

To: Joe Wickens, Executive Director
 From: Brandie Williams, Deputy Executive Director
 Subject: State of the Workforce and Compensation Update FY2025
 Date: June 17, 2025

Since the June 2024 Board of Director's meeting, RACSB executive staff committed to providing consistent updates on the State of Workforce and Compensation in order to evaluate the agency recruitment, retention, and compensation actions. Please find the requested update for June 2025 below:

Overall Workforce Impact Summary for FY2025:

Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25
Significantly Short-Staffed	Significantly Short-Staffed	Significantly Short-Staffed	Significantly short-staffed/Minimally Short-Staffed	Significantly short-staffed/Minimally Short-Staffed	Significantly short-staffed/Minimally Short-Staffed	Significantly short-staffed/Minimally Short-Staffed	Significantly short-staffed/Minimally Short-Staffed	Minimally Staffed	Minimally Staffed/Sufficiently Staffed	Minimally Staffed/Sufficiently Staffed

Overall Workforce Impact Detail by Month since last report:

Month	Rating	Notes
Dec-24	Significantly Short-Staffed/Minimally Staffed	Fewer programs have waitlists for services with individuals waiting over 60 days for service with Spotsylvania eliminating its waitlist and Stafford decreasing to 81 individuals on waitlist; Eligibility criteria for services is less restricted than previous months (SDA); Fewer Licensing Citations; Documentation and required trainings are completed on time with the number of overdue trainings decreasing and comparative scores on program chart audits demonstrate improvement; Overtime hours are not less than 250 per pay period (Averaging 378 per pay period); Vacancy Rate is less than 15%(10.4% at end of December/this is measured quarterly); Average monthly turnover is less than 2.0% (1.91%); Open positions are filled within 3-6 months (Average Days Position Open: 132 days; 4.4 months);
Jan-25	Significantly Short-Staffed/Minimally Staffed	A few programs or services may have small waitlists for services or eligible individuals may have to wait over 30 days for service Stafford worked to resolve waitlist and reinstate SDA at the end of the month; Few Licensing Citations (0 received this month); Documentation improved with 3 of 3 programs' comparative audit score increasing. Required trainings are increasingly completed on time and accurately; Overtime hours are not less than 150 per pay period (424 hours average per pay period); Vacancy Rate is less than 10% (9.6% as of end of March/Measured Quarterly); Average monthly turnover is not less than 1.5% (2.06%); Open positions are filled within 3-6 months (116 average days open; 3.86 months);

Feb-25	Significantly Short-Staffed/Minimally Staffed	A few programs or services may have small waitlists for services or eligible individuals may have to wait over 30 days for service; Stafford clinic resolved waiting list in this month; Few Licensing Citations (0 citations received this month); Documentation is inconsistent with 3 of 4 programs' comparative audit score decreasing. Required trainings are completed on time and accurately; Overtime hours are not less than 150 per pay period (268 hours average per pay period); Vacancy Rate is less than 10% (9.6% as of end of March/Measured Quarterly); Average monthly turnover is not less than 1.5% (1.97%); Open positions are filled within 3-6 months (121.03 days; 4 months);
Mar-25	Minimally Staffed	There are no waitlists for services with eligible individuals receiving service within 30 days and increase in number of intakes completed same day; Few Licensing Citations (2 citations); Documentation improved with 3 out of 3 programs improving comparative scores on audit; Required trainings are completed on time and accurately; Overtime hours are not less than 150 per pay period (216 hours average per pay check); Vacancy Rate is less than 10% (9.6% as of end of March/Measured Quarterly); Average monthly turnover is not less than 1.5% (1.94%); Open positions are filled within 3-6 months (122.04 days; 4 months)
Apr-25	Minimally Staffed/Sufficiently Staffed	There are no waitlists for services with eligible individuals receiving service within 30 days and increase in number of intakes completed same day; Minimum/Few Licensing Citations (1 citation); Documentation is inconsistent. Required trainings are completed on time; Overtime hours are less than 150 but not less than 100 per pay period (147.5 hours average per pay period); Vacancy Rate is not less than 5% (9.6% as of end of March/Measured Quarterly); Average monthly turnover is not less than 1% (1.99%); Open positions are filled within 2-3 months (88.22 days; 2.9 months).
May-25	Minimally Staffed/Sufficiently Staffed	There are no waitlists for services with eligible individuals receiving service within 30 days and increase in number of intakes completed same day; Minimum/Few Licensing Citations (3 citations); Documentation is inconsistent with two programs increasing and two programs decreasing on their comparative audit scores. Required trainings are completed on time; Overtime hours are not less than 100 per pay period (118 hours average per pay period); Vacancy Rate is not less than 5% (9.6% as of March/this is measured quarterly); Average monthly turnover is not less than 1% (1.92%); Open positions are filled within 2-3 months (Average days open 74.25; 2.5 months)

Barriers and Threats to RACSB Workforce:

- **Increased competition:** There are two large competitors for our workforce moving into the area to include the VA Hospital (40-50 Behavioral Health Clinicians and approximately 250 non-clinical level behavioral health positions) opened in March 2025 and the Kalahari Resorts Waterpark (1,400 positions). Recruitment for the VA Hospital has been slower than anticipated due to the federal climate.
- **Maintenance versus Strategic Growth:** RACSB has been focused on maintaining program at current levels for multiple years. Over the next two years, we will see an

influx in the number of positions and program capacity needs specifically for the DD population and to support the new Crisis Receiving Center.

- Legislative and Funding Uncertainty: The recent political climate and actions have increased fears around job stability and sufficient funding resources.

Living Wage Criteria:

The Living Wage Criteria and amounts have not been updated since date below, so the chart remains accurate at this time. RACSB's current entry level salary equates to \$24.00. In the next fiscal year, entry level salary will equate to \$22.00 for new employees.

Living Wage as of 2/14/2024	
Area	1 Adult, 0 Children
Virginia	\$24.03
Stafford	\$27.47
Spotsylvania	\$26.46
Fredericksburg	\$23.07
King George	\$23.68
Caroline	\$21.60
PD-16 Average	\$24.46

Living Wage as of 2/10/2025	
Area	1 Adult, 0 Children
Virginia	\$25.65
Stafford	\$29.78
Spotsylvania	\$28.37
Fredericksburg	\$25.50
King George	\$23.69
Caroline	\$21.69
PD-16 Average	\$25.81

Financial Position and Considerations:

- As of May 2025, RACSB is demonstrating a negative variance of \$1,194,348 and anticipates ending the year at a loss.
- The FY2026 budget does not include any merit or cost of living salary adjustments
- The General Assembly passed a 3% increase and 1.5% Bonus for state employees. Although not near sufficient to fund increases at the level above, RACSB does receive a limited amount of funding as a result of this measure.
- We estimate receiving approximately \$268,635 restricted to use only for FY26 salary actions.
- This amount has not been included in our FY26 budget.

Recommendation for Board Consideration:

RACSB Executive staff recommend the Board approve a merit-based one-time bonus as outlined below. The approximate \$268,635 in FY26 state funding restricted to salary actions will be used to cover the majority of expected cost. Total estimated cost is \$280,125.

Merit Based One-Time Bonus-*Only employees with over 1 year of service eligible			
Overall Score	Bonus	Approximate # of Staff Eligible	Approximate Cost
4.50 to 5.00	\$1,500	69	\$103,500
4.00 to 4.49	\$750	117	\$87,750
3.00 to 3.99	\$375	237	\$88,875
2.99 and below	No Bonus Awarded	25	\$0