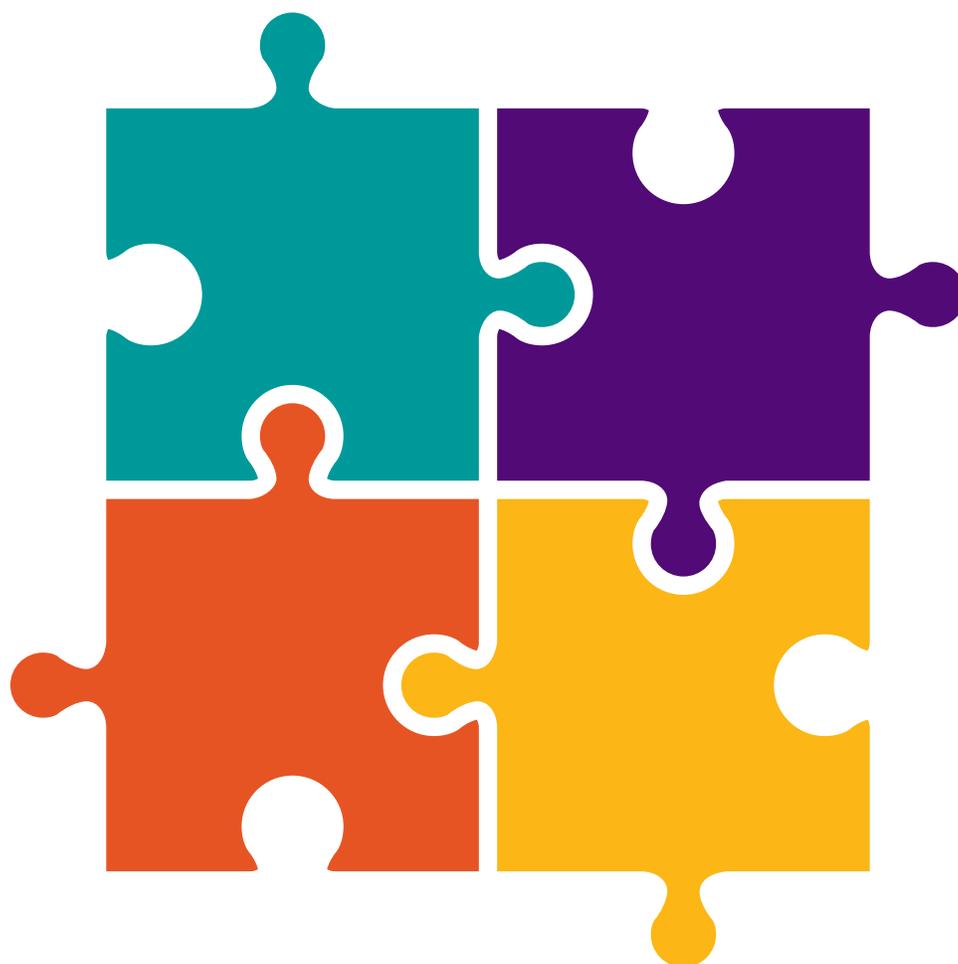


Building Longevity in Our Movement: A Statewide Family Violence Program Compensation Report



2016

About Us

The Texas Council on Family Violence (TCFV) is one of the largest domestic violence coalitions in the country. TCFV promotes safe and healthy relationships by supporting service providers, facilitating strategic prevention efforts, and creating opportunities for freedom from family violence. As a membership organization comprised of survivors, family violence service providers, business professionals, communities of faith and concerned individuals, TCFV shapes public policy, equips providers, and initiates strategic prevention efforts with statewide reach and direct local impact.

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Highlights

The Texas Council on Family Violence sent the 2016 Statewide Family Violence Program Compensation Survey to 93 organizations in the state. Of those,

- ▶ 65 percent completed the survey,
- ▶ 59 percent operate as dual family violence/sexual assault programs,
- ▶ 42 percent are located in rural areas, 30 percent are located in urban areas, and 28 percent are in combined urban and rural areas.

Their answers provided an essential view of the financial and human resources landscape for our organizations.

- ▶ Between 2015 and 2016, overall annual operating budgets increased an average of 8 percent.
- ▶ The 2016 median program operating budget was \$1,118,327.
- ▶ Health and Human Services Commission Family Violence Program (HHSC FVP) funding comprises 22 percent of the agencies' overall budgets.
- ▶ Victim of Crime Act funding through the Criminal Justice Division at the Office of the Governor (CJD VOCA) comprises 20 percent of the agencies' overall budgets.
- ▶ Employee Compensation budgets increased 13 percent and on average, made up nearly 68 percent of operating budgets.
- ▶ The average salary for an advocate/case manager, one of the most common positions in family violence programs, is \$30,159.
- ▶ Deputy directors have the highest rate of average tenure, with 80 percent holding their positions for ten years or longer.
- ▶ Employee turnover takes place at a rate of 24 percent per year.
- ▶ A high majority of programs, 92 percent, provided raises within the last two years, with 61 percent of those raises occurring in 2015 and 37 percent occurring in 2016.
- ▶ Group benefits are offered by 85 percent of programs.
- ▶ Retirement plans are offered by 62 percent of programs.*

*Decimal figures in the report have been rounded up or down to the nearest single digit

Introduction

Family violence organizations across the nation provide critical services to survivors of violence and their children. On a single day in 2015, family violence agencies served over 71,000 survivors of intimate partner violence (IPV) across the United States and sheltered over 40,000 survivors in emergency shelter and transitional housing.¹ Staff and advocates answered over 21,000 hotline calls and provided vital support, information, safety planning and resources to survivors, as they do 24 hours a day, seven days a week throughout the year. These programs provide survivors and their children with comprehensive services including shelter, advocacy, transportation, legal accompaniment and group support.

To provide all of these critical services, family violence organizations across the country recruit, hire, train, and, ultimately, look for creative ways to retain dedicated staff. Agencies trained over 27,000 individuals in communities across the United States in 2015.² Unfortunately, in 2015, over 1,000 staff positions in the field were eliminated. The majority of these positions, 79 percent, were eliminated from direct service providers.³ Organizations across the country are stretching their resources to meet the requests for services and retain trained staff.

Texas is home to 85 residential and non-residential family violence organizations offering critical comprehensive services to survivors of IPV and their families. Texas is also home to eight programs that provide varying services to survivors in the context of other social service efforts, but are not comprehensive. Like their counterparts across the country, Texas programs provide an array of lifesaving services including emergency shelter, crisis hotlines, nonresidential services, advocacy/case management, legal advocacy, group and individual counseling for adults and children, child care, transportation, prevention education, job/educational skills and placement, transitional/supportive housing, community training and offender intervention. On that same single day in 2015, Texas family violence organizations provided services to 5,807 survivors, answered 1,898 crisis hotline calls—more than 79 calls per hour—and employed 2,633 individuals from all areas of Texas. On that same day, however, with the avalanche of demand, staff documented 1,539 unmet requests for assistance and services.

Unfortunately, Texas programs report a critical staff shortage that reduces their capacity to assist survivors. Forty-six staff positions were eliminated from Texas programs in 2016, and 80 percent of those jobs were direct service positions.⁴

TCFV conducts a statewide compensation survey of Texas family violence providers every two years. The survey began in 1991 as a simple list of common positions and focused on reporting the high, low and average salary for key positions. The original goal was to assist organizations with salary comparisons. Throughout the years, TCFV has expanded the scope to include a salary overview of 32 positions, a descriptive tool examining total financial employee compensation including group health benefits, retirement benefits, raises, paid leave and incentives, voluntary and involuntary turnover rates. This report is a tool for family violence organizations to assess agency-level salaries and discuss financial compensation with board members and leadership.

¹ National Network to End Domestic Violence (NNEDV). (2016). "Domestic Violence Count 2015: A 24-Hour Census of Domestic Violence Shelters and Services". Retrieved from: <http://nnedv.org/projects/census/4655-domestic-violence-counts-census-2015-report.html>

² Ibid

³ Ibid

⁴ Ibid

Methodology

In June 2016, TCFV distributed the compensation survey via an internal custom relationship management system to 93 agency executive directors with an explanatory letter. Over a four-week period, TCFV sent executive directors reminders via an online executive director listserv, followed up by calling programs, and extended the date to submit the report to encourage participation. The survey covered several areas related to compensation, including:

- Contact and program information
- Organization funding
- Employees' salary
- Group health and ancillary benefits
- Retirement details
- Paid leave practices

TCFV modified the 2016 survey for ease of completion and provide a more comprehensive compensation overview for programs. TCFV updated the job descriptions for each position and included open-ended questions to capture additional information. The survey tool totaled 83 pages and allowed respondents to skip questions not relevant to the scope of their organization. The survey took respondents approximately one to three hours to complete. TCFV contracted with a consultant to analyze the data using Microsoft Excel and SPSS, a statistical software. Since survey participants could skip questions, findings are based on the number of programs responding to a particular question. The consultant removed duplicated data from the same program and calculated averages from completed answers. In the case of salary averages, the consultant used annual rates to calculate mean income.

Overall Response

A total of 93 programs received the survey and 61 programs responded. This represents a 65 percent completion rate for the survey, a robust response for a survey of this length and level of detail.⁵ The organizations' executive directors and/or human resources staff completed the majority of surveys.

Results

Program Demographics

Program Structures

Texas family violence organizations provide their services in a variety of programmatic settings and structures that include stand-alone family violence agencies, dual family violence and sexual assault agencies and family violence programs in larger social service organizations. Programs in larger social service organizations include family violence programs working as umbrellas to other similar sized or smaller social service organizations. The majority of the respondents (59 percent) provide family violence services as dual domestic violence and sexual assault agencies, followed by stand-alone family violence organizations (18 percent), and family violence programs incorporated in larger social service organizations (18 percent). A smaller number of family violence programs are part of other equal or smaller agencies under an umbrella (five percent).

⁵ Nulty, Duncan D. "The adequacy of response rates to online and paper surveys: what can be done?" *Assessment & Evaluation in Higher Education* Vol. 33, No. 3 (June 2008). Retrieved from <https://www.uaf.edu/files/uafgov/fsadmin-nulty5-19-10.pdf>

Program Location

Agencies categorized their program service area using the U.S. Census definition of urban and rural and urban/rural⁶ and chose between three options: urban, rural, or both urban and rural. Forty-two percent reported their location as rural, 30 percent reported their location as urban and 28 percent stated they were located in urban and rural areas.

Program Services

Of the 93 family violence organizations TCFV contacted to complete the survey, 71 agencies have a contract with Health and Human Services Commission Family Violence Program (HHSC FVP) to operate as a shelter center and nine agencies have a HHSC FVP contract to operate as a nonresidential center. HHSC FVP state-funded family violence contractors must provide comprehensive services to survivors as outlined in Chapter 51 of the Texas Human Resource Code⁷ as well as follow a detailed survivor-centered set of regulations.⁸

Family violence organizations go well above the mandated services and offer additional critical services that require specialized trained employees and, in some cases, specific licensure or accreditation. For example,

- 51 percent provide immigration assistance
- 41 percent offer transitional/supportive housing
- 31 percent operate a Batterer's Intervention and Prevention Program (BIPP)
- 26 percent provide childcare

Of the 93 family violence organizations TCFV contacted, 24 agencies have a contract with Texas Department of Criminal Justice Community Justice Assistance Division (TDCJ-CJAD) to operate a BIPP. TDCJ-CJAD state-funded family violence programs must abide by a set of guidelines⁹ that outline comprehensive services and employee training. Transitional housing provides survivors with rental assistance and short and long-term housing. This type of housing program requires extensive employee oversight. Childcare services require licensure and specialized staff training. Immigration assistance programs rely heavily on highly skilled employees.

Agency responses to survey queries about professional development reveal that 81 percent offer training to full-time employees and 68 percent offer financial assistance for training. In addition, 68 percent of agencies offer this to part-time staff.

Employees in family violence agencies are expected to offer healing spaces for survivors and their children, to support survivors with safety planning and assist them in navigating complex issues and systems. Employees in BIPPs are trained to effectively reeducate and hold offenders accountable. To offer all these critical programmatic services, family violence organizations must provide training for employees and secure sustainable funding.

⁶ U.S. Census (2010). Census Urban Area FAQs. Retrieved from: <https://www.census.gov/geo/reference/ua/uafaq.html>

⁷ Human Resources Code, Title 2. Human Services and Protective Services In General, Subtitle E. Services for Families, Chapter 51. Family Violence Centers. Retrieved from: <http://www.statutes.legis.state.tx.us/Docs/HR/htm/HR.51.html>

⁸ Texas Administrative Code, Title 1, Administration, Texas Health and Human Services Commission, Family Violence Program. Retrieved from: [https://texreg.sos.state.tx.us/public/readtac\\$ext.ViewTAC?tac_view=4&ti=1&pt=15&ch=379](https://texreg.sos.state.tx.us/public/readtac$ext.ViewTAC?tac_view=4&ti=1&pt=15&ch=379)

⁹ Battering and Prevention Program Accreditation Guidelines April 2014 Texas Department of Criminal Justice Community Justice Assistance Division Retrieved from https://www.tdcj.state.tx.us/documents/BIPP_Accreditation_Guidelines.pdf

Funding Sources

Government Grants

Family violence organizations receive a variety of government grants including from Health and Human Services Commission Family Violence Program (HHSC FVP), Victims of Crime Act, and Sexual Assault Services Program & Violence Against Women through the Criminal Justice Division at the Office of the Governor (CJD VOCA, SASP, & CJD VAWA); Sexual Assault Prevention and Crisis Services (SAPCS) and other Victim Assistance Grants through the Office of Attorney General (OAG); and Transitional Housing funds from the Office on Violence Against Women through the Office of Violence Against Women (OVWTH) and Texas Department of Criminal Justice Community Justice Assistance Division (TDCJ-CJAD).

HHSC FVP and CJD VOCA comprise the largest mean percentage of the family violence organizations' budgets:

- 87 percent reported funding through HHSC FVP comprising 22 percent of their overall budget
- 85 percent reported funding from CJD VOCA representing 20 percent of their overall budget

Other funding sources, although critical to maintaining services, represent a significantly lesser percentage of programs' overall budgets:

- 71 percent reported receiving OAG funds comprising approximately 5 percent of their overall budget
- 56 percent reported receiving SAPCS (state) funds comprising approximately 5 percent of their overall budget
- 6 percent reported receiving SASP funds comprising .15 percent of their overall budget
- 4 percent reported receiving OVWTH funds comprising the smallest overall mean percentage of .06 percent of their overall budget

Government Funding Source	Mean Percentage of Budget
HHSC FVP	22
CJD VOCA	20
SAPSC (state)	5
OAG	5
HUD*	3
SAPSC (federal)	2
TDHCA	1
CJD VAWA	1
TDCJ-CJAD	0.6
OJP**	0.44
SASP	0.15
OVWTH	0.06

* U.S. Department of Housing and Urban Development
 ** Office of Justice Programs

Private Funding Sources

Family violence organizations also receive much-needed funding from the private sector:

- 83 percent reported receiving funds from donors and fundraisers
- 79 percent reported receiving funding from private sources
- 69 percent reported receiving funds from foundations
- 62 percent reported receiving funds from a local United Way
- 12 percent reported endowments as a funding source
- 43 percent reported operating a thrift store (but only a small number reported receiving funds from thrift store revenue)

Private Funding Source	Mean Percentage of Budget
Donor	8.50
Fundraiser	8.38
Foundation	7.65
Local United Way	4.06
Endowment	0.63

Overall Budget

For this survey, family violence organizations reported their overall operating budgets and their annual compensation budgets for 2015 and 2016. Overall annual operating budgets increased approximately 8 percent between 2015 and 2016. The median family violence program’s operating budget for 2015 was \$1,054,209 and for 2016 it was \$1,118,327. The largest operating budget in 2015 was \$10,712,222. The largest operating budget in 2016 was \$11,546,138.

Family violence organizations’ employee compensation budgets increased 13 percent. The median employee compensation budget for 2015 was \$745,292 and this increased to \$795,818 for 2016. The highest reported employee compensation budget in 2015 was \$7,186,327, which increased to \$8,025,504 in 2016. For the current survey, compensation budgets, on average, made up nearly 68 percent of operating budgets.

Budgets	Mean	Median	Range
2015 Overall Operating Budget	\$1,864,965	\$1,054,209	\$50,000 – \$10,712,222
2015 Employee Compensation Budget	\$1,210,673	\$745,292	\$50,000 – \$7,186,327
2016 Overall Operating Budget	\$2,017,570	\$1,118,327	\$50,000 – \$11,546,138
2016 Employee Compensation Budget	\$1,370,168	\$795.818	\$50,000 – \$8,025,504
2015–2016 % Increase Overall Budget	8 percent	6 percent	
2015–2016 % Increase Employee Compensation	13 percent	7 percent	

Employment Overview

The survey asked family violence organizations numerous questions about the position types employed, employment parameters including exempt/non-exempt status and the average number of employees per position. Not surprising, family violence organizations employ a significantly higher number of full-time staff than part-time employees. The majority of the organizations (74 percent) reported a standard 40-hour work week. However, full-time employees’ hourly schedules range from 20 to 40 hours with 38 hours representing the mean and 40 hours the median.

Overall, full-time employment is most common for all positions with the exception of shelter support staff, hospital medical advocates, and thrift store clerks.

Agencies most often employ advocate/case managers, shelter support and clerical staff, and legal advocates. Less commonly reported positions include hospital medical advocates, information technology staff, BIPP coordinators, prevention managers and prevention directors. Exempt/non-exempt status varies by positions with director positions frequently reported as exempt, and others in a combination.

Family violence organizations reported contract employment in a handful of employee position types. IT staff represented the largest of this employment type at 20 percent; BIPP facilitators represented this type of employment at 15 percent; finance directors at 14 percent; and counseling professionals at 6 percent.

Tenure

Deputy directors had the highest rate of average tenure. Eighty percent had been in their position 10 years or longer. Executive directors had the next highest tenure, with 60 percent in their position 10 years or longer. In contrast, 40 percent of prevention coordinators had an average tenure of less than one year. Attorneys and communications directors followed, with 33 percent having an average tenure of only one year or less.

	Average Tenure of < 1 Year percentage	Average Tenure of 1-2 Years percentage	Average Tenure of 3-5 Years percentage	Average Tenure of 6-10 Years percentage	Average Tenure of 10+ Years percentage
Advocate/Case Manger	7	26	48	17	2
Shelter Support Staff	7	33	33	20	7
Shelter Mgr./Res. Coord.	0	17	35	21	28
Legal Advocate	19	26	29	16	10
Hospital/Medical Advocate	0	33	50	17	0
Housing Coord./Advocate	0	44	44	11	0
Volunteer Coordinator	22	44	26	7	0
Outreach Coordinator	16	42	21	16	5
Community Educator	17	50	22	11	0
Prevention Coordinator	40	30	20	5	5
Prevention Manager	0	22	44	11	22
Prevention Director	0	14	14	29	43
Children's Advocate	13	39	35	9	4
Childcare Worker	10	30	40	20	0
Cook	10	0	60	10	20
Thrift Store Clerk	12	47	29	12	0
Housekeeper/Maintenance	19	19	33	24	5
Counseling Professional	7	14	54	14	11
Attorney	33	11	56	0	0
Clerical Staff	15	27	33	15	9
Data Entry Staff	11	22	28	17	22
IT Staff	0	20	20	40	20
Human Resources Staff	17	17	17	17	33
BIPP Facilitator	8	23	39	15	15
BIPP Coordinator	10	10	20	60	0
BIPP Director	13	0	38	50	0
Program Director	7	10	24	24	35
Communications Director	33	11	22	22	11
Development Director	19	6	31	25	19
Finance Director	3	14	14	38	31
Deputy Director	0	0	10	10	80
Executive Director	0	5	11	24	60

Turnover

For this survey, turnover was calculated by first determining the total number of employees, then calculating number of voluntary separations (an employee choosing to leave a position) and involuntary separations (termination or layoff of employment) in the year studied. Agencies responding to the survey have a range of zero to 253 full-time employees, with an average of 45 people currently employed. Agencies reported their average voluntary separation rate at 9 employees and involuntary separations at an average of 2 employees per year. Added together, the average number of employees turning over in a year in family violence organizations is 11 positions. With an average of 48 employees per agency, this makes a yearly turnover rate of approximately 24 percent.

Retention is a key factor that affects the provision of services in all agencies. Programs strive to retain their employees so that services are sustainable, staff are experienced, and adequate staff time is available for working on programmatic issues.

Salary

The highest salaries in Texas agencies are earned by staff in three leadership positions: executive director, deputy director and development director. Their average and maximum average salaries include:

- Executive director: average salary \$79,062; average maximum salary \$80,757
- Deputy director: average salary \$81,730; average maximum salary \$90,644
- Development director: average salary \$63,459; average maximum salary \$70,440

The lowest salaries in Texas agencies are earned by staff in four positions for three shelter positions and one auxiliary position: These include:

- Thrift store clerk: average salary \$18,644; average maximum salary \$23,715
- Shelter support staff: average salary \$21,148; average maximum salary \$25,566
- Housekeeper/Maintenance: average salary \$23,497; average maximum salary \$26,264
- Cook: average salary \$23,888; average maximum salary \$28,509

Average starting salaries vary depending on job description. The range starts from \$20,076 for shelter support staff on the lowest end, to \$88,324 for information technology staff.

Two positions, advocate/case manager and legal advocate, did not fall in the highest or lowest salary range. Since these positions are common within family violence programs it is noteworthy to mention their salary ranges, average and maximum average salaries.

- Advocate/case manager: salary range \$16,700-\$55,000; average salary \$30,159; starting average salary \$27,184; maximum average \$34,377
- Legal advocates: salary range \$10,400-\$60,000; average salary \$33,929; starting average salary \$30,643; maximum average salary \$37,895

	Salary Range	Average Starting Salary	Average Maximum Salary	Current Average Salary	Hourly Equivalent (Avg. Salary)
Advocate/Case Manger	\$16,700-\$55,000	\$27,184	\$34,377	\$30,159	\$14.50
Shelter Support Staff	\$6,000*-\$42,768	\$20,076	\$25,566	\$21,148	\$10.17
Shelter Mgr./Res. Coord.	\$15,000-\$77,000	\$32,269	\$40,554	\$37,668	\$18.11
Legal Advocate	\$10,400-\$60,000	\$30,643	\$37,895	\$33,929	\$16.31
Hospital/Medical Advocate	\$6,000-\$63,345	\$22,386	\$33,243	\$25,835	\$12.42
Housing Coord./Advocate	\$20,800-\$47,400	\$30,379	\$35,984	\$33,556	\$16.13
Volunteer Coordinator	\$16,380-\$71,980	\$31,380	\$37,696	\$34,059	\$16.37
Outreach Coordinator	\$16,380-\$55,000	\$31,387	\$38,624	\$35,160	\$16.90
Community Educator	\$16,380-\$63,345	\$28,519	\$36,491	\$32,217	\$15.49
Prevention Coordinator	\$20,800-\$47,400	\$31,741	\$37,753	\$34,165	\$16.43
Prevention Manager	\$20,000-\$81,795	\$39,801	\$52,635	\$45,935	\$22.08
Prevention Director	\$30,000-\$90,000	\$45,753	\$60,114	\$53,253	\$25.60
Children's Advocate	\$19,987.50-\$55,744	\$27,922	\$36,291	\$31,780	\$15.28
Childcare Worker	\$18,720-\$38,400	\$23,303	\$30,867	\$26,533	\$12.76
Cook	\$8,476-\$42,768	\$20,188	\$28,509	\$23,888	\$11.48
Thrift Store Clerk	\$2,500-\$36,000	\$25,952	\$23,716	\$18,644	\$8.96
Housekeeper/Maintenance	\$3,600-\$45,000	\$20,619	\$26,264	\$23,497	\$11.30
Counseling Professional	\$8,000-\$67,600	\$35,406	\$48,993	\$40,109	\$19.28
Attorney	\$45,000-\$113,000	\$51,889	\$70,483	\$55,090	\$26.49
Clerical Staff	\$12,480-\$58,000	\$24,909	\$32,895	\$28,416	\$13.66
Data Entry Staff	\$9,000-\$85,000	\$26,919	\$36,570	\$31,488	\$15.14
IT Staff**	\$24,960-\$249,600	\$88,324	\$100,708	\$94,612	\$45.49
Human Resources Staff	\$15,600-\$105,780	\$38,173	\$53,172	\$44,498	\$21.39
BIPP Facilitator	\$2,500-\$55,744	\$22,834	\$30,523	\$25,605	\$12.31
BIPP Coordinator	\$27,040-\$81,795	\$37,745	\$48,174	\$41,732	\$20.06
BIPP Director	\$30,000-\$81,795	\$42,206	\$51,842	\$45,930	\$22.08
Program Director	\$20,900-\$93,086	\$36,946	\$53,044	\$48,022	\$23.09
Communications Director	\$33,000-\$84,000	\$42,022	\$54,688	\$48,319	\$23.23
Development Director	\$30,000-\$123,000	\$54,000	\$70,440	\$63,459	\$30.51
Finance Director	\$20,000-\$152,520	\$47,418	\$61,805	\$57,361	\$27.58
Deputy Director	\$38,000-\$258,300	\$68,578	\$90,644	\$81,730	\$39.29
Executive Director	\$26,000-\$258,300	\$62,110	\$80,757	\$79,062	\$38.01

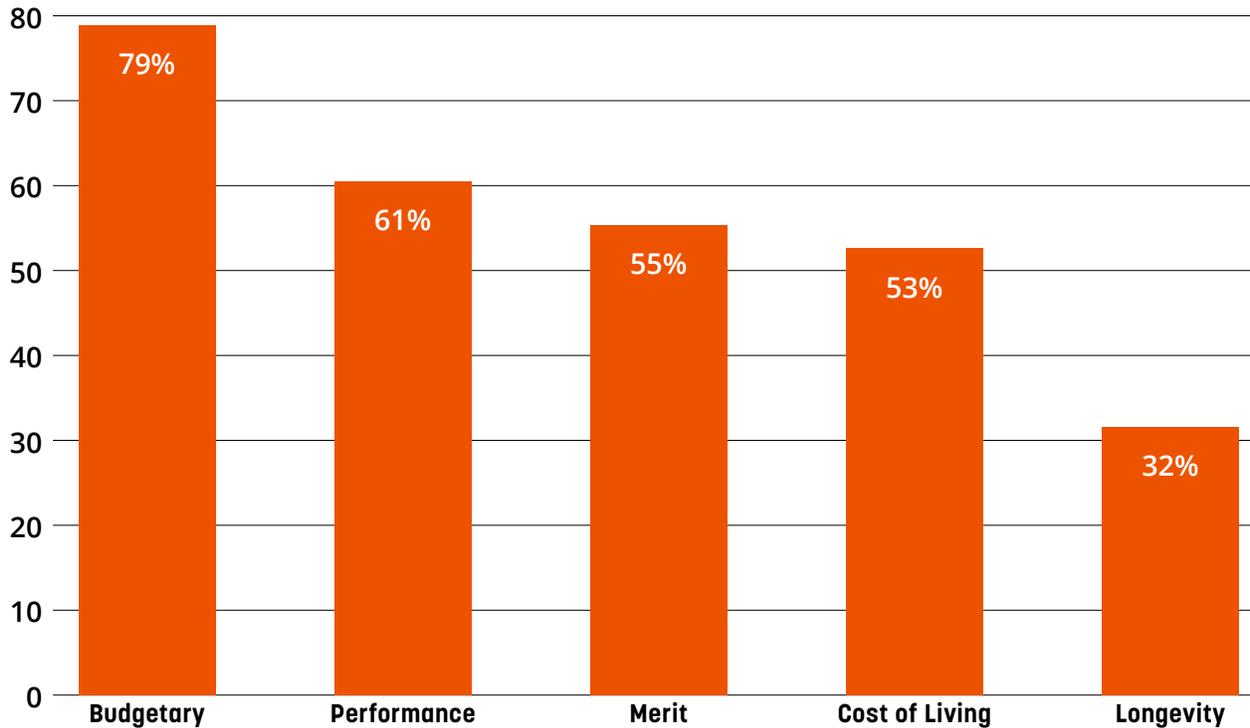
* Salary below \$15,080 reflects part-time employment

** Due to the low number of respondents indicating that they employ an IT professional, and one indicating a salary much higher than average at \$249,600, the ranges and averages for this position may not represent most respondents.

Raises

The vast majority (92 percent) of agencies provided raises with 61 percent occurring in 2015 and 37 percent occurring in 2016. Agencies determined raises in variety of ways, with the most common method based on budgetary (79 percent) and performance (61 percent) factors. Over half the surveyed agencies offered merit and cost of living raises at 55 percent and 53 percent respectively. Longevity as a reason for raises was considered by 32 percent of agencies.

Determining Factors for Raises



Bonuses

A strong minority of agencies (46 percent) provide bonuses, typically dependent on performance or given around the holidays. The average amount for bonuses given in the last three years was \$1275, but the range was from \$10 to \$1500. The vast majority of agencies (79 percent) identified that the last bonuses occurred in 2015 or 2016. However, 11 percent of agencies cited 2014 as the last time a bonus was provided to staff.

Differential Pay

Although a small minority of agencies offer differential pay to employees, it is noteworthy to mention that 10 percent of agencies provide hardship or differential pay for staff that are bilingual and 10 percent of agencies offer pay differentials for night or weekend staff.

Group Benefits

A strong majority of agencies (85 percent) offer benefits. The agencies provided detailed information on the type of benefits they offer, if the benefits are employer-paid, voluntary employee-paid, or a combination of the two:

- 70 percent utilize a combination of employee- and employer-paid contributions for health and medical benefits
- 27 percent pay the employee's health or medical benefits
- 33 percent pay for the employee's group life-insurance benefits
- 21 percent pay for the employee's vision, accidental death & dismemberment, and employee assistance programs
- 63 percent offer voluntary employee-paid short-term disability
- 61 percent offer voluntary employee-paid vision benefits
- 55 percent offer voluntary employee-paid dental benefits.

The large majority of agencies, 73 percent, identified that they do not offer an employee assistance program. Likewise, 58 percent do not offer a flexible spending account and 42 percent do not offer long-term disability benefits.

Insurance Benefit	Number of Agencies Providing Specific Benefits			
	None	Employer-Paid	Voluntary Employee-Paid	Combination
Health/Medical	1	9	0	23
Dental	3	4	18	8
Vision	2	7	20	4
Flexible Spending Account	19	0	12	2
Accidental Death & Dismemberment	11	7	14	1
Group Life Insurance	9	11	6	7
Long-Term Disability	14	3	14	2
Short-Term Disability	10	2	21	0
Employee Assistance Program	24	7	0	2

Not surprisingly, more full-time employees are enrolled in group medical insurance than part-time employees. An average of 67 percent of full-time employees are enrolled in a group medical insurance, while only 11 percent of part-time employees are.

It is noteworthy that 13 percent of family violence organizations in Texas offer paid benefits for spouses/ domestic partners and similarly, 12 percent offer paid group medical insurance benefits for children.

A significant majority of the agencies, 94 percent, extend coverage for an additional employee fee to spouses/domestic partners and children and 18 percent of agencies extend this offer to other family members, as well.

The survey also asked agencies to answer three specific questions: if they were enrolled in the Ameritas

dental and vision plans offered exclusively to TCFV members; if they provide information about the Affordable Care Act (ACA) to employees; and, if agencies receive information about employee benefits from other sources.

- 24 percent utilize the Ameritas vision plan
- 15 percent utilize the Ameritas dental plan
- 39 percent provided employees information about ACA
- 100 percent received information about benefits from insurance carriers, TCFV, Texas Workforce Commission and/or the Texas Association Against Sexual Assault (TAASA)

Retirement Benefits

The agencies indicated the type of retirement benefits they offer, as well as if the benefits are employer-paid, voluntary employee-paid or a combination of the two.

- 62 percent offer retirement benefits
- Of the programs offering benefits, 74 percent offer a combination of employer- and employee-contribution retirement plans
- 26 percent offer solely employer-paid contributions
- The majority of agencies that offer retirement benefits offer the 403(b) retirement plans, and a smaller number offer 401(k) plans (through employer-contributions or a combination of employer and employee contributions)
- An even smaller number of agencies offer IRA plans through a combination of employer and employee contributions

Leave

Holiday Leave

Family violence agencies reported a wide range of leave options. The most common across all position types are holiday and bereavement leave:

- 97 percent of full-time exempt employees receive paid holiday leave
- 87 percent of full-time non-exempt receive paid holiday leave
- 42 percent of part-time exempt employees receive paid holiday leave
- 45 percent of part-time non-exempt employees receive paid holiday leave

Family violence agencies offer a variety of paid holidays to their employees:

- 100 percent offer New Year’s Day and Labor Day off
- 97 percent offer Thanksgiving & Christmas Day off
- 21 percent offer the day after Christmas off
- 34 percent offer Veterans Day off

Holiday Offered as Paid Day Off	Percentage
New Year’s Day	100
Labor Day	100
Independence Day	97
Thanksgiving Day	97
Christmas Day	97
Memorial Day	95
Day after Thanksgiving	82
Good Friday	66
Christmas Eve	66
Martin Luther King, Jr. Day	58
President’s Day	53
Veteran’s Day	34
Day after Christmas Day	21
None	0

Bereavement Leave

Most full-time exempt employees and full-time non-exempt employees (82 percent and 74 percent, respectively) receive paid bereavement leave.

A smaller number of part-time exempt and non-exempt employees (40 percent) receive paid bereavement leave. On average, agencies offer 3 days for bereavement leave.

Vacation and Paid Time Off (PTO)

PTO and vacation days are also commonly offered, with 58 percent of the agencies granting vacation and PTO to full-time employees. The survey asked agencies about their vacation leave formulas, but responses tended to vary between vacation and PTO. Within those leave options, starting ranges ran from five to 25 days and increased with employee tenure, ranging from ten to 35 days.

Agencies typically offer vacation and PTO through a formula determined by the tenure of the employee over a range of 20 years. The agencies most typically offer the vacation leave starting at six months to one year of employment.

Of all the family violence organizations in Texas, 79 percent allow employees to carry their PTO/Vacation time over from year to year. Allowable carryover time ranges from 40 to 320 hours. A handful of agencies stated that all unused hours could carry over to the next year.

Maternity/Paternity Leave

Of the family violence organizations offering paid Maternity and Paternity leave, they provide 33 and 31 days on average respectively.

Sabbatical Leave

Of the family violence agencies offering sabbatical leave, on average they offer 17 days.

Leave Option	Number of Agencies Offering Leave Option			
	Full-time Exempt	Full-time Non-exempt	Part-time Exempt	Part-time Non-exempt
Holiday	37	33	16	17
Vacation	22	17	8	7
Sick	21	16	5	4
PTO	23	20	9	10
Floating Holiday	15	13	7	8
Personal	13	12	4	3
Flex	14	10	5	3
Maternity	11	9	4	4
Paternity	6	5	3	3
Bereavement	31	28	15	15
Sabbatical	3	3	2	2

Incentives

Family violence organizations reported unique ways they provide incentives to employees. Of those responding, they offer:

- support with student loan repayment
- the ability to bring an infant to work
- on-site childcare
- work schedule flexibility and PTO
- extra days off at Christmas
- bonuses
- paid staff training and professional development

Additionally, they encourage and offer activities that will:

- foster and sustain staff morale
- foster a positive work environment
- plan and carry forth team outings

Department of Labor: Federal Labor Standards Act

In July 2016, the U.S. Department of Labor (DOL) issued a final rule focused primarily on updating compensation levels needed for Executive, Administrative and Professional workers to be exempt. The effective date was scheduled for December 1, 2016. In summary, the rule included:

1. Setting the standard salary level at the 40th percentile of earnings of full-time salaried workers in the lowest-wage Census Region, currently the South (\$913 per week; \$47,476 annually for a full-year worker);
2. Setting the total annual compensation requirement for highly compensated employees subject to a minimal duties test to the annual equivalent of the 90th percentile of full-time salaried workers nationally (\$134,004); and
3. Established a mechanism for automatically updating the salary and compensation levels every three years to maintain the levels at the above percentiles and to ensure that they continue to provide useful and effective tests for exemption, beginning on January 1, 2020.

Note: Neither the Fair Labor Standards Act nor the Department's regulations provide an exemption from overtime requirements for non-profit organizations.

However, on November 22, 2016, a Texas federal judge granted an injunction at the request of twenty-one states. To date, it remains to be seen whether the Trump administration will pursue some other litigation strategy. This is an issue which greatly concerned domestic violence organizations and non-profits across the country and was identified as a priority issue amongst non-profits, chambers of commerce and other like-minded organizations. Domestic violence providers in Texas prepared for this anticipated change using an array of strategies.

The survey asked agencies about impending changes from the DOL and how the changes may affect them. Responses ranged from reporting no impact to increased wages for leadership positions and reclassification of positions from exempt to non-exempt.

What Does This All Mean?

A picture of how organizations compensate family violence workers across the state of Texas emerges from the results of this survey.

- Agencies' overall budgets have increased in the last two years. In the 2014 TCFV Compensation Report, the average operating budget was \$1,838,589. In 2016, the average operating budget was \$2,017,570, representing a ten percent increase¹⁰.
- In 2016, compensation budgets, on average, made up nearly 68 percent of operating budgets.
- The most common position at family violence agencies is the advocate/case manager role. In 2014, the average salary for this role was \$27,822¹¹. In 2016, it increased eight percent, to \$30,159.
- Federal cost of living adjustment increases in the last several years have ranged from zero to 1.7 percent. In 2014, the adjustment was 1.7 percent. In 2015, it was zero percent and in 2016, it was 0.3 percent. The increase in pay offered for most positions at many agencies is higher than federal cost of living adjustment rates¹².

These are positive trends. However, our analysis identifies that wages for advocates continue to be suppressed. Consider federal poverty guidelines for eligibility for governmental assistance programs: an annual income of \$30,135, for a family of three, is 150 percent of the poverty threshold¹³. A family earning at this level is eligible for supportive programs. This number is just \$24 less than the average income of a Texas advocate, meaning that many advocates may qualify for governmental assistance. Additionally, consider that these positions are typically exposed to dangerous working conditions and long hours, which can lead to incidents of occupational stress and burnout.

Considerations for Future Research

This report presents a descriptive view of total compensation, including wages, benefits, training, and leave offered by family violence agencies. Areas for future research include how certain factors contribute to an employee's total compensation, including flexible time off, family-supportive work environments, management style and the availability of paid training. The way these factors can influence an organization's overall health also remains to be discovered. Further research should explore and address the extent to which compensation impacts voluntary and involuntary separations and turnover, as well as explore the types of positional and organizational factors that contribute to turnover. Throughout, future research should recognize that in addition to all other factors, an individual's dedication to the movement to end violence may also influence their desire to stay or leave a position.

In this survey's design, all questions could be skipped, resulting in lower response rates for some salary-related questions. In addition, with less than 100 percent participation, programs that did not complete the survey could have offered data which altered average salary or budget numbers. Future survey efforts will focus on increasing recruitment, participation and survey completion so that all relevant questions are answered fully.

¹⁰ Texas Council on Family Violence (2014). 2014 Statewide Family Violence Program Compensation Report. Austin, TX.

¹¹ Ibid.

¹² Social Security Administration. (2016). Cost of Living Adjustments. Retrieved from: <https://www.ssa.gov/oact/cola/colaseries.html>

¹³ U.S. Department of Health and Human Services (2016). Poverty guidelines. Retrieved from: <https://aspe.hhs.gov/poverty-guidelines>

Final Analysis

In conclusion, shelter workers, advocates and direct service staff face considerable work stress and their earnings place them in a comparatively low pay percentile. Simultaneously, Texas family violence programs are increasing salaries, and 92 percent of programs provided raises within the last two years- these are positive trends.

Family violence organizations contribute many hours to meet the complex needs of survivors. These same organizations are also critical economic engines in local communities. They are both job creators and revenue generators, typically leveraging local support to obtain state and federal funding. They provide comprehensive services while stretching financial resources in their vital service as social safety nets.

Texas Council On
FAMILY VIOLENCE



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