



Kentucky Coalition
Against Domestic Violence

KCADV



2022 Salary Survey of KCADV's Regional Domestic Violence Programs

Research conducted by Olivia Spradlin

Opening Statement

As the statewide voice for Kentucky's 15 regional domestic violence service providers, the hundreds of staff that work in their programs, and the thousands of survivors they serve each year, KCADV is making a commitment to ensuring that services and service delivery remains a top priority. And this means ensuring that the staff (at all levels) delivering those services are recognized, valued, and supported.

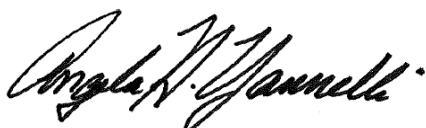
Over a year ago, a few of our member programs asked us if we had salary numbers from across all the programs in the state as they were investigating whether they should and could increase advocate salaries. This started us on our journey of taking a hard look at how we view our network of providers as a living, breathing system that needs to be nourished and kept healthy if we hope to be around in years to come. The heart of this work is the staff, especially the direct service advocates, who work tirelessly day and night to meet the needs of survivors. Are we feeding and nourishing them so that they will be the best they can be for survivors? If we truly value their work and contributions, are we providing wages and benefits that demonstrate that belief? Are we continuing to operate under a model of scarcity and using it as our reason for not making the commitment to provide living wages and good benefits for all staff?

Advocates are care workers, directly or indirectly. Advocates are essential workers and many of them are frontline workers. Advocates are at high risk for work-related exposure to pathogens such as COVID-19. Advocates work with people that are suffering from many types of trauma and advocates often suffer from their own trauma and/or vicarious trauma. Advocates work third shift and are often on call. Advocates need childcare. Advocates need reliable transportation. Advocates need decent health insurance. Survivors need advocates!

This salary survey is just the tip of the proverbial iceberg. While we learned quite a bit from the limited data we collected, we know that there is much more left to be revealed, hidden from view with foundations that go deep beneath the surface. Here is where we will find the values, judgements, and beliefs of our collective internal culture that we rarely look at or question.

We are already planning our next phase and look forward to learning more about what advocates need to meet basic needs as well as what they need to feel valued and supported in this work.

Our hope is that this is the first step of a journey of miles that will forge a path towards a horizon where all staff and their families are thriving so that our programs and the survivors they serve can flourish.



Angela Yannelli, CEO

PURPOSE

The Kentucky Coalition Against Domestic Violence (KCADV) conducted an internal analysis of salaries and benefits paid to administrative and direct service advocates employed by fourteen of the fifteen regional domestic violence shelter programs serving all 120 counties in the Commonwealth. These programs serve on the KCADV Board in the capacity of Designated Program Members (DPMs). The goal was to measure the salaries and benefits against what is considered a “living wage” in Kentucky.

METHOD

Fourteen out of fifteen DPMs submitted job descriptions, salary schedules, payroll information, and/or budgets. KCADV used previously supplied VOCA/CHFS grant information from the remaining DPM. In total, there was information submitted on 463 employees.

All the requested data submitted by DPMs was compared to their most recent CHFS grant submissions. In cases where the data across these different streams did not align, KCADV followed up with DPM staff to determine which information was most accurate and should be used to construct the salary survey.

Categorization of Job Positions

The job descriptions were sorted and categorized based on the function of the position, the activities that employees are engaging in to perform their job, and the supervisory and leadership responsibilities. In cases where the job descriptions did not provide enough information to allow for categorization, or if job descriptions did not match employees’ titles, KCADV contacted the DPM for clarification. Based on this review, KCADV determined five categories:

- *Executive Directors*
- *Administrative and Operations Level 2*
- *Administrative and Operations Level 1*
- *Advocate Level 2*
- *Advocate Level 1*

In the event that a category contained part-time employees, those were separated from the full-time employees.

Rates of Pay

The salary and wage monetary values submitted by DPMs were in several different formats. In order to obtain comparable values, KCADV converted this information into both a full-time equivalency (FTE) and corresponding hourly wage.

Full-Time Employees

Salaries submitted on an annual basis were divided by 2,080 (equivalent to an FTEⁱ), to obtain an hourly wage. Those values submitted in hourly wage amounts were multiplied by 2,080 to obtain the value for an FTE.

Part-Time Employees

For part-time employees, which were kept separate, hourly wage rates were multiplied by 2,080 to determine what the annual salary would be in terms of an FTE. For note, this does not represent how much a program actually expends on part-time staff or program staff's actual earnings; however, converting into a FTE allows for a comparison of base rates across salaries.

In cases where the submitted monetary value was the amount budgeted for a part-time staff over an annual period, KCADV contacted the DPM to obtain the information necessary to determine an hourly rate which could then be converted to an FTE. There were two positions for which KCADV could not obtain either a complete annual salary or hourly wage that could be used for comparison; these two positions were not included in the final survey.

RESULTS

Category: Executive Directors (n=10 Full-Time; n=0 Part-Time)

There was data submitted for 13 positions serving as the head of each program. Upon reviewing each of these, 10 were submitted as job descriptions for Executive Directors, 2 for President/CEO, and 1 for Program Director. The three positions that were not labeled as Executive Directors were determined to have different responsibilities, therefore were excluded from this category. All the positions in this category are full-time. Some positions in this category are paid an annual salary and some are paid in terms of an hourly wage. This is the category with the least number of employees.

	Annual Salary	Hourly Rate (rounded)
Highest Salary:	96,314	46
Lowest Salary:	51,002	25
Mean:	62,464	30
Median:	67,515	32
Mode:	Does Not Exist	

Category: Administration and Operations Level 2 (n=48 Full-Time; n=2 Part-Time)

This category includes positions that are primarily responsible for the administration and operation of programs with minimal direct service responsibilities and have leadership and/or supervisory roles. This includes positions such as Assistant Director, Finance Director, Chief Financial Officer, Grants Director, Development Director and Shelter or Non-Residential Program Director. Some positions in this category are paid an annual salary and some are paid in terms of an hourly wage.

	Annual Salary	Hourly Rate (rounded)
Highest Salary:	83,548	40
Lowest Salary:	33,000	16
Mean:	51,005	25
Median:	53,141	25
Mode:	50,500	24
Frequency of Mode:	4	

This category had two additional part-time positions. An hourly wage was not available for one of those. For the one part-time position that hourly wages were provided for, the wage is \$35.70 per hour which equates to an FTE of \$74,256.

Category: Administrative and Operations Level 1 (n=53 Full-Time; n=9 Part-Time)

This category includes positions that are primarily responsible for the administration and operations of programs with minimal direct service responsibilities and no leadership or supervisory roles. Positions in this category include Billings Clerk, Maintenance Staff, Data Entry Staff, Administrative Assistant, Grants and Contract Manager, Communications Coordinator, and Volunteer Coordinator. Some positions in this category are paid an annual salary and some are paid in terms of an hourly wage.

	Annual Salary	Hourly Rate (rounded)
Highest Salary:	52,250	25
Lowest Salary:	22,880	11
Mean:	35,568	17
Median:	35,662	17
Mode:	31,200	15
Frequency of mode:	6	

This category includes 9 part-time positions. All positions reported in this category are paid based on an hourly wage.

	Annual Salary	Hourly Rate (rounded)
Highest Salary:	59,800	29
Lowest Salary:	22,880	11
Mean:	34,142	16
Median:	33,301	16
Mode:	33,301	16
Frequency of Mode:	3	

Category: Advocate Level 2 (n=54 Full-Time; n=2 Part-Time)

This category includes positions responsible for direct services, and which are also responsible for leadership, supervision, supervision of service delivery, and some management of programs. This category also includes those positions working directly with survivors who have specific

professional credentials such as staff psychologists or lawyers. Positions in this category include Crisis Call Center Supervisor, Lead Advocate, Victims' Attorney, Staff Psychologist, Housing Program Manager, Therapist, and Project Coordinator. Some positions in this category are paid an annual salary and some are paid in terms of an hourly wage. This is the category with the second highest number of employees.

	Annual Salary	Hourly Rate (rounded)
Highest Salary:	80,080	39
Lowest Salary:	28,018	13
Mean:	40,214	19
Median:	39,934	19
Mode:	39,998	19
Frequency of Mode:	4	

There are two part-time positions in this category. All positions reported in this category are paid based on an hourly wage.

	Annual Salary	Hourly Rate (rounded)
Highest Salary:	114,400	55
Lowest Salary:	29,120	14
Mean:	71,760	35
Median:	71,760	35
Mode:	Does Not Exist	

Category: Advocate Level 1 (n=222 Full-Time; n=59 Part-Time)

This category includes positions primarily responsible for direct services with no supervisory or leadership responsibilities. Positions in this category include Call Center Specialist, Family Advocates, Residential Advocates, Case Managers, Crisis/Shelter Advocates, Crisis Intervention Specialists, Legal Advocates, and Crisis and Essential Services Specialist. Some positions in this category are paid an annual salary and some are paid in terms of an hourly wage. This category has the most employees, both full-time and part-time. Part-time accounts for 21% of the total employees in this category.

	Annual Salary	Hourly Rate (rounded)
Highest Salary:	42,120	20
Lowest Salary:	22,880	11
Mean:	31,376	15
Median:	31,200	15
Mode:	31,200	15
Frequency of Mode:	21	

This category includes 59 part-time employees. Wage information was not able to be obtained for one position within this category; therefore, the position was excluded from the analysis. All of these employees receive an hourly wage.

	Annual Salary	Hourly Rate (rounded)
Highest Salary:	35,360	17
Lowest Salary:	20,800	10
Mean:	25,941	12
Median:	24,960	12
Mode:	31,200	15
Frequency of Mode:	11	

Overall, this category has the largest amount of workers accounting for 61% of the total positions, the largest amount of part-time at almost 13% of total positions surveyed and the largest number of hourly workers. **The Advocate 1 category has the lowest average salary of all categories, and the average annualized salary for part-time workers is even lower than the annual salary of a full-time worker.** The average salary for part-time workers in the Advocate 1 position is three dollars less an hour than the average salary for an Advocate 1 that works full-time. We would expect for part-time workers to take home less than full-time because they work less hours; however, the base rate of pay for those workers in part-time positions is also lower than the base rate for full-time workers.

Care Work, Wages, and Cost of Living In Kentucky

Care work is most simply “the work of caring for others.”ⁱⁱⁱ The broad category of care work includes both paid and unpaid work, caring for the self, the family, and for others. It includes the work of advocates and social workers, regardless of ties to the state or to a nonprofit sector. Staff working in the DPMs are not only providing care work but have been deemed essential workers by the Cabinet for Health and Family Services. According to the CDC, this means that they provide services that are “essential to ensure the continuity of critical functions.” Further, DPM direct service staff are frontline service providers and are at highest risk for work-related exposure to pathogens such as COVID. As if it were not already known by those performing care work, the past two years of a global pandemic have laid bare the inadequacies of our care structure and the essential need to take care of care workers. Prior to COVID, studies specifically on domestic violence service providers found that of those service providers surveyed, that 47.3% met criteria for clinical levels of PTSD.^{iv} One can easily imagine how a global pandemic that has both exacerbated violence^v and exposed domestic violence shelter workers through the intimacy of their work to populations particularly vulnerable to COVID has made the work of providing care even more arduous and essential than before.

Unfortunately, care workers are often not compensated commensurate with the level of risk and degree of trauma to which they are exposed. In Kentucky, social workers^{vi} and care workers performing essential services for the state have seen stagnant wages since 2008. In a report from [KY Policy](#), when adjusted for inflation, since 2008, state workers in the public sector have experienced

a 4% decrease in their wages while the private sector has enjoyed a 13% increase. Notably high caseloads, untenable compensation, burn out, and secondary trauma has caused a critical shortage of front line case workers in Kentucky's Department of Community Based Services (DCBS). DCBS Commissioner Miranda Straub provided a [report](#) to the Child Welfare and Oversight Committee that stated reports to child protective services in the previous 12 month period exceeded 112,000 and that caseloads skyrocketed due to both an increase in frequency of reports as well as a mass exodus of workers. In some areas, average caseloads were as high as 49 caseloads^{viiiviii} per social worker and 66% of state social workers were either in entry level employees or employees in training.^{ix} In her [testimony](#) to the Child Welfare and Oversight Committee, Commissioner Miranda Straub also noted that the typical front line advocate only maintains that position for 18 months due to toxic stress and burn out. A survey from DCBS of worker's reasons for separation in the same [report](#) identified the top reasons for separation as better jobs outside of state government, retirement, insufficient pay, too many case, lack of promotional opportunities, career change, and family reasons/responsibilities. As of October, More than 600 social workers left DCBS in 2021 precipitating Gov. Beshear to [announce](#) an immediate 10% raise^{xxi} for front line state social workers^{xi}. Additionally, state social workers will be eligible to receive "hero pay," or essential worker bonuses and are advocating for additional raises to be included in the state budget. These untenable working conditions for social workers are harmful to those Kentuckians who depend upon the essential support they provide.

Historically, care work is the work of women and is highly devalued.^{xii} FreeFrom's report, [Prioritizing Financial Security in the Movement to End IPV: A Roadmap](#), revealed that direct service workers' average salaries were not sufficient for those workers to support themselves and a child. Workers also report that they felt unable to provide quality services to survivors because they were concerned about their own ability to pay their bills. As the majority of staff at DPMs are also women, they experience even more of a gap. [The National Women's Law Center](#), based on data from the 2019 American Community Survey, estimates that women in Kentucky make an average of \$391,280 less than men in the same position over the course of a 40-year career. In the same position with the same start date, a woman would need to work until the age of 70 when a man would only need to work until the age of 60 in order to make the same over a lifetime.

In the particular vein of care work that sits at the nexus of social movements and providing direct service, care workers are often directly impacted people themselves. According to a national study of workers at direct service programs for domestic and intimate partner violence conducted in 2021 by [FreeFrom](#), 1 in 2 domestic violence program staff members they surveyed identified as survivors. A major finding of this study is that supporting survivors includes constructing our own programs as survivor centered workplaces. Central to this, is providing workers a living wage that allows for them to make the best decisions for their own lives and the lives of their families.

Among those survivors in [FreeFrom's](#) report, 2/3 were subjected to financial abuse. The [2018 National Poll on Domestic Violence and Financial Abuse](#) from the Allstate Foundation identifies

that 99% of survivors experience financial abuse and is one of the main reasons that either survivors cannot leave or remain in abusive relationships, and [The Institute for Women's Policy Research](#) found that 73% of survivors reported staying with a harm-doer longer than they wanted because they could not afford to leave. In other words, survivors, including those working as staff in domestic violence programs, cannot build thriving lives free from abusive relationships without money.

The concept of a living wage spans as far back as 1886 and the American Federation of Labor, when the labor movement advocated for a general "living wage" to enable all workers to support a family, participate in public life, and maintain an "American Standard of Living."^{xiii} The basic premise of a living wage is that the wages received for a standard work week in a particular place be sufficient to support a decent standard of living for the worker and their family.^{xiv} Living wages are not determined by industry standards, but rather the amount needed to make a life. This amount is determined by market-based analysis of the costs of basic needs in a particular place.^{xv} Specific calculations will differ based on the locality and the items included in "decent" standard of living.

In order to compare the wages yielded through KCADV's analysis of DPM staff salaries to living wages, KCADV looked at several ways of calculating living wages:

1. [The Basic Needs Budget Calculator from the National Center for Children in Poverty](#),
2. [Family Budget Calculator from the Economic Policy Institute](#),
3. [MIT Living Wage Calculator](#)
4. [National Low-Income Coalitions' Out of Reach Report for Kentucky](#)

In choosing what family demographics to use for the living wage comparison, KCADV determined to perform calculations based on a single parent household with one child. [Census](#) data supports that the average Kentucky household is 2.49 persons per household. Another reason for choosing a single parent household with one child is the importance to provide workers with wages that would allow for them to work one job, raise a child on that salary, and not have to be in a financial situation where they were coerced into an abusive relationship in order to maintain basic needs. Numbers from each living wage calculator were obtained for the 15 counties in which DPM shelters are located.

The Basic Needs Budget Calculator

[The Basic Needs Budget Calculator](#) was developed by the [National Center for Children In Poverty](#). This calculator includes rent, utilities, childcare, health insurance premiums, minimal out of pocket medical expenses, other necessities, debt, and income taxes. The Basic Needs Budget Calculator also assumes that families do not receive any benefits other than the earned income tax credit. This also does not include savings. Out of the three Living Wage Calculators we used, The Basic Needs Budget Calculator was by far the most meager in terms of what is included in a living wage. All calculations are for a single parent household with one child.

County	Annual Salary	Hourly Wage (rounded)
Laurel	40,764	20
Christian	37,302	18
Jefferson	36,318	17
Warren	36,206	17
Kenton	35,680	17
Daviess	35,286	17
Hardin	34,846	17
Fayette	34,717	17
Boyd	34,660	17
McCracken	34,390	17
Pulaski	34,190	16
Rowan	33,218	16
Floyd	30,980	15
Perry	30,328	15
Mason	29,978	14

The Basic Needs Budget Calculator does not provide a statewide average; however, the average of the counties above that represent every Area Development District is \$34,591. This means that the lowest paid Job Category (Advocate Level 1) for full-time staff on the average earns \$3,215 less than the living wage.

The Family Budget Calculator

[The Economic Policy Institute's Family Budget Calculator](#) "measures the income a family needs to attain a modest, yet adequate standard of living." EPI's family Budget Calculator considers housing, food, childcare, transportation, healthcare, other necessities, and taxes. The EPI Family Budget Calculator did account for a wage that might provide some economic security and ability to meet more than basic needs. The EPI Family Budget Calculator is also in 2017 dollars and has not been adjusted for inflation. All calculations are for a single parent household with one child.

County	Annual Salary	Hourly Wage (rounded)
Kenton	50,769	24
Warren	50,524	24
Fayette/Lexington	50,436	24
Jefferson/Louisville Metro Area	49,744	24
Christian	49,458	24
Hardin	49,231	24
Daviess	48,589	23
Rowan	47,782	23
McCracken	46,609	22
Boyd	46,397	22
Mason	45,693	22

County	Annual Salary	Hourly Wage (rounded)
Floyd	44,360	21
Pulaski	43,896	21
Perry	43,849	21
Laurel	43,653	21

The Family Budget Calculator does not provide a statewide average; however, the average of the counties above that represent every Area Development District is \$47,399. This means that the lowest paid Job Category (Advocate Level 1) for full-time staff on the average earns \$16,023 less than the living wage.

The Massachusetts Institute Of Technology Living Wage Calculator

[The MIT Living Wage Calculator](#) includes calculations for food, childcare, healthcare, housing transportation, other necessities, civic engagement, and broadband as well as taxes.^{xvi} It does not cover vacations or time off but would allow for modest savings. All calculations are for a single parent household with one child.

County	Annual Salary	Hourly Wage (rounded)
Kenton	61,618	30
Fayette/Lexington	61,077	29
Jefferson/Louisville Metro Area	61,069	29
Christian	59,917	29
Pulaski	58,764	28
Daviess	58,691	28
Hardin	58,601	28
Boyd	58,296	28
Warren	58,025	28
McCracken	58,018	28
Rowan	56,871	27
Mason	56,615	27
Laurel	56,154	27
Floyd	55,974	27
Perry	54,329	26

The [MIT Living Wage Calculator](#) provides a statewide average for a living wage for a single adult with one child. For Kentucky, that is an annual wage of \$58,764 or an hourly rate of \$28.25. This means that the lowest paid Job Category (Advocate Level 1) on the average earns \$27,400 less than the living wage. Further, 442 workers, or 95% of workers at DPMs do not make a living wage that would support themselves and a child.

Other Measures and Comparisons

The National Low Income Housing Coalition's [Out of Reach](#) Report determined that statewide a wage that would support a worker spending no more than 30% of their income on housing, places the wage needed for a two-bedroom housing unit at \$15.78 per hour. For purposes of

this report and data comparison, KCADV chose a two-bedroom housing unit as a living space adequate for a single parent and child. Based on the data submitted for this report, 228 workers or 51% of workers at DPMs do not receive the wages needed to afford a two-bedroom housing unit based solely on their wages.

KCADV and its DPMs contract with the Cabinet for Health and Family Services to provide statutorily mandated services to vulnerable Kentuckians, fulfilling a critical role for the state. DPMs are open 24/7 every day of the year and are always staffed. In order to get a comparison based on what other social workers and workers engaging in similar job responsibilities, KCADV reviewed the descriptions and salaries of those state workers understood as front line social workers and determined those below to be most similar to those job descriptions from the Advocate 1 and Advocate 2 categories. The most notable difference is that DCBS workers do conduct home visits. All the jobs listed below were revised December 16, 2021 and reflect the 10% pay raise that workers received in December 2021. All information was accessed through [Kentucky Personnel](#) and was listed as hourly wages. In order to get an annualized salary representative of an FTE, the hourly wages were multiplied by 2080.

DCBS Classification	Annual Salary	Hourly Salary	Closest KCADV Category
Social Service Clinician I	41,350 - 66,164	20 - 32	Advocate 2
Social Service Clinician II	45,489 - 72,779	22 - 35	Advocate 2

Social Service Clinician I and II positions correlate most closely to Advocate 2 positions because of the additional professional experience and credentials as well as mentorship responsibilities in addition to direct service responsibilities.

Social Service Specialist	45,489 - 72,779	22 - 35	Advocate 2
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Social Service Specialist correlates most closely to Advocate Level 2 positions. Social Service Specialist positions do require previous social work experience and provide consultations to Social Service Workers for complex cases, assessments and counseling for families, training for other staff, technical assistance to courts and attorneys, counseling, case coordination, collects and reports on data, and participates in community committees and task forces.

Social Service Worker I	37,606 - 60,154	18 - 29	Advocate 1
Social Service Worker II	41,350 - 66,164	20 - 32	Advocate 2

Social Service Worker I correlates most closely to Advocate 1. Social Service Worker I provides direct services including client needs assessments, client interviews, program expectations, develops and coordinates service plans, conducts individual and group counseling, makes home visits, prepares court reports, prepares testimony, monitors conditions set by the court and maintains case records. Social Service Worker II correlates most closely to Advocate 2. Social Service Worker II provides the same direct services as Social Service Worker I, but requires more experience/credentials and also has some additional responsibilities.

DCBS Classification	Annual Salary	Hourly Salary	Closest KCADV Category
Case Mgmt Specialist I	37,606 - 60,154	18 - 29	Advocate 1
Case Mgmt Specialist II	41,350 - 68,245	20 - 33	Advocate 1
Case Mgmt Specialist III	41,350 - 68,245	20 - 33	Advocate 2

Case Management Specialist I and II most closely correlate to Advocate 1 positions and Case Management Specialist III most closely correlates to Advocate Level 2. Case Management Specialist I and II provide direct services, assists with applications, screens for risk factors and barriers, makes referrals, and facilitates supportive services. Case Management Specialist III provides the same direct services and case management as level I and II, but also has some oversight and training responsibilities. Case Management Specialist I, II, and all make home visits.

Family Svcs Office Supervisor	50,045 - 80,059	24 - 38	Advocate 2 or AO 2
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Family Services Office Supervisor most closely correlates to an Advocate 2 or an Administration and Operations Level 2 Position, based on supervisory and administrative roles, but also still includes direct service and the oversight of direct service programs and staff.

The average of entry level salaries of those state positions correlating to KCADV's Advocate 1 is \$38,854, which is **\$7,478** more than the average salary of the **Advocate 1 position**. The average of the entry level salaries of those state positions correlating to KCADV's Advocate 2 is \$44,179, which is **\$3,965** more than the average salary for the **Advocate 2 position**.

The average high of the salaries of those state positions correlating to Advocate 1 is \$62,851, which is **\$31,475** more than the average salary of the **Advocate 1 position**. The average high salaries of those state positions correlating to the Advocate 2 is \$71,032 which is **\$30,818** higher than the average salary of the **Advocate 2 position**.

	KCADV	STATE	Variance	
Advocate 1	31,376	38,854	(7,478)	ENTRY
Advocate 2	40,214	44,179	(3,965)	ENTRY
Advocate 1	31,376	62,851	(31,475)	HIGH
Advocate 2	40,214	71,032	(30,818)	HIGH

Where do we go from here?

KCADV proposes to expand this analysis to provide reports for each program to benchmark how specific programs compare to living wage metrics in their area. Based on the survey information reviewed as well as wages and benefit surveys from other organizations, such as the [Washington State Coalition Against Domestic Violence](#) and the Kentucky Association of Sexual Assault Programs, KCADV recommends that this initial survey be supplemented with an analysis of benefits as well as a survey specifically for staff at DPMs to complete individually. This survey will provide information as to whether staff believe their wages, benefits, and workplace supports are meeting their needs.

- i The Full-time Equivalency (FTE) is 2,080 hours, which is the number of hours a full-time employee would work over a year. The value 2,080 represents 40 hours a week for 52 weeks a year.
- ii The highest salary in the category is for a part-time clinical position, which accounts for the high rate of pay.
- iii Misra, J. (2007). Carework. In G. Ritzer (Ed.), Blackwell encyclopedia of sociology. Blackwell Publishing.
- iv Slattery, S. M., & Goodman, L. A. (2009). Secondary traumatic stress among domestic violence advocates: Workplace risk and protective factors. *Violence Against Women*, 15, 1358-1379.
- v First, Jennifer; First, Nathan, & Houston, J. Brian (2017) Intimate Partner Violence and Disasters: A Framework for Empowering Women Experiencing Violence in Disaster Settings *Journal of Women and Social Work*, Vol. 32(3) 390-403.
- World Health Organization, Department of Injuries and Violence Prevention (2005) [Violence and Disasters Fact Sheet](#).
- COVID 19 Power and Control Wheel from the Battered Women's Justice Project, Accessed online January 24, 2022 <https://www.bwjp.org/news/covid-coercive-control-wheel-combined.pdf>.
- vi Per the [National Association of Social Work's](#) Standards for Social Work Case Management, Social work refers specifically to "an individual who possesses a baccalaureate or master's degree in social work from a school or program accredited by the Council on Social Work Education" (pg 14). Not all DPM employees are social workers by this definition, but many still perform case management as part of their job responsibilities.
- vii In a [report](#) on child welfare, the National Association of Social Workers recommends caseloads between 12-15 per worker.
- viii The average of 49 cases is from Jefferson County. Some workers report cases loads as high as 100. A statewide average yields 26 cases per worker. Underpaid, overworked Kentucky social workers push for changes, Adam K Raymond, accessed online February 10, 2022 <https://spectrumnews1.com/ky/louisville/news/2021/12/01/underpaid-and-overworked-social-workers-push-for-changes>.
- ix Acquisto, Alex Kentucky child Protection Workers getting an immediate 10% pay raise, The Lexington herald Leader, December 08, 2021, accessed online February 10, 2022 <https://www.kentucky.com/news/politics-government/article256423771.html>.
- x Acquisto, Alex Kentucky Child Protection Workers Getting an Immediate 10% pay raise, The Lexington Herald Leader, accessed online February 10, 2022 <https://www.kentucky.com/news/politics-government/article256423771.html>.
- xi The 10% pay increase will be provided to over 3,900 workers including the following positions: social services aid I and II; social services worker I and II; social services specialist; public assistance program specialist; field services supervisor; family services office supervisor; case management specialist I, II, and III; family support specialist I, II, and III; service regional administrator; service regional administrator associate and service region clinical associate. From "Governor announces pay increase, additional steps to recruit, retain social workers; addressing shortage" accessed online February 10, 2022 <https://www.nkytribune.com/2021/12/governor-announces-pay-increase-additional-steps-to-recruit-retain-social-workers-addressing-shortage/>.
- xii Glenn, Evelyn Nakano (2012) Forced to Care: Coercion and Caregiving in America.
- xiii University Libraries of Maryland, Special Collections & University Archives Special Exhibit on Labor History, accessed online January 24, 2022 <https://exhibitions.lib.umd.edu/unions/labor/living-wage>.
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