

# AGENDA

## BAY ARENAC BEHAVIORAL HEALTH BOARD OF DIRECTORS FINANCE COMMITTEE MEETING

Wednesday, November 12, 2025 at 5:00 pm

Room 225, Behavioral Health Center, 201 Mulholland Street, Bay City, MI 48708

<b>Committee Members:</b>	<b>Present</b>	<b>Excused</b>	<b>Absent</b>		<b>Present</b>	<b>Excused</b>	<b>Absent</b>	<b>Others Present:</b>
Tim Banaszak, Ch	_____	_____	_____	Pam Schumacher	_____	_____	_____	BABH: Marci Rozek, Chris Pinter, and Sara McRae
Sally Mrozinski, V Ch	_____	_____	_____	Christopher Girard, Ex Off	_____	_____	_____	
Richard Byrne	_____	_____	_____	Pat McFarland, Ex Off	_____	_____	_____	
Jerome Crete	_____	_____	_____	Robert Pawlak, Ex Off	_____	_____	_____	
Kathy Niemiec	_____	_____	_____					Legend: M-Motion; S-Support; MA-Motion Adopted; AB-Abstained

	Agenda Item	Discussion	Motion/Action
1.	Call To Order & Roll Call		
2.	Public Input (Maximum of 3 Minutes)		
3.	Unfinished Business		
4.	<p>New Business</p> <p>4.1) Investment Earnings Reports for Period Ending October 31, 2025</p> <p>4.2) Finance November 2025 Contract List</p> <p>4.3) Autism Provider Expenditures Related to Fiscal Year 2025 Enhanced Behavioral Technician Rate</p> <p>4.4) Preliminary Fiscal Year 2025 Settlement with MidState Health Network (MSHN)</p>		<p>4.1) Consideration of motion to refer the investment earnings reports for the period ending October 31, 2025 to the full Board for information</p> <p>4.2) Consideration of motion to refer the Finance November 2025 contract list to the full Board for approval</p> <p>4.3) No action necessary</p> <p>4.4) No action necessary</p>

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BOARD OF DIRECTORS

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	4.5) Phone System Conversation Update 4.6) Federal Government Shutdown Update		4.5) No action necessary 4.6) No action necessary
5.	Adjournment		

**Bay-Arenac Behavioral Health Authority**  
**Estimated Cash and Investment Balances Oct 31, 2025**

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Balance Oct 1, 2025	6,460,360.86
Balance Oct 31, 2025	5,757,061.56
Average Daily Balance	5,048,921.71
Estimated Actual/Accrued Interest Oct 2025	14,929.92
Effective Rate of Interest Earning Oct 2025	3.55%
Estimated Actual/Accrued Interest Fiscal Year to Date	14,931.39
Effective Rate of Interest Earning Fiscal Year to Date	3.55%

Note: The Cash and Investment Balances exclude Payroll and AP related Cash Accounts.

**Cash Available - Operating Fund**

	Rate	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25
Beg. Balance Operating Funds - Cash, Cash equivalents, Investments		5,308,678	8,600,946	7,785,099	5,777,598	5,192,261	4,585,448	7,971,323	6,179,005	4,597,768	6,261,517	6,775,688	5,966,633
Cash in		20,255,107	13,201,840	11,895,758	12,023,619	12,246,135	20,379,721	12,205,772	12,225,824	20,990,024	16,234,403	12,208,234	13,636,279
Cash out		(16,962,838)	(14,017,688)	(13,903,259)	(12,608,956)	(12,852,949)	(16,993,846)	(13,998,090)	(13,807,060)	(19,326,275)	(15,720,233)	(13,017,289)	(14,328,710)
<b>Ending Balance Operating Fund</b>		<b>8,600,946</b>	<b>7,785,099</b>	<b>5,777,598</b>	<b>5,192,261</b>	<b>4,585,448</b>	<b>7,971,323</b>	<b>6,179,005</b>	<b>4,597,768</b>	<b>6,261,517</b>	<b>6,775,688</b>	<b>5,966,633</b>	<b>5,274,202</b>
Investments													
Money Markets		8,600,946	7,785,099	5,777,598	5,192,261	4,585,448	7,971,323	6,179,005	4,597,768	6,261,517	6,775,688	5,966,633	5,274,202
90.00													
180.00													
180.00													
270.00													
270.00													
<b>Total Operating Cash, Cash equivalents, Invested</b>		<b>8,600,946</b>	<b>7,785,099</b>	<b>5,777,598</b>	<b>5,192,261</b>	<b>4,585,448</b>	<b>7,971,323</b>	<b>6,179,005</b>	<b>4,597,768</b>	<b>6,261,517</b>	<b>6,775,688</b>	<b>5,966,633</b>	<b>5,274,202</b>
Average Rate of Return General Funds		3.61%	3.57%	3.50%	3.48%	3.45%	3.43%	3.42%	3.40%	3.37%	3.36%	3.34%	3.06%
		3.52%	3.48%	3.30%	3.38%	3.30%	3.32%	3.32%		3.26%	3.13%	3.28%	3.06%
Average		6,954,812	7,231,574	6,868,080	6,532,916	6,208,338	6,460,193	6,425,045	6,222,014	6,225,964	6,275,939	6,295,231	5,274,202

**Cash Available - Other Restricted Funds**

	Rate	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25
Beg. Balance-Other Restricted Funds - Cash, Cash equivalents, Investments		463,216	464,891	466,575	468,220	469,711	471,366	472,974	474,641	476,260	477,939	479,623	481,232
Cash in		1,675	1,684	1,645	1,491	1,656	1,608	1,667	1,619	1,679	1,684	1,608	1,628
Cash out													
<b>Ending Balance Other Restricted Funds</b>		<b>464,891</b>	<b>466,575</b>	<b>468,220</b>	<b>469,711</b>	<b>471,366</b>	<b>472,974</b>	<b>474,641</b>	<b>476,260</b>	<b>477,939</b>	<b>479,623</b>	<b>481,232</b>	<b>482,860</b>
Investments													
Money Market		464,891	466,575	468,220	469,711	471,366	472,974	474,641	476,260	477,939	479,623	481,232	482,860
91.00	0.70%												
91.00	1.10%												
91.00	1.15%												
91.00	1.35%												
90.00	1.70%												
91.00	2.05%												
90.00	2.15%	-	-	-	-	-	-	-	-	-	-	-	-
365.00	80.00%												
<b>Total Other Restricted Funds</b>		<b>464,891</b>	<b>466,575</b>	<b>468,220</b>	<b>469,711</b>	<b>471,366</b>	<b>472,974</b>	<b>474,641</b>	<b>476,260</b>	<b>477,939</b>	<b>479,623</b>	<b>481,232</b>	<b>482,860</b>
Average Rate of Return Other Restricted Funds		4.84%	4.84%	4.84%	4.84%	4.84%	4.84%	4.84%	4.75%	4.68%	4.63%	4.58%	4.11%
		4.84%	4.84%	4.84%	4.84%	4.84%	4.84%	4.84%	4.02%	4.02%	4.15%	4.00%	4.11%
Average		464,054	464,894	465,725	466,523	467,330	468,136	468,942	469,762	470,615	471,434	472,251	482,860
<b>Total - Bal excludes payroll related cash accounts</b>		<b>9,065,837</b>	<b>8,251,674</b>	<b>6,245,818</b>	<b>5,661,972</b>	<b>5,056,814</b>	<b>8,444,297</b>	<b>6,653,646</b>	<b>5,074,388</b>	<b>6,739,456</b>	<b>7,255,311</b>	<b>6,447,865</b>	<b>5,757,062</b>
<b>Total Average Rate of Return</b>		<b>3.71%</b>	<b>3.63%</b>	<b>3.58%</b>	<b>3.52%</b>	<b>3.51%</b>	<b>3.49%</b>	<b>3.49%</b>	<b>3.47%</b>	<b>3.44%</b>	<b>3.38%</b>	<b>3.39%</b>	<b>3.55%</b>

**Bay-Arenac Behavioral Health  
Finance Council Board Meeting  
Summary of Proposed Contracts  
November 12, 2025**

		Old Rate	New Rate	Term	Out Clause?	Performance Issues? (Y/N) Risk Assessment Rating (Poor/Fair/Good/Excellent)
<b>SECTION I. SERVICES PROVIDED BY OUTSIDE AGENCIES</b>						
<b>Clinical Services</b>						
1	R	<b>Forest View Hospital</b> Inpatient Psychiatric Services	\$1,100/day	\$1,122/day	10/1/25 - 9/30/26	Y N
2	M	<b>Saginaw Psychological Services, Inc.</b> Children's Case Management Services (SED)	\$0	\$46.87/unit	11/21/25 - 9/30/26	Y N
3*	M	<b>Iris Telehealth</b> 3.2% rate increases to hourly rate: Sylvia Exum Christopher Fox Andrew Meyer	\$260/hour \$79/hour \$242/hour	\$268.32/hour \$81.53/hour \$249.74/hour	Effective 1/1/25	Y N
4*	N	<b>Crisis Center Inc DBA Listening Ear Crisis Center</b> Residential Type B Services for the following homes: Elm Home Orchard Bay Rose Home	\$0 \$0 \$0	\$1,411.73/day \$1,369.94/day \$1,543/day	TBD - 9/30/26	Y New Provider
5	T	<b>Valley Residential Services, Inc.</b> Termination of the contract for Residential Type B Services for the following homes: Elm Home Orchard Bay Rose Home	\$1,411.73/day \$1,369.94/day \$1,543/day	\$0 \$0 \$0	Terminated eff. 4/1/26	Y N
6*	T	<b>Personal Assistance Options, Inc.</b> Termination of the contract for CLS services	H2015 A1/T2027/H2015 UJ - \$7.79/unit H2015 A2/T2027/H2015 A2: UJ - \$6.59/unit T1005 - \$6.03/unit	\$0	Terminated eff. 1/26/26	Y N
<b>Admin/Other Services</b>						
7	R	<b>Mid-State Health Network</b> Relias Training	\$22,901	\$23,358	11/1/25 - 10/31/26	Y N/A
8	M	<b>Pro-Scape</b> Snow removal, upon request - 1000 W Cedar Street, Standish, MI	N/A	\$150/hour	11/1/25 - 10/31/27	Y N/A
9	M	<b>Great Lakes Hydro-Seeding &amp; Landscaping</b> Snow removal, upon request - 1010 North Madison, Bay City, MI	N/A	\$145/hour - backhoe \$165/hour - loader \$155/hour - dump truck \$145/hour - bobcat	11/1/25 - 10/31/27	Y N/A
<b>SECTION II. SERVICES PROVIDED BY THE BOARD (REVENUE CONTRACTS)</b>						
10	S	<b>Tuscola Behavioral Health Systems</b> Single Case Agreement <i>Targeted Case Management</i>	\$139.50/encounter	\$139.50/encounter	10/7/25 - 10/6/26	Y N
<b>SECTION III. STATE OF MICHIGAN GRANT CONTRACTS</b>						
<b>SECTION IV. MISC PURCHASES REQUIRING BOARD APPROVAL</b>						
11	N	<b>Wood Law Firm, PLLC</b> Bay County Probate Court/Guardianship Matter	\$0	\$3,000 retainer fee \$300/hour for attorney services \$150/hour for support staff services	N/A	N/A N/A
12	R	<b>CMHAM</b> FY26 CMHSP Membership Dues	\$19,330	\$20,012	10/1/25 - 9/30/26	Y N/A

R = Renewal with rate increase since previous contract  
D = Renewal with rate decrease since previous contract  
S = Renewal with same rate as previous contract  
ES = Extension

M = Modification  
N = New Contract/Provider  
NC = New Consumer  
T = Termination

**Footnotes:**

- 3 Annual 3.2% rate increase embedded in the executed contract with Iris Telehealth.
- 4 Listening Ear will be the new provider for these homes once licensure has been approved. Valley Residential Services is planning on dissolving by 4/1/26. Organizational credentialing for Listening Ear will be reviewed 11/26/25.
- 6 All consumers are expected to be transferred to a new provider in December.

**Autism Provider Implementation of Employee Retention Strategies Related to Increased Behavioral Technician Rate effective 11/1/24**

	<b>Autism Systems</b>	<b>BHS</b>	<b>Encompass</b>	<b>Flourish Therapy</b>	<b>Game Changer</b>	<b>Mercy Plus</b>	<b>Noble Pathway</b>	<b>Paramount Children's Therapy Center</b>	<b>Positive Behavior Supports Corporation</b>	<b>Spectrum Autism Center</b>
EE focused/retention	EE Assistance Program, participate in events internally & externally, allow flexibility in schedules		Team events activities such as book club, health and wellness club, qtrly all team events (monetary value depends on activity), work load and burnout assessment \$27,000		Multiple team building events and an agency wide Christmas Gala w/employee awards (approx \$70,000/year)	Staff reinforcement events - \$100/quarter		Shout-out board and staff meeting recognition, bi-annual whole staff clinic wide Professional Development Days (paid)		
Provide RBT training and give raise/bonus once obtained	\$1/hr				Cash bonus once obtained			\$0.50/hr and \$50 bonus increase for each year they renew their RBT certification		
Staff training	Continuing education thru ACE Accreditation	Added Relias Training \$900/EE	Have podcast for training, also used ongoing for staff	\$500/mo focusing on new employees, support/guidance sessions cost approx \$600/mo		Doing in-person trng at centers. Go beyond 40 hrs to ensure staff are well equipped. Approx cost \$552/EE			Free continuing ed courses to DCW for growth including their student analyst program	
Provide food for EEs	X							X (based on team work and team incentive criteria)		
Increased wages/Add'l wages	From \$14.50 to \$16-\$16.50	Paid ABA staff \$46,050		Direct raises for a few Ees - \$1,250/mo	Merit-based hourly increases for high-performing clinicians and technicians (approx \$20,000)	Increased wages from \$15/hour to \$16 - \$18/hour per EE	X	\$0.50/hr. increase for ABA experience w/at least 1 year experience.		
Bonuses		Sign-on bonus \$500 techs, \$5,000 BCBAs	Sign-on bonus \$200 techs, Anniversary bonus \$100-\$1,000	\$5,000 bonus each for two ABA therapists.	Cash bonus tied to service milestones	Sign-on bonus of \$10,000 and referral bonuses in the amnt of \$2,500 - \$5,000	Next fiscal year	\$150 bonus if have RBT, all BTs monthly bonuses based on performance and \$50/mo based on performance criteria	Quarterly incentive bonuses - DCW eligible up to \$500/quarter	
Staff incentives			Reinforce staff using gift cards \$900/month					Gift cards for attendance and timeliness (up to \$10/mo/staff) and random gift card drawings		
PTO for all Employees including PT	X				Increase in PTO based on years of service		Yes and added two extra paid holidays		X	
New position			New position for recruitment 15-20 hrs/wk, Add'l positions to assist with burnout, Looking to implement on-call position paying \$2.50/hr add'l	2 addl. part-time drivers	Corporate Compliance Officer, Admin Oversight for Clinical Assurance, Clinical Support Coordinator & oversight program (\$115,000 approx annually); Also implemented multiple new roles and programs to support clinical operations (approx \$110,000 annually)	Recruiter - \$75,000/year salary.			Hired 7 new DCW	Recruitment and Retention Specialist - \$65,000 salary
Recruitment - added more campaigns on Indeed	X		\$200 monthly	Increased ad intensity - \$2,500/mo	Billboards & Marketing recruitment - approx \$9,000/year	Add. \$500/EE because of changes to their package to attract new Ees				\$500 - \$1,000/mo to recruit on Indeed and job fairs
New Vehicle		\$22,314		\$10,000 and the rest on a loan for a 2017 Honda CRV, \$19,000 and the rest on a loan for a 2019 Honda Odyssey; wrap for each vehicle totaling \$6,400; GPS for vehicles \$100/mo						
Misc. Purchases		New Building \$1.2M		3 new air conditioners - \$19,500						

ABA Provider:	In follow up regarding the State mandated rate increase of the 97153 service code to \$16.50/unit and \$66/hour retroactive to 11/1/24, can you please outline what your organization has done to increase employee retention, attract new employees, etc. and include a monetary value of these efforts?
Autism Systems	Off Employee Assistance programs. Offer PTO paid for all employees including part-time. Participate in events throughout the year both internally and in the community. Offer employees opportunities for continuing education through Ace accreditation. Allow staff to have flexibility in their schedule, giving them an opportunity a couple of times throughout the year to make changes as needed. Provide food to employees during their shift who are unable to provide their own meals. Offer RBT training and experience and provide monetary incentive for those that become certified (\$1 increase the day they get RBT certified). Increased starting pay from \$14.50 per hour to between \$16 - \$16.50/hour. For increasing recruitment, added more campaigns to indeed. Have sent people out into the community to advertise and have Cherie who does marketing and recruitment.
Bay Human Services	This increase was treated like any revenue unless it's a wage pass through or mandated - such as covid funds. 1) Bay ABA staff - \$46,050 was paid out in fiscal year 24/25 to all Bay ABA staff. 2) A new vehicle was added for transportation \$22,314. 3) Relias training was added @ \$900 per worker. 4) A sign on bonus of \$3,000 for techs. 5) New ABA center was built for \$1,200,000 - should be open in November. Will more than double capacity for the kids served. 6) Sign on - currently have a \$5,000 for BCBAs and \$500 for techs.
Encompass Therapy Center	Team has worked to increase attraction to the BT position by updating base wages to be more competitive, offering sign-on bonuses (\$200), and updating marketing to focus on testimonials and including current techs in the videos and advertising (sponsored post \$200 monthly). Also created a new position earlier this year who spends approx. 15-20 hours/week on researching these topics, attending job fairs or college classrooms to share about the position, and conduct workload and burnout assessments with clinical team members and senior techs (about \$27,000 annually). Regarding retention, continued to focus on team events/activities like bimonthly book club, quarterly health and wellness club, and quarterly all team events (monetary value depends on activity). We also have a podcast that we use for training, but then also allows for them to speak about growth opportunities or provide motivation to learn new skills within the company. Utilize an online reinforcement system Guusto that allows you to reinforce others using gift cards (\$900/month) and also supply anniversary bonuses/pto for years of service with the company (\$100 - \$1,000). Also have implemented addl. positions to assist with burnout. PRN staff allow for them to approve more PTO or have extra coverage to do one on one meetings with techs. Currently are in the process of implementing a Designated On Call position, where the techs are given a significant wage raise (approx. an addl. \$2.50/hr) but will be on call one scheduled week per month to pick up overtime as needed. Goal with this is to provide adequate compensation to those who are consistently picking up hours, but also reduce the amount of times they delay or send clients home early.
Flourish Therapy	Itemized Costs: Addl. indirect support: \$3750 monthly/\$45,000 annually, Support/Guidance sessions: 30 mins per staff per month w/40 employees cost about \$600 monthly, Staff Reinforcement/Ticket System: \$500/month, Addl. Training: \$500/month focusing on new employees, Additional Transportation Costs: Purchased 2017 Honda CRV - \$10,000 - the rest is on loan, purchased 2019 Honda Odyssey \$19,000 - the rest is on loan, wrap for each vehicle - \$3,200 each and \$6,400 total, 2 addl. part-time transport drivers: \$4,000/month, GPS for transport vehicles: \$100/month, Direct raises to a few key employees: \$1,250/month, offered sign-on bonuses for new ABA therapists hired (\$5,000 each) for 2 in Bay City, increased the intensity of Indeed ads to keep options for new staff good: \$2,500 monthly), and two other major things they did (needed for staff and client comfort) was 3 new air conditions: \$19,500 and Business Stabilization - we banked money because our cash on hand was at a dangerous level and any hiccup in payments could have been disasterous or forced them to seek addl. capital. Set aside money to cover 2 payroll biweekly payroll periods beyond current payroll. Most of the money went to upgrade their facilities, make Flourish more stable financially, and continue to recruit, reinforce and expand their staffing.
Game Changer	1) Longevity bonuses and milestones - Annual cash bonuses tied to service milestones and, where applicable, completion of RBT certification. Est. annual cost approx. \$18,000 (initial estimate; scalable with headcount and milestone cadence). 2) Team bonding events and agency wide Christmas Gala w/employee awards. Est. annual cost approx \$70,000. 3) PTO increases based on longevity - gradual increases in paid time off tied to years of service. Embedded in payroll and coverage planning; fiscal impact grows with tenure-based increments. Est. annual cost approx. \$13,000. 4) Merit-based pay increases for key behaviors and exemplary technicians - merit-based hourly increases. Est. annual cost approx. \$20,000. 5) Marketing campaigns to support higher wages - billboard campaigns and other marketing efforts to attract talent with competitive compensation. Est. Annual cost approx. \$9,000. 6) Creation of key personnel roles w/added oversight - Corporate Compliance Officer, Administrative Oversight for Clinical Assurance, RVT Incentive Program w/wage increases upon completion, Clinical Support Coordinator to assist daily operations. Est. annual cost \$115,000. 7) Ground-up practical program and new roles - implemented multiple new roles and practical programs to support scalable clinical operations. Est. annual cost \$110,000. Rough aggregate annual estimate approx. \$355,000 with potential to grow as milestones are reached, RBT certifications are achieved, and reimbursemetn rates increase. ROI considerations: reduced turnover costs, improved patienn outcomes, higher service quality, and lower compliance risk. Some benefits are indirect and long-term but contribute to overall organizational value.
Mercy Plus	Increased Wages from \$15/hr starting to a range of \$16 - \$18/empployee. On average that costs approx \$4,160/year. Made Changes to their training and are doing in-person training at the centers. Go beyond the 40 hours to model and shadow techniques that are being taught so that staff is welle quipped to handle it once they are with the clients. Found that it was as big of a reason for turnover as the monetary issues. That costs an addl. \$552/employee approx. There is such a shortage in clinicians that they've recently hired a recruiter to try and help with that. Cost for her salary is \$75,000/year. Also advertising for sign-on bonuses in teh amount of \$10,000 as well as a referral bonus if someone sends them any applicants that get hired in the amount of \$2,500 - \$5,000. In order to attract new employees, they've made changes to their package which is now costing about \$500 every time they have to post for a new employee. Lastly, they've added an employee reinforcement budget for the center so they can do various events for the staff and that's \$100/quarter. While they have decent retention, do have to hire a new employee as it can be very costly, especially in teh Standish area, just because of the lack of applicants.

<b>ABA Provider:</b>	<b>In follow up regarding the State mandated rate increase of the 97153 service code to \$16.50/unit and \$66/hour retroactive to 11/1/24, can you please outline what your organization has done to increase employee retention, attract new employees, etc. and include a monetary value of these efforts?</b>
Noble Pathway	Increased hourly pay rate, rolling out bonus programs next fiscal year, added two extra paid holidays to their calendars and PTO to help alleviate financial burden and work burnout.
Paramount Children's Therapy Center	1) Staff with at least one year experience in ABA earn an addl. \$0.50/hr wage for their ABA experience. 2) Giving new hires a sign-on bonus if they come in with their RBT in the amount of \$150. They also earn an extra \$0.50/hr if they have their RBT. 3) Staff who do not have their RBT can earn their RBT while at Paramount under the direction of their BCBAs. They can earn the addl. wage in addition to the bonus. Each year they renew their RBT certification, the bonus is increased by \$50 (\$150 to \$200 to \$250, etc.). 4) Award all BTs monthly bonuses based on job performance. They can also earn up to \$50/month based on performance criteria like running trials and patient engagement. 5) Award the whole staff lunch incentives based on team work and team incentive criteria. 6) Award the BTs gift cards based on attendance and timeliness (up to \$10/month, per staff member). 7) Shout-out board - staff members who receive positive shout-outs are recognized at staff mtgs. Random staff members are drawn and given gift cards (in \$10 amounts). 8) Have bi-annual whole staff (three clinic wide) Professional Development Days where the BCBAs present sessions to the BTs. The BTs are paid for the day of learning at their regular, hourly wages.
Positive Behavior Supports Corporation	1) Quarterly incentive bonuses - direct care staff are eligible for incentive bonuses of up to \$500 each quarter. This bonus is directly correlated to our staff's clinical care with clients. 2) Expanded hiring efforts - in 2025, successfully hired 7 new direct care employees, largely due to increased investment in marketing and recruitment, with an estimated cost of \$1,000 - \$2,000 per hire. 3) Sign-on bonuses - regularly offer sign-on bonuses of up to \$500 for direct care roles, though this is not currently active in the Bay-Arenac region. Continue to monitor this and are prepared to enact the sign-on bonus process based on client demand. 4) Employee benefits - direct care staff receive paid sick time and other benefits. 5) Continuing education and growth - PBS offers free continuing education courses to direct care staff as well as paths towards growth within the company including their student analyst program.
Spectrum Autism Center	Hired a recruitment and retention specialist (\$65,000 salary). Also, spend \$500 - \$1,000/month to recruit employees on Indeed and using job fairs.