Please note there is a great deal of variation in the availability and quality of staffing and salary information from state to state, so if you are not seeing a specific resource on this under your state's association, it may be helpful to reach out and see what resources they would recommend. Even if your state's association is not a member of the Council for Nonprofits, a quick Google search for "[Your State] Nonprofit Association" will likely uncover organizations doing this work in your state who may have resources to share.

Nonprofit Works from John Hopkins Center for Civil Society Studies also has an [interactive dashboard](#) using 2016 data from the Bureau of Labor Statistics on nonprofit employment and wages, which has state and county data.

Finally, the [Bureau of Labor Statistics](#) offers data from a variety of industries, including community and social service occupations, and a broader report on [Employer Costs for Employee Compensation](#) released in June 2021.



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516 C Street, NE
Washington, DC 20002
(202) 548-0090

nationalchildrensalliance.org