



Board of Directors' Packet

August 30, 2023

**Workshop at 5:30 p.m.
Meeting time is 6:30 p.m.**

Both held at 2706 Ankeny Way



Agenda
August 30, 2023
2706 Ankeny Way, Rock Springs

- I. Call to Order
- II. Declare Quorum
- III. Approval of Agenda
- IV. Approval of Minutes
- V. Treasurer's Report
 - a. Write-Offs
 - b. Balance Sheet
 - c. Accounts Receivables
 - d. Revenues
 - e. Expenses
 - f. Check Register
- VI. Public and Board Comments/Questions
- VII. Executive Session
- VIII. Previous Business
 - a. Health Insurance
 - b. Sweetwater County and SCS Agreement
- IX. Presentations
 - a. SCS Health Insurance by Melissa Wray-Marchetti
- X. New Business
 - a. Personnel Manual 3.1 Salary Structure and Placement to Add On-Call Compensation
 - b. Personnel Manual 3.3 Required Benefits, Wyoming Retirement
 - c. Personnel Manual 3.5 Applicant Interview and Relocation Expenses
 - d. Personnel Manual 3.6 Career Development with Practicum
- XI. CEO Report
- XII. Board Action
 - a. Renewal of Locum Tenens Provider Kenyatta Merriweather
 - b. Federal Probation RFP and Contract Approval
 - c. Agreement with Royal Flush
 - d. SweetwaterNow Advertising Agreement
 - e. Wyo 4 News Advertising Agreement
 - f. Agreement with BCBS Medicare Advantage

- g. Personnel Policy Approval
 - i. 3.1 Salary Structure and Placement to Add On-Call Compensation
 - ii. 3.3 Required Benefits, Wyoming Retirement
 - iii. 3.5 Applicant Interview and Relocation Expenses
 - iv. 3.6 Career Development with Practicum
- h. Increase for On-Call Master Level Clinicians with Allied Health Privileges

XIII. Adjournment

**Southwest Counseling Service
Board of Directors
July 26, 2023**

The meeting of Southwest Counseling Service Board of Directors held on July 26, 2023. Board members present were Ms. Raven Beattie, Mr. Rich Fischer, Ms. Kayleen Logan, Ms. Amy Galley and Ms. Melissa Bates. Staff members in attendance were Ms. Linda Acker, Ms. Christy Legault, Ms. Michal Love, Ms. Melissa Wray-Marchetti, Ms. Laura Schmidt Pizzato and Mr. Scott Wilcox. Mr. Rob Piper from Coal Creek Law attended by Zoom for the first part of the meeting and Commissioner Keaton West attended by Zoom.

Call to Order

Ms. Raven Beattie called the meeting to order and declared a quorum present.

Approval of Amended Agenda

Ms. Raven Beatty asked for approval of the amended agenda. The amended agenda moved Item E., SCS and Sweetwater County MOU to IV. Ms. Kayleen Logan moved to approve with a second by Ms. Amy Galley, the motion passed.

SCS and Sweetwater County MOU

Ms. Raven Beatty introduced Mr. Rob Piper, SCS attorney, to Commissioner Keaton West. Mr. Rob Piper provided the Board members with a document titled, "County Agreement." Mr. Rob Piper outlined a number of areas for the board to consider. Mr. Rob Piper reported that there is some vagueness to the county agreement and would recommend refinement and definitions. Mr. Rob Piper will work with Mr. John DeLeon, Sweetwater County Attorney. Mr. Rob Piper reported Section 2, there are four areas for service for the buildings; however, SCS services are more expansive. Ms. Kayleen Logan asked if the board should address some other issues. Ms. Kayleen Logan reported that Ms. Linda Acker reported that Adult Crisis Stabilization is changed to Sub-Acute. Ms. Linda Acker reported that it may be beneficial to identify the number of beds. Ms. Raven Beattie asked about 5.1.1.1.5 and who is responsible. Mr. Rob Piper and Mr. John DeLeon will work on the agreement between SCS and Sweetwater County.

Approval of Minutes

Ms. Raven Beattie asked for approval of June minutes, motion was made by Ms. Kayleen Logan and seconded by Mr. Rich Fisher, the motion passed.

Treasurer's Report

Ms. Melissa Wray-Marchetti reported that July financials include the semi-annual write offs. Ms. Melissa Wray-Marchetti reported the Self Pay over \$25.00 Balances at \$849.00 and Self Pay

under \$25 at \$175.38; No Show Fees at \$831.255; Suspended Collection at \$23,283.00; Bankruptcies at \$1,886.53; and Uncollectable Insurance at \$1,614.87. Ms. Melissa Wray-Marchetti reported that the cash balance as of June 30, 2023 at \$3,933,082.63. Ms. Melissa Wray-Marchetti reported that there is 96 days of cash on hand. Ms. Melissa Wray-Marchetti reported that the state payment for July has not been received and \$300,000 will be moved from reserve to operations. Ms. Kayleen Logan asked if the board has to approve the transfer of funds. Ms. Melissa Wray-Marchetti reported that SCS budget is approved with reserves and it is operational and occurs on a regular basis. Ms. Melissa Wray-Marchetti reported that the Accounts Receivable for June 2023 at \$614,830.08. Ms. Melissa Wray-Marchetti reported revenues at \$1,104,810.41 with expenditures at \$1,302,945, and total expenditures at \$14,880,958.33. Ms. Melissa Wray-Marchetti reported that the Check Register at \$1,052,809.42. Ms. Kayleen Logan asked why SCS is writing checks to SCS. Ms. Melissa Wray-Marchetti reported that there is the 3-SOR-MAT grant and Quality of Life. Ms. Melissa Wray-Marchetti reported that the dollars are applied to client's bills and has been approved by the auditors. Mr. Rich Fischer moved to approve Treasurer's Report with a second from Ms. Amy Galley, the motion passed.

Previous Business

Ms. Kayleen Logan asked about the website. Ms. Linda Acker reported that the website is live. Ms. Linda Acker reported that branding remained the same due to cost. Ms. Linda Acker reported that SCS logo in the future may need to be revisited. Ms. Kayleen Logan reported it was great news.

CEO Report

Ms. Linda Acker reported that Behavioral Health Redesign is one year from implementation. Ms. Linda Acker reported that the pilot will be 900 clients that will go to the community centers. Ms. Linda Acker reported that the outpatient dollars will be reduced by 10% for outcomes and will impact mental health and substance disorder funding. Ms. Linda Acker reported that the outcomes are being employed, going to school, housing, being part of the community and improvement in treatment results. Ms. Linda Acker reported her concern about clients not adhering to treatment plan, such as taking medications as prescribed and unable to afford housing. Ms. Linda Acker reported that everyone will have a navigator for enrollment in Medicaid or another health insurance plan. Ms. Linda Acker reported that centers are being asked to provide space in facilities. Ms. Linda Acker reported on page 45 of the document provided on Behavioral Health Redesign, the reduction for SCS is \$1,650,883. Ms. Linda Acker reported that Mr. Franz Fuchs informed Ms. Acker that there is 3.1 million dollars untapped and potentially it is estimated that SCS could recoup \$800,000. Ms. Linda Acker reported that residential was going to move to Medicaid until the state learned Medicaid will not pay for residential. Ms. Linda Acker reported that on page 44 with Current and Future funding there are concerns since 48.6% of funding is directed at residential and in the future 50% is directed to outpatient and residential. Ms. Linda Acker reported all centers are operating in good faith, but there are concerns about payment and impact on operations.

Ms. Linda Acker reported that there are legislative issues. Ms. Linda Acker reported that the insurance eligibility is being recommended for removal for the Indigent general access. Ms. Linda Acker reported on the Sheridan campus of VOA as having 40 beds for women, 50 beds for men and building new sub-acute beds at 12 beds, juvenile facility and veteran's facility. Ms. Linda Acker reported that VOA is also building another facility in Cheyenne and have taken over 11 counties. Ms. Melissa Wray-Marchetti reported that the campus was impressive. Ms. Linda Acker reported that what buildings SCS has patch worked together does work. Ms. Linda Acker reported that for the future what do we want to do? Ms. Linda Acker stated that the residential beds are critical. Ms. Linda Acker reported that SCS does want to provide services for the county, but there will be other options.

Ms. Linda Acker reported that SCS continues to be limited with Allied Health Privileged individuals which may impact emergency services. Ms. Linda Acker reported that management team have been discussing paying for an individual's practicum but would require personnel policy change. Ms. Amy Galley reported she likes the idea and was paid for her practicum.

Ms. Linda Acker reported that there are employee assistance programs up for renewal. Ms. Melissa Wray-Marchetti reported that Lander EAP is not included since it has not been accessed.

Ms. Amy Galley asked about the recruitment for an HR manager. Ms. Linda Acker reported that SCS had two exceptional candidates, one with a BA and the other Ph.D. Ms. Linda Acker reported that she did make an offer for employment, but was rejected due to the salary. Ms. Linda Acker reported that she asked the individual to document in writing her rationale for an increase in salary. Ms. Amy Galley asked if there is any data to show what employees are wanting. Ms. Linda Acker reported that SCS is considering a remote clinician, but will still require in person clinicians. Ms. Linda Acker reported SCS has difficulties because of the nature of the work, emergency services and being required to work 4 hours after five. Ms. Linda Acker reported that all WAMHSAC members are experiencing recruitment problems. Ms. Laura Schmid-Pizzato reported being on a CCBHC seminar on retention and recruitment. Ms. Laura Schmid-Pizzato reported that there is approximately 780,000 opening for master level clinicians. Ms. Laura Schmid-Pizzato reported that people are graduating at similar rates and some people have retired after Covid. Ms. Laura Schmid-Pizzato reported that SCS made changes in salary, generous leave, retirement package but may need to look at individuals want to work less and hybrid environment. Ms. Linda Acker reported that retirement packages seem on a decline. Ms. Laura Schmid-Pizzato reported 401k retirement or something similar. Ms. Kayleen Logan reported that the board identified that the board may need to revisit employees leave time and how to be more competitive. Ms. Raven Beattie asked how we could get people to apply. Ms. Amy Galley asked if SCS has posted a hybrid position. Ms. Melissa Wray-Marchetti reported that Ms. Karry Wilcox had advertised for a remote position and receive 40 applicants and at the same time in house received none. Ms. Linda Acker reported that the majority of the remote wanted full time with full time benefits. Ms. Raven Beattie asked about students graduating from the universities. Ms. Linda Acker reported that SCS has not had an

application. Ms. Laura Schmid-Pizzato reported that SCS has been successful with growing our own. Ms. Laura Schmid-Pizzato reported that this area is a health shortage area and can assist with their loan repayment. Linda Acker reported that when booms occur SCS has been successful in hiring individuals. Ms. Amy Galley asked about the remote position being for part-time versus full-time. Ms. Linda Acker reported that it was for part-time. Ms. Linda Acker reported needing a balance with the existing work force and what they receive versus being remote. Ms. Linda Acker reported a contractual individual would be different than a full-time but need to balance with the rest of the work force. Ms. Kayleen Logan reported that SCS is down master level clinician and sustain income and may need to look at remote. Ms. Kayleen Logan reported that this takes a toll on employees. Ms. Kayleen Logan expressed concerned about the employees. Ms. Linda Acker agrees but money continues to be an issue. Ms. Melissa Bates reported that there may be different reasons other than money. Ms. Linda Acker reported that SCS clients are difficult and chronic compared to a private practice clientele. Ms. Linda Acker reported that Behavioral Health Design will also impact the center. Ms. Melissa Bates reported that the clients was not a burnout for her.

Ms. Linda Acker reported SCS has requirements from Medicaid, CARF, CCBHC and DLA-20 performed every 90 days. Ms. Linda Acker reported that there are a lot on the master level clinicians. Ms. Amy Galley reported that her concern is the lack of clinicians and succession planning. Ms. Linda Acker reported that Open Minds can assist and believes that the structure will change. Ms. Linda Acker reported that she has been fortunate to have the individuals on the management team. Ms. Melissa Bates asked if there was data on people graduating and placement. Ms. Melissa Bates reported that it was difficult for her to leave her position and benefits. Ms. Melissa Wray-Marchetti reported that the management team has been discussing a change in policy for individuals to be paid for their practicum with the expectation that they would stay with SCS for a certain period of time. Ms. Michal Love reported three current employees are working on their masters and a paid practicum would be positive. Ms. Michal Love reported that SCS does not have leave without pay. Ms. Linda Acker reported employees are requesting leave without pay for a variety of reasons. Ms. Linda Acker reported that the agency pays for the agency portion of the health care for these employees.

Ms. Linda Acker reported that it is time for the Personnel Policies to be reviewed. Ms. Amy Galley asked what needs to be done to accommodate the three individuals who will be doing their practicums. Ms. Linda Acker reported it would be a policy change and reviewed by the lawyer due to the agreement of working for SCS post master's degree. Ms. Amy Galley asked if the board could have a proposal for the next board meeting. Ms. Raven Beattie reported that SCS needs clinicians and being remote 100% has its benefits. Ms. Melissa Bates reported there may be populations that would benefit from telehealth. Ms. Laura Schmid-Pizzato reported that she would provide the board with a summary of CCBHC on the work force. Ms. Kayleen Logan reported that it would be helpful to have something that the board can act on. Ms. Linda Acker reported that a concern with Behavioral Health Redesign is centers being blamed for individuals committing crimes and individuals being titled at the hospital. Ms. Linda Acker reported that there is little recognition for the work SCS performs. Ms. Linda Acker reported the board has tremendous staff at SCS. Ms. Kayleen Logan asked where it states that the board

is responsible for the personnel procedures. Ms. Linda Acker reported that the Personnel Policies are the board policies for the agency. Ms. Kayleen Logan reported that the board does approve of personnel policies. Ms. Kayleen Logan reported to bring policies that can be acted on. Ms. Amy Galley agreed and asked that the lawyer review prior so the board can approve. Ms. Amy Galley reported that the board does not write policies.

Board Action

Ms. Raven Beattie asked for board action. Mr. Rich Fischer reported that Item E. was removed and moved to the beginning of the meeting. Mr. Rich Fischer reported that the decision was for SCS attorney and Mr. John Deleon to work on the agreement. Ms. Kayleen Logan moved to approve Item F-I in support and the county as owners of the facilities, Mr. Rich Fischer seconded, the motion passed. Ms. Kayleen Logan asked about Item D. Ms. Linda Acker reported that it is an amendment to the existing state contract. Ms. Kayleen Logan moved to approve Items A-D for approval, with a second by Ms. Amy Galley, the motion passed. Ms. Amy Galley reported that she did not vote on Item C. Ms. Linda Acker reported that Ms. Amy Galley seconded the motion. Ms. Kayleen Logan moved to approve Items A-D, with a second by Mr. Rich Fischer, the motion passed with an abstention from Ms. Amy Galley due to a conflict as an employee of WWCC.

Commissioner West reported that he would like to assist SCS when possible and asked to be included into communications. Commissioner West reported that there may be different options. Commissioner West reported being informed of the Plan One agreements and the county needing to sign. Ms. Melissa Wray-Marchetti reported that she sent the agreement to all board members and Ms. Kayleen Logan identified the issue with ownership of the building. Ms. Melissa Wray-Marchetti contacted Mr. Gene Legerski and the agreement sent to Mr. John Deleon. Ms. Melissa Wray-Marchetti reported that she would be the point of contact for the agreement.

Mr. Rich Fischer moved to go into Executive Session for Legal/Employee issue started last month, with a second by Ms. Melissa Bates, the motion passed. Mr. Rich Fischer moved to come out of Executive Session with a second by Ms. Amy Galley, the motion passed. Mr. Rich Fischer moved to forward the letter with corrections to the Board Chair, the motion passed. Ms. Amy Galley moved to adjourn, with a second by Mr. Rich Fischer, the motion passed.

Accounts Receivable Write-Off Request
Self Pay Balances under \$25
July-23

Balances under \$25 are reviewed monthly and are only submitted for request when the balance is older than one year or the client is deceased or no consent to treat is obtained.

Client Account Number	Amount of Write-Off	Reason for the request for Write-Off

Total \$ -

Board Signature

Accounts Receivable Write-Off Request
Self Pay Balances over \$25
July-23

Balances over \$25 are reviewed monthly and are only submitted for request when the balance is older than one year or the client is deceased or no consent to treat is obtained.

Client Account Number	Amount of Write-Off	Reason for the request for Write-Off

Total \$ -

Board Signature

**Accounts Receivable Write-Off Request
Bankruptcy Discharged
July-23**

Bankruptcy Balances are requested for write-off once received by the agency for dismissal.

Client Account Number	Amount of Write-Off	Reason for the request for Write-Off
2106	40.00	Bankruptcy Discharged

Total \$ 40.00

Board Signature

Southwest Counseling Service
Balance Sheet
As of July 31, 2023

ASSETS

Current Assets

Checking/Savings

1020 - General Operating Account	1,021,640.45
1026 - Reserve	1,409,953.35
1031 - Commerce Bank- Cash Reserve	<u>1,105,666.19</u>

Total Checking/Savings 3,537,259.99

Total Current Assets 3,537,259.99

TOTAL ASSETS 3,537,259.99

The Balance Sheet provides the cash balance of SCS as of July 31, 2023. The total cash position of SCS is \$3,537,259.99. The previous month's cash on hand totaled \$3,933,082.63, a decrease in cash in the amount of \$395,822.64 for this period. The year to date expenditures equate to \$1,229,136.04. The average cost per day of operations is \$39,649.55. Based upon all cash balances, SCS is currently at 89 days of cash on hand.

FY 2024 Accounts Receivable Report					
Jul-23					
	Beginning Balance	Charges	Payments	Adjustments	Ending Balance
Self Pay	\$ 340,816.75	\$ 447,571.23	\$ (438,022.14)	\$ (26,284.20)	\$ 324,081.64
Insurance	145,662.28	121,230.27	(39,511.62)	(63,282.50)	164,098.43
Medicaid	88,602.63	63,728.63	(56,888.68)	(14,292.43)	81,150.15
Medicare	13,335.41	5,828.54	(3,609.57)	(2,363.28)	13,191.10
EAP	15,112.68	6,139.23	(2,766.00)	(3,020.00)	15,465.91
Client Contracts	11,300.33	10,217.94	(21,798.21)	10,655.57	10,375.63
Collection	1,262,329.64	32,708.32	(2,776.41)	(1,368.27)	1,290,893.28
State Contracts	-	786,931.89	(90,148.92)	295,992.40	992,775.37
Cancellation/No Show	30,478.96	790.00	(376.00)	(22,132.88)	8,760.08
Total	\$ 614,830.08				\$ 608,362.86

Jun-23					
	Beginning Balance	Charges	Payments	Adjustments	Ending Balance
Self Pay	\$ 347,326.22	\$ 50,591.60	\$ (36,160.69)	\$ (20,940.38)	\$ 340,816.75
Insurance	124,673.66	125,764.22	(46,536.51)	(58,239.09)	145,662.28
Medicaid	85,631.62	70,332.22	(57,482.19)	(9,879.02)	88,602.63
Medicare	15,713.11	6,175.00	(2,337.72)	(6,214.98)	13,335.41
EAP	13,589.19	10,321.34	(4,492.68)	(4,305.17)	15,112.68
Client Contracts	11,429.12	14,823.72	(23,999.19)	9,046.68	11,300.33
Collection	1,265,942.24	26,674.23	(2,657.27)	(27,629.56)	1,262,329.64
State Contracts	91,737.01	814,635.04	(928,258.04)	21,885.99	-
Cancellation/No Show	30,090.96	820.00	(432.00)	-	30,478.96
Total	\$ 598,362.92				\$ 614,830.08

Changes from Previous Month					
	Charges	Payments	Adjustments	Ending Balance	
Self Pay	\$ 396,979.63	\$ (401,861.45)	\$ (5,343.82)	\$ (16,735.11)	
Insurance	\$ (4,533.95)	\$ 7,024.89	\$ (5,043.41)	\$ 18,436.15	
Medicaid	\$ (6,603.59)	\$ 593.51	\$ (4,413.41)	\$ (7,452.48)	
Medicare	\$ (346.46)	\$ (1,271.85)	\$ 3,851.70	\$ (144.31)	
EAP	\$ (4,182.11)	\$ 1,726.68	\$ 1,285.17	\$ 353.23	
Client Contracts	\$ (4,605.78)	\$ 2,200.98	\$ 1,608.89	\$ (924.70)	
			\$ -		
Amount Increase/Decrease	\$ 376,707.74	\$ (391,587.24)	\$ (8,054.88)	\$ (6,467.22)	

The total outstanding balance for amounts owed to Southwest Counseling Service for July 2023 is \$608,362.86. The receivables decreased from the previous month, due to the semi-annual write-offs in June. The total receivables excludes Collection, State Contracts and Cancellation/No show fees. There is an increase in payments under Self-Pay for \$400,000 due to having to transfer funds from the reserve account into the operations account due to no State payments received.

**Southwest Counseling Service
Revenues FY24**

8%

State Contracts	FY24 Budget	Jul-23	% Month	YTD	%YTD	Difference
Outpatient Services						
MH - Outpatient	\$ 1,038,642.78	\$ -	0%	\$ -	0%	\$ (1,038,642.78)
MH - CARF	14,015.00	-	0%	-	0%	(14,015.00)
MH- Direct Care Salaries	182,343.00	-	0%	-	0%	(182,343.00)
MH- Emergency Services	29,218.00	-	0%	-	0%	(29,218.00)
MH- Regional Med. Management	133,729.00	-	0%	-	0%	(133,729.00)
MH- Regional Nursing Support	41,291.00	-	0%	-	0%	(41,291.00)
MH- Regional Early Intervention	53,302.00	-	0%	-	0%	(53,302.00)
MH- ESMI	56,277.73	-	0%	-	0%	(56,277.73)
MH- Jail Based Services	50,000.00	-	0%	-	0%	(50,000.00)
SA - Outpatient	606,870.00	-	0%	-	0%	(606,870.00)
SA- Direct Care Salaries	313,899.00	-	0%	-	0%	(313,899.00)
SA - CARF	6,100.00	-	0%	-	0%	(6,100.00)
SA - HB 308	454,450.00	-	0%	-	0%	(454,450.00)
MH & SA- Peer Specialist	90,000.00	-	0%	-	0%	(90,000.00)
CCRS	208,800.00	-	0%	-	0%	(208,800.00)
MH - LT Group Home -Sweetwater	632,675.31	-	0%	-	0%	(632,675.31)
MH - LT Group Home - Uinta	517,643.44	-	0%	-	0%	(517,643.44)
SOR- Medication Assisted Treatment	483,000.00	-	0%	-	0%	(483,000.00)
SA - Peer Review	2,500.00	-	0%	-	0%	(2,500.00)
CCBHC						
CCBHC	1,000,000.00	19,533.65	2%	19,533.65	2%	(980,466.35)
Regional Services - MH						
MH- Transitional Grp - Sweetwater	438,588.46	-	0%	-	0%	(438,588.46)
MH - SIP- Sweetwater	155,302.06	-	0%	-	0%	(155,302.06)
MH- SIP- Uinta County	207,069.41	-	0%	-	0%	(207,069.41)
MH- Transitional Grp - Uinta	389,856.40	-	0%	-	0%	(389,856.40)
MH -Sub-Acute Crisis Residential	397,917.00	-	0%	-	0%	(397,917.00)
MH -Sub-Acute Crisis Residential Uinta	79,583.00	-	0%	-	0%	(79,583.00)
Regional Services - SA						
SA - Residential	2,241,069.28	-	0%	-	0%	(2,241,069.28)
SA- Residential Women and Children	703,347.15	-	0%	-	0%	(703,347.15)
SA- Transitional (SL)	199,290.49	-	0%	-	0%	(199,290.49)
SA- Detox	136,417.08	-	0%	-	0%	(136,417.08)
Quality of Life						
MH - Quality of Life	102,730.00	-	0%	-	0%	(102,730.00)
SA- Quality of Life	23,680.00	-	0%	-	0%	(23,680.00)
General Funds						
County	650,488.00	-	0%	-	0%	(650,488.00)
Client Fees	370,000.00	37,009.90	10%	37,009.90	10%	(332,990.10)
Insurance	631,305.00	39,511.62	6%	39,511.62	6%	(591,793.38)
Medicaid	557,825.00	56,888.68	10%	56,888.68	10%	(500,936.32)
Medicare	44,325.00	3,609.57	8%	3,609.57	8%	(40,715.43)
EAP	61,375.00	2,766.00	5%	2,766.00	5%	(58,609.00)
DFS	5,000.00	-	0%	-	0%	(5,000.00)
DVR/DDS	2,000.00	184.00	9%	184.00	9%	(1,816.00)
Medical Service Fees	112,000.00	3,819.85	3%	3,819.85	3%	(108,180.15)
Food Stamps	99,520.00	4,224.92	4%	4,224.92	4%	(95,295.08)
Grants and Contracts						
General Contracts	110,500.00	36,062.29	33%	36,062.29	33%	(74,437.71)
Treatment Court	82,800.00	6,900.00	8%	6,900.00	8%	(75,900.00)
Federal Probation	4,000.00	165.00	4%	165.00	4%	(3,835.00)
County Prevention	243,229.00	44,782.27	18%	44,782.27	18%	(198,446.73)
ARPA Capital Construction	1,780,217.00	-	0%	-	0%	(1,780,217.00)
Miscellaneous Funds						
Operations Carryover	2,900,000.00	2,900,000.00	100%	2,900,000.00	100%	-
Reserve	1,383,095.50	1,383,095.50	100%	1,383,095.50	100%	-
Interest Earned	22,000.00	1,868.93	8%	1,868.93	8%	(20,131.07)
Commissary Funds	5,700.00	382.80	7%	382.80	7%	(5,317.20)
Miscellaneous	15,000.00	400,057.00	2667%	400,057.00	2667%	385,057.00
Total Revenues	\$ 15,786,890.59	\$ 4,940,861.98	31%	\$ 4,940,861.98	31%	\$ (10,846,028.61)
Total Revenue excluding carryover	\$ 20,069,986.09			\$ 657,766.48	\$ 0.03	\$ (19,412,219.61)

**Southwest Counseling Service
Expenditures FY24**

8%

Personnel	FY24 Budget	Jul-23	% Month	YTD	%YTD	Difference
Salaries	\$ 7,918,379.34	\$ 538,925.85	7%	\$ 538,925.85	7%	(7,379,453.49)
FICA	685,470.00	39,126.53	6%	39,126.53	6%	(646,343.47)
Wyoming Retirement	1,203,450.00	97,856.34	8%	97,856.34	8%	(1,105,593.66)
Health Insurance	2,138,440.00	170,612.13	8%	170,612.13	8%	(1,967,827.87)
Life Insurance	35,700.00	1,831.20	5%	1,831.20	5%	(33,868.80)
Worker's Compensation	49,000.00	4,082.27	8%	4,082.27	8%	(44,917.73)
Unemployment	25,000.00		0%	-	0%	(25,000.00)
Wellness	13,580.00	727.85	5%	727.85	5%	(12,852.15)
Background Check	11,010.00	675.80	6%	675.80	6%	(10,334.20)
Contracts	429,750.00	38,029.10	9%	38,029.10	9%	(391,720.90)
Contract- Transitional Grp - Uinta	389,856.40		0%	-	0%	(389,856.40)
Contract - SIP Uinta County	207,069.41		0%	-	0%	(207,069.41)
Contract - Sub-Acute Crisis Stabilization	79,583.00		0%	-	0%	(79,583.00)
Contract - LT Group Home - Uinta	517,643.44		0%	-	0%	(517,643.44)
Consultation	10,000.00	2,584.00	26%	2,584.00	26%	(7,416.00)
Recruitment	8,225.00	654.78	8%	654.78	8%	(7,570.22)
Travel/Vehicle Expenses						
Travel-Mileage Reimbursement	12,000.00	346.58	3%	346.58	3%	(11,653.42)
Vehicle Fuel	28,300.00	1,841.25	7%	1,841.25	7%	(26,458.75)
Vehicle Maintenance	16,000.00	344.38	2%	344.38	2%	(15,655.62)
Conference and Seminar Travel	22,600.00	3,505.94	16%	3,505.94	16%	(19,094.06)
Training	30,000.00	563.50	2%	563.50	2%	(29,436.50)
Operating						
Supplies	164,748.00	8,940.77	5%	8,940.77	5%	(155,807.23)
Food	235,295.00	10,621.63	5%	10,621.63	5%	(224,673.37)
Rent	113,400.00	11,926.00	11%	11,926.00	11%	(101,474.00)
Utilities	192,454.00	15,085.18	8%	15,085.18	8%	(177,368.82)
Insurance- G&P/ Vehicles	160,590.00		0%	-	0%	(160,590.00)
Advertising	35,500.00	3,582.85	10%	3,582.85	10%	(31,917.15)
Books/Magazines/Video	4,000.00	81.37	2%	81.37	2%	(3,918.63)
Client/Insurance Refund	3,000.00		0%	-	0%	(3,000.00)
Computer Hardware	50,000.00		0%	-	0%	(50,000.00)
Computer Software	332,975.00	229,630.51	69%	229,630.51	69%	(103,344.49)
Computer Maintenance	10,000.00		0%	-	0%	(10,000.00)
Computer Communication	57,000.00	3,005.25	5%	3,005.25	5%	(53,994.75)
Equipment	110,000.00	415.37	0%	415.37	0%	(109,584.63)
Leased Equipment	50,000.00	2,012.11	4%	2,012.11	4%	(47,987.89)
Maintenance	182,400.00	10,072.88	6%	10,072.88	6%	(172,327.12)
Postage	12,250.00	600.76	5%	600.76	5%	(11,649.24)
Cleaning Supplies	16,375.00	563.17	3%	563.17	3%	(15,811.83)
Telephone	74,000.00	5,492.85	7%	5,492.85	7%	(68,507.15)
Testing and Materials	20,000.00		0%	-	0%	(20,000.00)
Drug Testing	25,000.00	414.16	2%	414.16	2%	(24,585.84)
Client Medical	175,000.00	9,271.00	5%	9,271.00	5%	(165,729.00)
Client Rx	15,000.00	3,871.32	26%	3,871.32	26%	(11,128.68)
APRN Medical Lab Fees	20,000.00	1,808.00	9%	1,808.00	9%	(18,192.00)
Recreation	3,850.00	213.79	6%	213.79	6%	(3,636.21)
Membership Dues	30,000.00		0%	-	0%	(30,000.00)
Collection Agency	2,000.00		0%	-	0%	(2,000.00)
CARF	20,115.00		0%	-	0%	(20,115.00)
MH Quality of Life						
Medical	55,030.00	5,736.19	10%	5,736.19	10%	(49,293.81)
Emergency Subsistence	3,200.00		0%	-	0%	(3,200.00)
RX	15,000.00	1,923.58	13%	1,923.58	13%	(13,076.42)
Housing	5,100.00		0%	-	0%	(5,100.00)
Transportation	15,400.00	115.07	1%	115.07	1%	(15,284.93)
Recreation	1,000.00		0%	-	0%	(1,000.00)
Community Center	8,000.00		0%	-	0%	(8,000.00)
Regional Quality of Life						
Regional Quality of Life	23,680.00	408.25	2%	408.25	2%	(23,271.75)
Miscellaneous Expenses						

Finance Charge	2,000.00	40.00	2%	40.00	2%	(1,960.00)
Credit Card Fees	20,000.00	1,222.98	6%	1,222.98	6%	(18,777.02)
Other Expenses	32,255.00		0%	-	0%	(32,255.00)
Debt Service/Capital Maintenance						
Capital	830,000.00	373.50	0%	373.50	0%	(829,626.50)
ARPA Funding Capital Projects	3,113,312.50		0%	-	0%	(3,113,312.50)
Total Expenses	\$ 20,069,986.09	\$ 1,229,136.04	6%	\$ 1,229,136.04	6%	(18,840,850.05)

**Southwest Counseling Service
August 2023 Check Register**

Check No.	Vendor	Program	Check Amt.
115685	All West Communications	Continental, Mental Health, WAP, Century, Sober Living, TC, Recovery, Transitions, Crisis, Detox, Independence	\$ 3,005.25
115686	Amazon	Medical, Crisis, Transitions, Independence, Continental, Century, Duran, TC, Recovery, Admin., Bridges, Mental Health, Prevention, Psychiatric	5,066.30
115687	CenturyLink	Sober Living, Continental	601.48
115688	CenturyLink Business Services - Lumen	TC, Recovery, Admin., Bridges, Medical, Mental Health	12,736.36
115689	Coal Creek Law LLP	Admin	779.00
115690	Insurance Information Exchange	Continental, Independence, Child & Adol., Medical, Admin., Transitions, Duran, Recovery, Crisis	91.10
115691	Kum&Go Fleet	QOL, Independence, Transitions, Recovery, Crisis, Detox, Duran, Century, Continental, Admin., WAP, TC	1,818.35
115692	McKesson Medical-Surgical, Inc.	Medical	362.97
115693	Nicholas & Company	Century, Duran, WAP, Crisis, Detox, Independence, Continental, WAP, Transitions	7,401.01
115694	U.S. Bank	Bridges, Medical	1,474.49
115695	Verizon Wireless	Mental Health, Admin., Child & Adol., Recovery, TC, Bridges, Medical	730.18
115696	White Mountain Water & Sewer District	WAP, Duran	876.90
115697	Western Star Communications LLC	Mental Health, TC	233.50
115698	Wyo Waste	Bridges, Medical, Transitions, Mental Health, Duran, WAP, Child & Adol., TC, Recovery, Admin., Crisis, Detox, Independence, Continental, Century	1,368.75
115699	First Bankcard	QOL, Prevention, Admin, Mental Health, Bridges, Continental, Independence, Transitions, Peer Specialist, Child & Adol., SOR-MAT, Bridges, Medical, SIP, Recovery	11,341.94
115700	Dominion Energy	Bridges, Medical, Admin., Independence, Sober Living, TC, Recovery, Transitions, SIP, Continental, WAP, Duran, Century, Mental Health, Child & Adol.	139.78
115701	Leaf Prior SVC By TimePayment	Bridges, Medical	120.00
115702	Pitney Bowes Purchase Power	TC, Recovery	1,005.00
115703	RMP- Rocky Mountain Power	Child & Adol.	39.62
115704	RS Municipal Utility	Bridges, Medical, TC, Recovery, Century, Transitions, Independence, Continental, Crisis, Detox, Admin., Mental Health, Child & Adol.	5,514.81
115705	RMP- Rocky Mountain Power	TC, Recovery, Bridges, Medical, WAP, Duran, Century, Transitions, Mental Health, Sober Living, Continental, Crisis, Detox, Independence	7,261.23
115706	U.S. Bank	Bridges, Medical, TC, Recovery	1,848.83
115707	Ace Hardware	TC	19.98
115708	AdTel International, Inc.	TC, Mental Health	1,145.00
115709	Amazon	Medical, Crisis, Transitions, Independence, Continental, Century, Duran, TC, Recovery, Admin., Bridges, Mental Health, Prevention, Psychiatric	1,162.04
115710	Aspen Construction	TC, Recovery, Bridges, Medical, Mental Health, Duran, Continental, Transitions	4,260.00

**Southwest Counseling Service
August 2023 Check Register**

115711	CDW Government	Admin	972.50
115712	CenturyLink	Sober Living, Duran, Century, Bridges, Medical, TC, Recovery, WAP, Transitions, TC, Recovery	735.81
115713	CenturyLink Business Services - Lumen	TC, Recovery, Admin., Bridges, Medical	6,454.95
115714	CLIA Laboratory Program	Medical	240.00
115715	Contract Paper Group, Inc.	Bridges, Mental Health, Recovery	2,047.50
115716	Copier & Supply	Mental Health, TC, Recovery, Admin., Bridges, Medical	1,246.63
115717	COTIVITI	Recovery	125.00
115718	Dominion Energy	Sober Living, SIP, Continental, Bridges, Medical, Crisis, Detox, Transitions, TC, Recovery, Independence, Admin	1,157.69
115719	Eagle Uniform & Supply Co.	TC, Recovery, Mental Health	1,036.09
115720	Electronic Network System	Admin	104.13
115721	Farmers Brothers	TC, Recovery, Bridges, Medical	1,137.86
115722	F.B. McFadden Wholesale Co.	TC, Mental Health, Bridges, Century, Duran, WAP	629.50
115723	Green River Star	Admin	122.00
115724	Hagemann, Andrew	CCBHC, Admin	4,800.00
115725	Home Depot- Credit Services	Admin., TC, Recovery, Mental Health, Bridges, Medical, Duran	964.56
115726	JME Fire Protection, Inc	TC, Recovery	258.52
115727	John Paras	Sober Living	949.75
115728	Kronos	Admin	1,606.05
115729	LocumTenens	Psychiatric	24,324.52
115730	McKesson Medical-Surgical, Inc.	Medical	497.86
115731	Nicholas & Company	Century, Duran, WAP, Crisis, Detox, Independence, Continental, WAP, Transitions	8,308.97
115732	Oceguera, Mireya	Mental Health	160.00
115733	Pain Care Center	3-SOR-MAT	5,702.00
115734	Prevention Research Institute, Inc.	Recovery	500.00
115735	Redwood Toxicology Laboratory	Recovery, Mental Health, Admin., Duran	876.21
115736	Refresh Design Studio	Admin	6,475.00
115737	Rocket Miner	Admin	182.95
115738	Rocky Mountain Air Solutions	Medical	97.52
115739	RS Winnelson	TC	1,549.41
115740	SCS	3-SOR-MAT	5,734.59
115741	SCS	QOL	5,166.00
115742	SCS	3-SOR-MAT	678.00
115743	Shadow Ridge	Sober Living	5,075.00
115744	Sherwin Williams	Mental Health	53.36
115745	Silver Ridge Village	SIP	6,225.66
115746	Smyth Printing, Inc	Admin	542.18
115747	Stericycle	TC, Recovery, Bridges, Medical	357.00
115748	Swan-Smith, Patricia	Recovery	6,315.00
115749	SweetwaterNOW	Prevention	2,650.00
115750	SST Testing Plus, Inc.	Admin	230.00
115751	Terminix	Continental, WAP, Century, Crisis, Detox, Independence, Duran, Transitions	467.00
115752	The Change Companies	Recovery	795.50
115753	The Radio Network	Admin	300.00
115754	TokenWorks, Inc.	Prevention	3,600.00
115755	Top-Tech	Century	225.34
115756	Uline	Bridges, Mental Health, TC	479.85
115757	United Healthcare	Mental Health	827.66
115758	University of Utah Medical Center - Psych	Psychiatric	8,975.00
115759	Upinarms Gun Show, LLC	Prevention	50.00

**Southwest Counseling Service
August 2023 Check Register**

115760	VLCM	Admin	1,481.48
115761	Wakefield & Associates, LLC	Admin	8.28
115762	Western Wyoming Beverages	Prevention	499.00
115763	Whisler Chevrolet	Duran	159.35
115764	WinSupply	TC, Recovery, Ankeny, Medical, Mental Health, Century	394.02
115765	WyoData Security Inc.	TC, Recovery, Mental Health	230.00
115766	Wyoming Dept. of Health	Medical	674.00
115767	WyoRadio	Prevention	1,032.25
115768	Wal-Mart	Century, Duran, WAP, Crisis, Detox, Independence, Transitions, Continental, SOR MAT, Admin., Bridges, TC, Recovery	27,385.59
115769	Petty Cash	Continental, Independence, Transitions, Admin., QOL, SAQOL	414.82
115770	Smiths	3 SOR-MAT, QOL, WAP, TC	3,073.75
115771	Acker, Linda	Admin	55.96
115772	Bell, Shaelyn	Prevention	39.65
115773	Bramwell, Kimberly	Mental Health	40.00
115774	Brown, Rhonda	TC	115.98
115775	Christensen, Vanessa	Medical	37.99
115776	Cook, Rae	Admin	68.78
115777	Diodati-Duran, Cynthia	Recovery	27.84
115778	Gilmore, Stephanie	Sober Living	52.40
115779	Gomez, Janell	Mental Health	46.51
115780	Grenier, Dana	Medical	40.00
115781	Legault, Christy	TC	296.22
115782	Little, Ross	Mental Health	54.37
115783	Pate, Shawneen	Recovery	11.92
115784	Robbins, Elisa	Mental Health	53.45
115785	Scott, Julie	Mental Health	66.82
115786	Schmid-Pizzato, Laura	TC	156.68
115787	Wray-Marchetti, Melissa	Admin	40.00
115788	Pioneer Counseling Service	Admin	99,512.68
115789	Cowboy Supply	TC, Mental Health, Bridges	68.07
115790	Child Support Services - Utah	Payroll Deduction	268.00
115791	AFLAC	Payroll Deduction	1,082.18
115792	Great-West Trust Company	Payroll Deduction	1,570.00
115793	NCPERS Wyoming	Payroll Deduction	256.00
115794	Wyoming Retirement System	Personnel	111,980.81
115795	WY Child Support Enforcement	Payroll Deduction	10.00
115796	AFLAC	Payroll Deduction	138.64
115797	Goldman Sachs 529 Plan	Payroll Deduction	2,000.00
115798	Sweetwater County Section 125	Payroll Deduction	4,600.11
115799	Sweetwater County Health Savings Account	Personnel and Payroll Deductions	1,912.50
115800	Sweetwater County Claim Fund	Personnel and Payroll Deductions	200,086.90
115801	Blomquist Hale Consulting	Personnel	519.52
115802	Transamerica	Personnel	1,768.20
EFTPS	Aspire	Payroll Deduction	3,075.00
EFTPS	RSNB	Personnel and Payroll Deductions	558.36
EFTPS	RSNB	Personnel and Payroll Deductions	110.82
EFTPS	RSNB	Personnel and Payroll Deductions	236.98
EFTPS	RSNB	Personnel and Payroll Deductions	680.18
EFTPS	RSNB	Personnel and Payroll Deductions	5,046.94
EFTPS	RSNB	Personnel and Payroll Deductions	964.78
EFTPS	RSNB	Personnel and Payroll Deductions	143,104.86
11220-11243 & Electronic	Salaries	Payroll	487,885.34

\$ 1,296,407.97

August 2023 Check Register Information Descriptions

Check No.	Vendor	Program	Check Amt.	Description
115710	Aspen Construction	TC, Recovery, Bridges, Medical, Mental Health, Duran, Continental, Transitions	\$ 4,260.00	Snake and jet sewer lines at Foothill. Mow lawns 7/22, 7/29, 8/5, and 8/12/23 for 6 locations.
115714	CLIA Laboratory Program	Medical	240.00	Provider Performance Microscopy Procedures Certificate for APRN
115715	Contract Paper Group, Inc.	Bridges, Mental Health, Recovery	2,047.50	Copy Paper, Qty: 50
115717	COTIVITI	Recovery	125.00	Refund of overpayment on an insurance claim
115727	John Paras	Sober Living	949.75	Mattresses, Qty: 4. Box spring, Qty: 1
115734	Prevention Research Institute, Inc.	Recovery	500.00	Version 9 English Workbook, Qty: 25 Prime for Life
115736	Refresh Design Studio	Admin	6,475.00	Website design & revision
115746	Smyth Printing, Inc	Admin	542.18	Window tint envelopes, Qty: 5000
115754	TokenWorks, Inc.	Prevention	3,600.00	IDVisor Sync Annual Subscription, Qty: 15
115755	Top-Tech	Century	225.34	Remove and replace seat belt components
115756	Uline	Bridges, Mental Health, TC	479.85	Antibacterial foam soap, Qty: 28
115757	United Healthcare	Mental Health	827.66	Client refund for overpayment to insurance company
115759	Upinarms Gun Show, LLC	Prevention	50.00	Booth at Sweetwater Events Complex to provide suicide awareness during Upinarms Gun Show
115760	VLCM	Admin	1,481.48	External testing of 18 IP addresses
115762	Western Wyoming Beverages	Prevention	499.00	TIPS Commercial Workshop
115763	Whisler Chevrolet	Duran	159.35	SL-N Pedal / N-Clip for Van #86
115764	WinSupply	TC, Recovery, Ankeny, Medical, Mental Health, Century	394.02	Fluorescent bulbs

CEO REPORT

AUGUST 2024

The primary topic of conversation for the WAMHSAC (Wyoming Association of Mental Health and Substance Abuse Centers) continues to be Behavioral Health Design and business models to survive. As a group, we have been operating in good faith and hopeful that reimbursement rates will be determined in the next few months. WAMHSAC is requesting from the Department of Health to be informed what the rates are going to be so we can determine the reality of financial situation. WAMHSAC is scheduled to meet in Cheyenne to discuss with the department payments, 900 client distribution and to ensure mental health centers will remain opened throughout the state.

NEW BUSINESS:

HUMAN RESOURCE POSITION: This position is filled. Ms. Amy Moser will begin her career with SCS on September 5. Ms. Amy Moser has a Bachelor Degree in Management with an emphasis on Human Resource. Ms. Amy Moser holds two certifications: Professional Human Resources and Society for Human Resources Management Certified Professional. I am excited for her to join SCS.

ON-CALL: I have been speaking to the board about master level clinicians who have allied health privileges. Presently, SCS has six clinicians with two managers being able to do on-call. With the limited number of Allied Health privileged clinicians, I am recommending the board consider changing the holiday pay from \$300.00 a day to \$600.00 for the holiday.

PERSONNEL POLICIES: I have enclosed in this month's packet the Personnel Policies and Procedures Manual and the results from the employee survey on benefits. Chapter 3 Wages and Benefits will provide you with the present information that employees receive. I have asked the lawyer to provide input for 2.5 Outside Employment. I think this policy needs to be changed to allow employees to work outside their normally scheduled hours as long as the work does not affect their work at SCS. Also recommended changes to employee relocation expense and master level practicum. SCS does not have a policy on unpaid leave but this is frequently used. According to the policies, only individuals who work full-time will have benefits; however, this is not true when a person goes on leave with no pay and SCS continues to pay employer contribution. There are other circumstances such as FMLA that require an employer to continue to pay for health benefits.

PREVIOUS AGREEMENTS/CONTRACTS:

SWEETWATER COUNTY AGREEMENT: I have no further information for the board.

PREVIOUS FACILITY BUSINESS:

ARPA GRANTS: Three of the four ARPA grants submitted to the SLIB board for inflationary cost. The three projects were Ankeny, Washakie and Duran. Jonah Facility was excluded due to this

project being granted in 2023. The inflationary cost for Duran at \$471,960; Washakie at \$92,272 and Ankeny at \$161,309 for a total of \$725,541. Mr. Wheatley will be providing SCS with some deadlines, visit the facilities and confirmation of the conditions of the buildings.

PLAN ONE AGREEMENT WITH SWEETWATER COUNTY: Sweetwater County Commissioners approved of this agreement.

PREVIOUS EMPLOYEE BUSINESS:

SCS HEALTH INSURANCE: The Board members were provided with other community health centers insurance plans at the June 2023 meeting. Cost and sustainability is a continuing discussion for directors. The management team and I have worked on presenting a proposal for the board to consider. Open enrollment will be November 2023.

BOARD ACTION REQUIRED:

ITEM A: RENEWAL OF RENEWAL OF LOCUMTENENS PROVIDER KENYATTA MERRIWEATHER - Request to renew for the period of six (6) months the agreement with LocumTenens. The rate is \$155 per hour plus \$5.03 per hour for malpractice insurance.

ITEM B: FEDERAL PROBATION RFP AND CONTRACT APPROVAL - Request to allow for submission of the RFP to Federal Probation for the Federal Fiscal Year 2024. This is to provide treatment to referred probationers. Request for approval for the Board Chair to sign the agreement once received.

ITEM C: AGREEMENT WITH ROYAL FLUSH - This is a request for advertising under the Prevention grant. The term is for a total of 6 months, this includes utilizing 15 ads in 15 locations at a rate of \$30 per ad for a total of \$450 per month for the bar/bathroom ads. Advertisements will also be featured in the Cowboy Coupons Savings Magazine at a total cost of \$1,280.

ITEM D: SWEETWATERNOW ADVERTISING AGREEMENT - This is a request for advertising under the Prevention grant. This will be for a 12-month period with a monthly cost of \$2,050 for banners and articles on prevention strategies.

ITEM E: WYO 4 NEWS ADVERTISING AGREEMENT - This is a request for advertising under the Prevention grant. This will be for a 12-month period with a monthly cost of \$1,032.25 for banners, articles, and radio ads on prevention strategies.

ITEM F: AGREEMENT WITH BCBS MEDICARE ADVANTAGE - Request for approval to enter into an agreement with BCBS to be in-network for the Medicare Advantage plans.

ITEM G: PERSONNEL POLICY APPROVAL - Approval of Personnel Policy 3.1 Salary Structure and Placement to Add On-Call Compensation, 3.3 Required Benefits, Wyoming Retirement, 3.5 Application Interview and Relocation Expenses and 3.6 Career Development with Practicum.

ITEM H: INCREASE FOR ON-CALL MASTER LEVEL CLINICIANS WITH ALLIED HEALTH PRIVILEGES -

This is a request of the board to increase on-call master level clinicians with allied health privileges on-call pay from \$300 to \$600 a day for holidays.



Enriching lives through wellness, recovery, and hope

PERSONNEL POLICIES AND PROCEDURES MANUAL

WELCOME TO SOUTHWEST COUNSELING SERVICE

Whether you have just joined our staff or have been with Southwest Counseling Service (SCS) for a while, we are confident that you will find our company a dynamic and rewarding place in which to work and we look forward to a productive and successful association. We consider the employees of Southwest Counseling Service to be one of our most valuable resources. The following SCS Personnel Policy and Procedures Manual (Personnel Manual) has been written to serve as a guide to your employment.

There are several things that are important to keep in mind about this Personnel Manual. First, it contains only general information and guidelines. It is not intended to be comprehensive or to address all the possible applications of, or exceptions to, the general policies and procedures described. If you have any questions concerning eligibility for a particular benefit, or the applicability of a policy or practice to you, you should address your specific questions to the Human Resource Department. Neither this handbook nor any other Southwest Counseling Service document, confers any contractual right, either express or implied, to remain in Southwest Counseling Service's employ. Nor does it guarantee any fixed terms and conditions of your employment.

Second, the procedures, practices, policies and benefits described here may be modified or discontinued from time to time as SCS deems necessary, with or without notice.

Third, the Manual and the information in it should be treated as confidential. No portion of this handbook should be disclosed to others, except Southwest Counseling Service employees and others affiliated with Southwest Counseling Service whose knowledge of the information is required in the normal course of business.

Finally, some of the subjects described in the Manual are covered in detail in the Southwest Counseling Service Operations Policies and Procedures Manual which you should refer to for specific information, since this Manual only briefly summarizes those subjects. Please note that the terms of the written insurance policies are controlling.

DISCLAIMER

THIS HANDBOOK IS NOT AN EMPLOYMENT CONTRACT.

RESERVATION OF RIGHTS

INFORMATION IN THIS HANDBOOK IS SUBJECT TO CHANGE AT THE SOLE DISCRETION OF SCS.

SCS MAY UNILATERALLY CHANGE THIS HANDBOOK AT ANY TIME WITHOUT PRIOR NOTICE OR CONSIDERATION.

Any time frames set in this Handbook may be changed at the Employer's discretion.

DURING THE PROBATIONARY PERIOD, ALL EMPLOYEES ARE "AT WILL" EMPLOYEES AND MAY BE TERMINATED AT ANY TIME WITH OR WITHOUT CAUSE, WITH OR WITHOUT ADVANCE NOTICE, AND WITHOUT RIGHT TO THE CORRECTIVE ACTION POLICY, ACCESS TO THE GRIEVANCE PROCEDURE OR THE HEARING/APEAL PROCESS.

THERE MAY BE OTHER "AT WILL" EMPLOYEES, DEPENDING UPON THEIR POSITION WITH SCS WHO ALSO MAY BE TERMINATED AT ANY TIME WITH OR WITHOUT CAUSE, WITH OR WITHOUT ADVANCE NOTICE, AND WITHOUT RIGHT OF APPEAL OR ACCESS TO THE GRIEVANCE PROCEDURE.

Individuals with a disability will be provided an alternate format of this document upon request. Contact the Department of Human Resources, SCS, 307-352-6677.

Effective October 27, 2021, this Employee Handbook edition supersedes all previous Employee Handbook editions.

Revised by the Board of Directors

Effective: October 27, 2021

Signature: Amy Galley

SCS Board Chair

Mission Statement

Provide comprehensive, integrated mental health and substance abuse services that promote recovery, diversity and community integration.

Vision Statement

Be the provider of choice and excellence by strengthening individuals, families and the community through diverse Mental Health and Substance Abuse services.

Core Values

Southwest Counseling Service (SCS) will:

- Provide high quality, accessible and cost effective care.
- Provide excellent and diverse Mental Health and Substance Abuse services.
- Provide an environment that treats people with respect and dignity.
- Provide excellent customer service and continuous improvement through feedback from stakeholders and persons served.
- Provide a working environment where all employees are valued by the organization.
- Provide for continual education, advocacy, and collaboration with community partners.
- Provide business practices that are efficient, accountable and honest.

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Chapter 1 General

1.1 Purpose and Administration

The purpose of the Personnel Manual is to inform employees of the conditions of their employment by assisting them in understanding their working conditions and job expectations.

This Manual contains general statements of policy, procedure or practice at SCS. They are not to be construed as an expressed or implied contract or promise of employment for any specific duration.

The Personnel Policies and Procedures or any part thereof is subject to change at any time at the sole discretion of the Board of Directors. The Board of Directors will review the SCS Personnel Policies on an annual basis.

The CEO is responsible for the administration, implementation, and interpretation of the approved personnel policies. The responsibility may be delegated to other supervisory staff.

1.2 Applicability and Dissemination

In accordance with the Wyoming Public Records Act, Wyo. Stat. Ann. §§16-4-201 - 16-4-205, SCS Personnel Manual will be available to the Board of Directors, SCS staff and others outside the agency.

All Board members and staff shall have access to a copy of the Personnel Manual. Any changes to the Personnel Policies and Procedures will be made and adopted by the Board of Directors.

Each employee will be asked to sign an acknowledgment statement after reading the Personnel Manual. This will be placed in the employee's personnel file.

It is the responsibility of each employee to remain current on all policy changes.

A current copy of the Personnel Manual is located on the SCS network in the Information folder.

The Human Resource Manager will maintain a current copy of the Personnel Manual and have copies available for staff and Board upon request.

In accordance with the Wyoming Public Records act, Wyo. Stat. Ann. §§ 16-4-201 - 16-4-205, Personnel Policies and Procedures will be available to individuals outside SCS, upon request. The CEO or his/her designee will receive and act on all such requests.

1.3 Accessibility

SCS will promote processes to remove architectural, environmental, attitudinal, financial, employment, communication, technology, transportation, community integration, and other barriers to individuals including those who qualify under the Americans with Disabilities Act of 1993. The Management Team of SCS will promote the recruitment of persons with disabilities and will make available all positions for application to persons with a disability. SCS will attempt to provide access to programs and services to individuals with disabilities. In the event a program/service is not accessible, SCS will investigate a process to provide reasonable accommodations and will develop a referral system to ensure that the persons served will be able to use other resources that are accessible.

1.4 Use of Agency Facilities and Equipment

SCS facilities will be utilized for the sole purpose of conducting the business of SCS.

In the course of their employment with SCS, employees may have access to or be provided with tools of technology, which include, but are not limited to, such items as: computers; laptop computers; personal digital assistants (PDAs); cellular phone or smartphones; storage devices such as hard discs, flash memory, SD cards, USB drives and CD-ROMs; computer programs/software; computer/electronic files and data; networks and/or network access; e-mail accounts and access to email accounts; access to bulletin board, usenet, chat, or instant messaging programs and/or accounts; internet access and other similar technologies. Staff are expected to use these privileges in accordance with SCS Technology and Equipment Policy.

1.5 Social Media

SCS recognizes that social media has changed the way people communicate and that this form of communication will continue to evolve in the future. For those in the behavioral health care field, our responsibility to our clients means special caution is necessary in maintaining a separation of personal and professional life. While SCS has no desire to restrict our personnel's ability to have an online presence, personnel are expected to be mindful of our Policies and Procedures and "Ethical Codes of Conduct and Compliance" in how they present themselves and represent this organization when using or accessing social media sites. Personnel should use good judgment, sound ethics and respect when posting to social media sites.

Any social media activity determined to be in violation of this policy will be subject to disciplinary actions.

Chapter 2 Employment

2.1 Equal Employment

SCS is an equal opportunity employer and shall employ qualified individuals on the basis of their education, experience, ability and aptitude. No person shall be discriminated against because of race, religion, color, sex, age, national origin, sexual orientation or disability.

Equal employment opportunity and affirmative action will be applied in recruitment, hiring, compensation, fringe benefits, staff development and training, promotion and any other condition of employment, regardless of race, color, religion, ancestry, sex, disability, age, national origin, sexual orientation or any other nonperformance factors. Affirmative action will also be taken to employ and advance in employment those qualified veterans with disabilities, veterans of any era.

SCS will comply with all federal, state and local laws and regulations pertaining to employment procedures and practices. It is the intention of SCS to give equal opportunity for advancement to its employees. Equal opportunity will be applied to all areas of programs, services, and use of facilities.

All necessary record-keeping and notice requirements shall be met in order to comply with statutes and regulations related to employment law. At the time of hire, the employer is required to verify that every new employee is either a U.S. citizen or is authorized to be employed in the U.S. Both the employer and the employee must complete INS Form I-9, verifying the prospective employee's identity and indicating that the new hire is authorized for employment.⁽¹⁾ SCS will comply with state and federal laws required for specific positions.

Provisions of this section are governed by:

- The Fair Labor Standards Act (1938)
- The Equal Pay Act (1963)
- The Civil Rights Act of 1964, Executive Order 11246 and revised Order No. 4
- The Age Discrimination in Employment Act of 1967
- Sections 503 and 504 of the Rehabilitation Act of 1973, as amended
- The Vietnam Era Veteran's Readjustment Assistance Act of 1974
- The Americans with Disabilities Act of 1992, as amended

(1) Required by the Immigration Reform and Control Act (IRCA)

2.2 Letter of Employment

A letter of employment, signed by the CEO, or her/his designee, shall be given to all newly-hired employees. The letter details job classification, starting date and salary.

Nothing in the letter of employment shall be construed as a contract or guarantee of continued employment.

A signed copy of the letter is to be returned by the new employee, indicating acceptance of the responsibilities included in the job description and the conditions of work as described in the Personnel Manual. The letter of employment for the CEO is issued by the Chair of the Board of Director.

2.3 Probationary and Regular Employment

All newly hired employees and employees who are transferred, promoted, or reassigned to a new job shall be placed in a probationary status. Upon successful completion of this period, the employee shall be considered regularly employed.

The probationary period shall be twelve continuous months. During this probationary period, the employee shall be considered at-will which means that SCS can terminate employment at any time, with or without cause, and with or without notice, and regardless of the employee's job performance.

During the probationary period, the employee's job performance will be monitored by his/her supervisor. Weakness in performance will be brought to the employee's attention in an effort to promote understanding and self-correction.

During the probationary period, employees do not qualify for professional leave; however, the CEO or his/her designee may assign training for any employee at any time. During the probationary period, employees do not qualify for salary adjustments. An employee's probationary period may be continued for more than one year if his/her position is time-limited for any reason.

Two weeks prior to the conclusion of this probationary period, a written performance appraisal will be conducted. This appraisal is a recommendation granting the employee regular status, a recommendation for termination or a recommendation for an extension of the probationary period to allow further opportunity for the employee to improve. The written appraisal shall be placed in the employee's personnel file. The employee may be eligible for a salary increase when he/she attains regular employee status.

A probationary employee whose job performance is deemed to be unsatisfactory after reasonable efforts have been made to improve his/her performance may be terminated any time prior to the completion of the probationary period. Employees who are terminated during this probationary period are considered at-will and have no right to appeal, to request a hearing, or to file a grievance as provided for in this Personnel Manual.

Employees who are reassigned to a new position within their current or lower pay range will be placed on a six-month probationary status. Employees who are promoted to a position in a higher pay range will be placed on a twelve-month probationary status. If at any time during this probationary period the CEO or his/her designee decides the employee is not suitable for the position, the employee may be offered a transfer at the sole discretion of SCS to a different position if one is available. In the event an employee

accepts a transfer to a different position, a salary review will be conducted to determine if a salary adjustment is warranted for the new position.

2.4 Categories of Employment

For effective management of its human resources, SCS shall establish a classification system for all positions, based on the focus of the work to be accomplished and the hours to be worked. The designated classification for each position shall be included in the job description.

The classification system shall adhere to all federal, state and local regulations.

FULL-TIME: Employees who are scheduled to work 40 hours per workweek.

PART-TIME: Employees who are scheduled to work less than 30 hours per workweek.

PROBATIONARY EMPLOYEES: Employees within the first twelve months of employment and reassigned/promoted to new position.

PERIODIC PART-TIME EMPLOYEES: Employees who are hired to work for less than half-time on an as-needed basis.

TEMPORARY EMPLOYEES: Employees hired either full-time or part-time on a temporary basis for a period of less than ninety (90) days.

EXEMPT: A person in a type of employment not subject to the requirements of the Fair Labor Standards Act (FLSA). Professional and managerial personnel are primary categories of exemption.

NON-EXEMPT: An employee who is covered by the overtime provisions of the Fair Labor Standards Act (FLSA).

STUDENT: A person who provides services to or on behalf of SCS as a part of an enrolled practicum/internship program with an accredited training institution.

2.5 Outside Employment

SCS neither encourages nor objects to employees holding outside employment. Outside employment shall include but not be limited to: other employment, the ownership or operation of a business, employment as a consultant or advisor, or employment in another social service-related agency. However, such employment must not conflict with the performance of assigned SCS duties nor be in competition with SCS. SCS employees may not engage in outside employment related to clinical mental health/drug and alcohol practice such as a private practice.

All employees have a primary responsibility to SCS and are expected to avoid any activity which may interfere, or have the appearance of interfering, with the performance of her/his job responsibilities.

No outside interest shall prevent an employee from placing the agency's priorities first. To avoid conflicts, employees are not to take part in or influence any business dealings which conflict with the best interests of SCS.

A conflict of interests exists if (1) the other interest prevents an employee from devoting full abilities to her/his work; and/or (2) if an employee has any ties to an outside person that could benefit the employee or someone close to the employee because the employee can influence business between SCS and an outsider; prevent the employee from making impartial decisions about the outsider; place the employee or SCS in a questionable position in the eyes of the public; or reflect negatively on the employee or the integrity of SCS.

Full disclosure must be made in the event a member of the Board is related to a staff person; a member of the staff receives payment from SCS for any sub-contracts, goods or services, such as consultation, construction or remodeling; or a member of the staff governs a body which is a contributor to SCS.

2.6 Nepotism

The employment of relatives of present employees is not encouraged. However, relatives who qualify for jobs on their own merits will be given consideration for employment.

Generally, persons cannot be employed when:

- 1) They will supervise or be supervised by a member of their family (a family member is defined as biological or legal relative);
- 2) Where a member of their family would play a significant role in making decisions concerning their direct benefit; or
- 3) The nature of the work is highly sensitive or confidential as determined by SCS.

2.7 Employees with Disabilities

SCS presumes that employees are qualified to perform all assigned duties and responsibilities fully without the need for reasonable accommodation. SCS will not assume employees require accommodations, and expect employees to identify to a supervisor the need for any perceived accommodations.

In the event the employee has a disability as defined by the Americans with Disabilities Act, as amended, or the Vocational Rehabilitation Act, and the employee requests a reasonable accommodation, SCS will engage in a discussion with the employee regarding the requests in an effort to identify reasonable accommodations. Employees should not expect or assume that SCS will know the existence or nature of employee disabilities or what accommodations the employee may believe he or she requires. Therefore, it is the

employee's responsibility to inform the Human Resource Manager of the existence of the belief of a disability and the reasonable accommodation(s) the employee believes necessary. In relation to such a request, SCS may communicate with the employee's health providers regarding the nature and extent of the disability and reasonable accommodations for the employee's disability. SCS's communication with providers will be limited to information relating to the issue of understanding and accommodating the disability and medical information secured shall be treated as confidential. When SCS has sufficient information to understand the disability and the kinds of reasonable accommodations that may be appropriate, SCS will have discussions with the employee to identify appropriate reasonable accommodations. It is understood that accommodations must be "reasonable" and all employees must ultimately be able to perform the essential elements of the employee's job with reasonable accommodations.

2.8 Promotions

Vacancies in higher positions may be filled by promotion of qualified employees from subordinate job positions who have prior above average performance appraisals. However, if, in the opinion of the CEO or his/her designee, an external applicant is more qualified to fill a vacancy, the position may be filled from sources outside the agency. SCS will comply with laws prohibiting discrimination in promotion practices.

2.9 Longevity

SCS values our employees and the Longevity Plan recognizes and expresses the agencies appreciation for the long-term service of our staff. Therefore, employees with 2 years of service will begin receiving Longevity Pay after the employee has completed two (2) continuous years of employment. The following schedule will be followed for all employees:

2 years	\$20.00 per month
4 years	\$30.00 per month
6 years	\$40.00 per month
8 years	\$50.00 per month
10 years	\$60.00 per month
12 years	\$70.00 per month
14 years	\$80.00 per month
16 years	\$90.00 per month
18 years	\$100.00 per month
20 years	\$120.00 per month
22 years	\$140.00 per month

24 years	\$150.00 per month
26 years	\$160.00 per month
28 years	\$175.00 per month
30 years	\$200.00 per month

These amounts are not part of the base salary and they are not compounded; e.g. after two (2) continuous years of employment, an employee will receive \$20.00 per month longevity, after ten (10) years the employee will receive \$60.00 per month longevity. Longevity payment is considered in the retirement benefits. The longevity pay for part-time employees will be pro-rated.

2.10 Harassment

SCS is committed to protecting the rights and dignity of each individual it serves and of every employee who provides those services. A fair and productive working environment shall be maintained, free of unlawful and improper harassment. Offenders are subject to disciplinary action.

Harassment may be defined as unwelcome or unsolicited verbal, physical or sexual conduct which: is made a term or condition of employment; is used as the basis for employment decisions; creates an intimidating, hostile or offensive working environment.

Examples of what may be considered harassment are:

- Verbal Harassment – derogatory or vulgar comments regarding a person’s race, sex, religion, ethnic heritage, sexual orientation, or physical appearance. Distribution of written or graphic material having the same effects.
- Physical Harassment – hitting, pushing or aggressive action or threats to take such action.
- Sexual Harassment – unwelcome sexual advances or comments, gestures or physical conduct of a sexual nature, or display of sexually suggestive material. Also, the use of one’s authority and power to coerce another individual into sexual relations or to punish the other for his/her refusal.

Each employee has an affirmative duty to maintain his/her workplace free of harassment of any form. For Managers and Supervisors, this duty includes discussing this policy with all supervisees and assuring them that they are not required to endure insulting, degrading, or exploitive treatment, nor are they to engage in such treatment.

Specifically, no Manager or Supervisor shall threaten or insinuate, either explicitly or implicitly, that an employee’s refusal to submit to sexual advances will adversely affect the employee’s employment, evaluation, wages, advancement, assigned duties, hours, or any other condition of employment or career development.

The Human Resource Department shall provide training as appropriate and needed for employees, supervisors and managers regarding Southwest Counseling’s responsibilities

as an employer under the laws and the responsibilities of individual employees for proper conduct. The training may be delivered individually or to larger groups as appropriate.

2.11 Drug Free Workplace

SCS will not tolerate the use, sale, dispensing, distributing, manufacturing, or possession of illegal drugs, narcotics, or any controlled substances used for illegal purposes, or the abuse of alcohol on its premises. As such, SCS will conduct drug testing on SCS employees. Although abuse is prohibited, attempts will be made to assist the employee who is willing to seek counseling or rehabilitative therapy.

Employees are prohibited from using, selling, dispensing, distributing, possessing or manufacturing illegal drugs and narcotics or alcoholic beverages, or the abuse of prescribed drugs, on SCS premises or off SCS premises when the employee is on SCS time or otherwise conducting SCS business. In addition, employees are prohibited from the use of alcohol, the possession, use, distribution or sale of illegal drugs or the abuse of prescribed drugs when such activities adversely affect job performance, or job safety. Employees will keep any prescription and over the counter medications in their original containers with original labels and safely secured in a location inaccessible to clients.

Employees will be subject to disciplinary action, up to and including termination of employment, for violations of this policy. Such violations include, but are not limited to: possessing illegal or non-prescribed controlled drugs, narcotics or alcoholic beverages at work; being under the influence of such substances while working; using such substances while working; or dispensing, distributing, manufacturing, or selling such substances on SCS premises, or at any location when on SCS time or otherwise conducting SCS business.

SCS will not knowingly hire persons whose current use of substances prevents him/her from performing the job adequately or would constitute a direct threat to the safety of others.

Suspected substance abuse will be based on factors such as job performance or excessive use of sick leave. Work performance will be carefully monitored and disciplinary action will be performance related.

Any SCS employee who is experiencing work-related problems resulting from drug or alcohol abuse or dependency shall be required to seek evaluation and to follow recommendations resulting from the evaluation. Failure to comply with any such requirements, and continued work-related problems, shall result in disciplinary action, up to and including termination of employment.

Employees experiencing a problem with drug or alcohol abuse may be granted a leave of absence to undertake rehabilitative treatment. The employee's accumulated Sick Leave will be the first type of leave granted for this type of absence. Once sick leave is no longer available, Annual Leave will be charged. An employee who is a member of the Sick Leave Bank may apply to use Sick Leave Bank days.

Any employee who is undergoing rehabilitation for drugs or alcohol will not be disciplined or discriminated against in any way because of the decision to seek treatment. However, participation in a treatment program does not insulate an employee from discipline, up to and including termination of employment, for violations of this or any other applicable policy.

Any employee who transports clients should notify the Human Resource Manager if they take a medication that could impair their ability to safely provide transportation.

2.12 Tobacco Free Workplace

SCS will take reasonable steps to ensure that all workplaces of SCS will be free of tobacco products, second hand smoke, and tobacco litter.

The CEO will take reasonable steps to ensure that each office, residential setting, and vehicle will be smoke and tobacco free. Staff, clients and visitors who wish to smoke or use tobacco products must do so outside of the facility at a minimum of twenty-five (25) feet from the building or in a permanent smoking shelter.

SCS will take reasonable steps to ensure that a tobacco cessation program is available, either on site or through referral, for both clients and staff.

2.13 Sexual Misconduct

Sexual intimacies between staff and clients regardless of whether there is a clinician-client relationship, or with whom the employee has a current or prior therapeutic relationship, are unethical and prohibited. Sexual intimacy in therapy can be defined as any touching, fondling, kissing, or erotic acts including intercourse which occur between a client and a therapist. Basically the relationship at this time is sexualized. Non-erotic supportive or friendly hugging or greetings are not included as sexual intimacies. Intentionality and awareness of consequences as well as the setting of limits for nonsexual relations must also be part of the picture. Thus, a friendly pat on the shoulder does not constitute sexual intimacy. Staff members who have hierarchical relationship are prohibited from sexual intimacies.

Any employee of SCS who is found following an investigation to have violated agency policy against sexual misconduct with clients will be subject to immediate dismissal for cause.

2.14 Violence in the Workplace

It is essential that SCS maintain a safe work environment for its staff. Therefore, any staff member committing or threatening to commit violence toward any other staff member, client of SCS, or member of the community is subject to disciplinary action up to and including termination.

2.15 Conduct

Employees of Southwest Counseling Service (SCS) are expected to conduct themselves in a manner that positively reflects their profession and training, demonstrates adherence to their profession's and SCS's Codes of Ethics, promotes the safety and welfare of employees and the public, encourages congenial work habits and protects personal, agency and county property.

Misconduct may result in disciplinary action which may include verbal reprimand, written reprimand, suspension, and termination (See Section 2.16: Corrective Action/Discipline). Examples of misconduct include, but are not limited to:

- Any false statement made during application for employment.
- Being in an intoxicated or otherwise impaired condition, from alcohol or drugs during working or on-call hours; use of alcohol or illegal drugs, or abuse of prescription or over the counter drugs during working or on-call hours; or bringing or having alcohol or illegal drugs on SCS premises.
- Breach of client confidentiality.
- Removal of any agency property without proper authorization.
- Insubordination, refusal or intentional failure to perform assigned work.
- Absenteeism or tardiness.
- Failure to perform work satisfactorily per essential job function.
- Failure to cooperate with an internal investigation concerning a third party complaint.
- Performance of excessive personal business during SCS working time.
- Creating or contributing to unsafe working conditions.
- Unauthorized duplication or misuse of SCS keys.
- Falsifying any SCS document, including another employees time records.
- Misuse of Sick Leave time.
- Conduct either on or off shift that damages the ability of SCS to maintain a positive reputation and provide effective services in the community.
- Clinicians who sexually harass clients or in any way demonstrate sexual misconduct with a client. Clinicians who have a sexual relationship with their clients will be immediately terminated.
- Harassment, sexual or otherwise, of clients or employees.
- Using SCS letterhead or trademark directly or by implication for a reference.
- Use of foul or inappropriate language.
- Gambling on SCS property.
- Possessing a weapon on SCS property.
- Sleeping while on shift.
- Any other conduct which in the judgement of SCS constitutes misconduct.

Employees may not absent themselves from their place of work during scheduled working hours without authorization. A pattern of such absence, or any such absence that

interferes with client services or other SCS business, may serve as a basis for disciplinary action. An employee who absents himself/herself from his/her job for three consecutive days without authorized leave shall be deemed to have resigned. That employee will be separated with cause. In the event of an emergency or unanticipated crisis in which an employee is unable to report the absence and receive authorization, the CEO may give special consideration to the situation.

Reprimands, suspensions and terminations will be filed in the employee's personnel file. When an employee receives a suspension for misconduct, the next act of misconduct may result in involuntary termination.

2.16 Corrective Action/Discipline

Because SCS aspires to high standards of performance and behavior by its employees, it has established the following corrective action policy. This policy is intended for guidance only and does not entitle employees to corrective action or any other corrective procedures in any particular case. The facts of each particular situation may be unique and may, therefore, lead to different actions by SCS, at its sole discretion. This corrective action policy does not apply to probationary/at-will employees who can be terminated at any time.

The purpose of this approach is to correct employee misconduct or below standard performance by providing the employee with clear warnings and identification of the precise changes by the employee which are necessary to alter the situation.

SCS reserves the right to terminate an employee without recourse to the provisions of this section. Nothing in the disciplinary procedures should be construed as a promise that corrective action will be followed in every instance of misconduct. Should there be cause for immediate termination, SCS can and will terminate the employee without resorting to corrective action procedures.

Procedures:

1. INFORMAL MEETINGS AND ORAL REPRIMANDS (VERBAL COUNSELING):

- a. At the initial indication of work performance below standard performance or the first infraction of SCS policies or other conduct set forth in policy 2.15, the employee will be informed about the problem by their immediate supervisor and the necessary action to correct it.
- b. The Employee Warning Notice will be completed by the employee's immediate supervisor and a copy forwarded to the Human Resource Manager for filing in the employees personnel file.

2. WRITTEN DEFICIENCY NOTICES (WRITTEN WARNINGS):

- a. This action may be taken in more serious situations at the sole discretion of SCS or when the initial violation has been repeated.
- b. The written reprimand outlines the facts and specifies the required changes.
- c. The Employee Warning Notice will be completed by the employee's immediate supervisor. Both the supervisor and the employee should sign the document. If the employee refuses to sign, the supervisor will note on the form that the employee refused to sign it and another managerial staff shall witness this refusal.
- d. The Employee Warning Notice will be given to the employee and a copy will be sent to the Human Resource Manager for inclusion in the employee's personnel file.

3. FORMAL INTERVIEWS AND CONFERENCES (FORMAL COUNSELING SESSIONS):

- a. The employee will be informed of the serious concerns warranting the meeting and will be given an opportunity to respond.
- b. Before ending the session, specific changes in performance or behavior that is required will be documented and timetables for compliance will be determined. Failure of the employee to correct problems/behaviors may result in further disciplinary action up to and including termination of employment.
- c. A date for the next session is determined.
- d. The Employee Warning Notice will be completed by the employee's immediate supervisor. The notice will be given to the employee and a copy will be forwarded to the Human Resource Manager for inclusion in the employees personnel file.

4. SUSPENSION:

Any employee may be suspended, if the employee is unable or unwilling to perform his/her duties satisfactorily, or his/her conduct interferes with the functioning of the agency. The employee must be notified in writing of the reason for the suspension at the time of suspension.

The length of suspension shall be determined by the seriousness of the offense. Suspension may be with or without pay. Only non-probationary employees who have obtained regular employment status as set forth in Personnel Policy 2.3 who are suspended from his/her job are entitled to a review as provided for in the grievance procedures.

Any employee may be suspended with pay for non-disciplinary reasons, if, in the judgment of the CEO or his/her designee, the employee's continued presence at SCS is detrimental to the functioning or reputation of the agency. Non-disciplinary suspensions will be kept as brief as reasonably possible.

- a. A three-to-seven day period without pay may be utilized if other corrective action steps have not improved performance. Suspension is also an option in cases of serious violations.
- b. The steps of the corrective action system are intended as guidelines only. For serious violations or misconduct, one or more steps may be omitted and an employee may be suspended or terminated immediately.
- c. Employee Recourse: Those who believe they have been disciplined without cause or too severely should be encouraged to use the grievance procedure (See Policy 2.18). This procedure does not apply if the employee is on probationary status, at-will, or a contract employee.

5. TERMINATION:

- a. If, after two or more written warnings, the employee continues to perform poorly or commits any additional infraction of SCS policy, he/she may be terminated.
- b. SCS reserves the right to terminate an employee without recourse to the provisions of this section. Nothing in the corrective action procedures should be construed as a promise that corrective action will be followed in every instance of misconduct. Should there be cause for immediate termination, SCS can and will terminate the employee without resorting to corrective action procedures.

2.17 Separation

Either the employee or SCS may initiate separation of the employment relationship. Separation may occur for any of the following reasons: resignation, discharge or retirement; the expiration of a legally valid employment contract; the expiration of a work authorization; the permanent reduction of staff or the elimination of a position due to reorganization. Employees are free to resign at any time and SCS can terminate employment as permitted by law.

Employees leaving SCS employment for any reason shall be paid for accrued and unused annual leave. Employees are not paid for unused accumulated compensatory time. An employee who meets the eligibility requirements for retirement with the Wyoming Retirement System will be paid for their unused sick leave up to 200 hours.

An Exit Survey will be provided to the departing employee at least two weeks prior to their last working day. All information from exit interviews will be kept in a separate file and reviewed for patterns. Summarized data can be shared with the appropriate people.

1. RESIGNATION

Resignations shall be submitted in writing to the Human Resource Manager who will forward the information to all affected managerial personnel. In the case of the CEO, the resignation will be sent directly to the Chair of the Board of Directors. Staff members are expected to work and will be paid during the period of notification of separation.

The following notification periods are recommended for separations initiated by the staff member:

CEO – 6 months

Clinical Managers – 2 months

Other exempt staff – 1 month (Clinicians will plan 4 full work weeks, excluding any annual leave taken, to ensure proper disposition of clients prior to departure)

Non-exempt staff – 2 weeks

2. RETIREMENT

Provisions of the Age Discrimination in Employment Act (effective January 1, 1997) prohibit the involuntary retirement of employees merely because of the age of the employee. Continued employment shall be based solely on the demonstrated ability to perform the functions of the job at a satisfactory level. Written notice of the intent to retire shall adhere to the established notification periods for all separations.

3. DISCONTINUATION OF PROBATIONARY EMPLOYMENT

The CEO may provide notice that employment is discontinued to any probationary employee at any time. No cause need be given or established. The agency grievance procedures are not available to probationary employees to challenge loss of employment. Probationary employees are considered “at-will” employees and may be terminated at any time, with or without cause. No severance pay will be paid to probationary employees.

4. INVOLUNTARY TERMINATION

The CEO or his/her designees may involuntarily terminate the service of any regular non-probationary employee for cause. Any involuntary termination of regular non-probationary employees covered in this section will be subject to the grievance procedures of SCS (See Policy 2.17 Employee Grievance and Appeals).

- a. UNSATISFACTORY WORK PERFORMANCE, including habitual tardiness, excessive absence or inability to do the job (listing is not all inclusive).
- b. Prior to termination for unsatisfactory performance, the provisions of the corrective action system may be applied (see Policy 2.16 Corrective Action/Discipline).

- c. Discontinuance of the CEO's employment shall be by a majority vote of the Board of Directors.
- d. DISCHARGE FOR CONDUCT INCONSISTENT WITH THE PRINCIPLES OF SCS, VIOLATION OF POLICY, ILLEGAL ACTS OR REPEATED INSUBORDINATION.

5. REDUCTION IN FORCE

It is understood that SCS receives its funds primarily from public sources including legislative appropriation, county allocations and public and private grants. As such, there is no guarantee that funds for a given program or staff position will be available beyond the time periods for which funding is presently committed. The Board of Directors is the sole determiner of budget allocation. The CEO and his/her management team plans and schedules work assignments and determine the method and technology to be used.

When lack of funding, lack of work or technological change results in a work force reduction, the needs of SCS will predominate in a decision to layoff employees. The decision to reduce force is at the sole discretion of the CEO without respect to seniority, staff position or other criteria.

2.18 Employee Grievance and Appeals Process

It is the policy of SCS to provide a systematic process for the objective hearing and orderly handling of all regular non-probationary employee grievances promptly, equitably and, if possible, informally. This grievance and appeals process does not apply to probationary/at-will employees. All regular non-probationary employees may access the grievance and appeal procedures except in those cases specifically excluded in other personnel policies and procedures. Both the regular non-probationary employee and Manager, however, should mutually try to resolve any problems as they arise.

The procedure for a grievance is a formal method to resolve differences. A grievance must proceed sequentially according to established timelines. Regular non-probationary employees are entitled to representation of counsel, at their expense, at any phase in this process. All written documentation of the grievance will be retained in the employee's personnel file. A regular non-probationary employee who believes he/she has a grievance situation should read this policy carefully and seek clarification as needed.

There are a variety of employee situations that may result in a grievance, some of which have more serious consequences. A grievance is a complaint concerning the application of policies and procedures governing personnel practices or working conditions. An act of corrective discipline can result from a perceived performance error and a serious infraction of policy may result in termination. Because of this range in type, some grievances will be limited as to the ultimate recourse available by SCS policy. A regular non-probationary employee who believes he/she has a grievance situation should read this policy carefully and seek clarification as needed.

Regular Non-Probationary Employees do not have the right to grieve:

- a. performance evaluation ratings;
- b. job classification;
- c. salary grade;
- d. pay assignment;
- e. personnel policies;
- f. salary decisions;
- g. threats or acts of workplace violence properly addressed by the Board; or
- h. reassignment with or without loss of pay.

The Grievance Process:

Step One - Oral Discussion

Regular non-probationary employees must first try to resolve a grievance informally with the immediate Manager. In many cases, complaints can be resolved at that level in a mutually agreeable fashion.

Step Two - Written Complaint

If a regular non-probationary employee is not satisfied with the resolution by the informal means provided in Step One, he/she may file a written complaint. A written complaint must be submitted to the direct manager within ten (10) working days following the Step One discussion. The Manager must reply to the complaint in writing and is required to do so within ten (10) working days after receiving the written complaint.

Step Three - Review

If the written response by the direct supervisor does not satisfy the regular non-probationary employee, the regular non-probationary employee may present the complaint in writing to the next level of management as appropriate, or to another employee as designated by the CEO. Again, the regular non-probationary employee has ten (10) working days after receiving the Step Two response to file the complaint at the next level. The Manager or designee must answer in writing within ten (10) working days of receiving the written complaint.

Step Four - Second Review

If still not satisfactorily settled, the regular non-probationary employee may present the complaint, in writing, within four (4) working days to the CEO. The CEO must give a written answer to the regular non-probationary employee within four (4) working days from receipt of the written complaint.

Limitations:

SCS has established a Personnel Manual that details the actions that may result in corrective action. In the event of corrective action, or termination, the following exceptions exist:

1. In the event of a verbal reprimand, the regular non-probationary employee's grievance will be limited to Step One (Oral Discussion) and Step Two (Written Complaint).
2. In the event of a warning and/or suspension, the regular non-probationary employee's grievance can be appealed to the CEO, whose decision is final.
3. In the event that corrective action is initiated by a person other than an immediate Manager, the complaint procedure should begin at the same level.
4. In the event of termination only, an aggrieved regular non-probationary employee who has completed all of the outlined steps for a grievance may appeal the CEO's decision to the SCS Board of Directors. This appeal must be presented in writing within 10 calendar days of the CEO's decision, providing the regular non-probationary employee with notice and reasons supporting the decision to terminate and may include supporting documentation. The appeal must be specifically addressed to the current Chair of the SCS Board of Directors and must be sent only to that officer. Any appeals taken to the SCS Board of Directors will follow the Rules of Practice Governing Hearings Policy (2.19)

2.19 Section 504 Grievance Process

SCS has adopted an internal grievance procedure providing for prompt and equitable resolution of complaints alleging any action prohibited by the U.S. Department of Health and Human Services' regulations (45 CFR part 84) implementing Section 504 of the Rehabilitation Act of 1973 as amended (29 U.S.C. 794). Section 504 states in part that "no otherwise qualified individual with a disability . . . shall, solely by reason of his disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance" SCS has implemented a grievance procedure for any individual who feels that SCS has violated the act.

The law, regulations, and grievance procedure may be examined in the office of Human Resource Manager, SCS, 2300 Foothill Blvd., Rock Springs, Wyoming, (307) 352-6677, who has been designated to coordinate the efforts of Southwest Counseling Service to comply with the regulations. Please direct any questions or grievances to the Human Resource Manager.

A complaint should be in writing, contain the name and address of the person filing it, and briefly describe the action alleged to be prohibited by the regulations.

A complaint should be filed in the office of the Section 504 Coordinator within a reasonable time after the person filing the complaint becomes aware of the action alleged to be prohibited by the regulations.

The CEO, or his/her designee, shall conduct such investigation of a complaint as may be appropriate to determine its validity. These rules contemplate informal but thorough investigations, affording all interested persons and their representatives, if any, an opportunity to submit evidence relevant to a complaint. Under 45 CFR 84.7(b), SCS need not process complaints from applicants for employment.

The CEO shall issue a written decision determining the validity of the complaint no later than 30 days after its filing.

The Section 504 Coordinator shall maintain the files and records of SCS relating to complaints filed hereunder. The Section 504 Coordinator may assist persons with the preparation and filing of complaints.

The right of a person to prompt and equitable resolution of the complaint filed hereunder shall not be impaired by the person's pursuit of other remedies such as the filing of a Section 504 complaint with the Office for Civil Rights of the U.S. Department of Health and Human Services. Utilization of this grievance procedure is not a prerequisite to the pursuit of other remedies.

2.20 Rules of Practice Governing Hearings

The contested hearing required under this section shall be conducted in accordance with the Wyoming Administrative Procedures Act

Procedure:

1. Definitions

The following definitions shall prevail in these rules:

- a. "Board" shall mean the Board of SCS .
- b. "Chair" shall mean the Chairman or woman of the Board of Directors of SCS or in his/her absence, the Vice-Chair or other member of the Board designated by the Board to preside at any hearing.
- c. "CEO" shall mean the Chief Executive Officer of SCS.
- d. "Secretary" shall mean the secretary of the Board of Directors of SCS.
- e. "Employee" shall mean a regular non-probationary employee whose employment has been terminated by the CEO.

2. Request For Appeal/Hearing

As set forth above in Section 2.18, the appeal and request for hearing must be presented in writing by the employee within 10 calendar days of the CEO providing the regular non-probationary employee with notice of the decision to terminate and may include supporting documentation. The appeal and request for hearing must be specifically addressed to the current Chair of the SCS Board of Directors and must be sent only to that officer.

3. Request for Hearing

An employee desiring a hearing must file a written request with the Board Chair, setting forth the following:

- a. The name of the contestant.
- b. A statement in ordinary, concise language of the facts on which the request is based, including reference to particular laws or rules involved.
- c. A request for a hearing.
- d. The address of the contestant, and the name and address of his/her attorney, if any.

4. Notice of Hearing

The Board shall cause written notice of any hearing held under these rules to be served upon each contestant at least ten (10) days prior to the date set for the hearing. Such notice shall include a statement of:

- a. A time, place and nature of the hearing.
- b. The legal authority and jurisdiction under which the hearing is to be held.
- c. Such other matters as may be required by the Wyoming Administrative Procedures Act.

5. Service of Notice

Service may be made either personally or by certified or registered mail as follows:

- a. Personally: Said service, if made by Sheriff, or other official, shall be made in the manner prescribed by the Wyoming Rules of Civil Procedure. Said service may be made by any person, not an officer, who is of lawful age, and not a party in interest. The return of said service shall be made by the certification of the officer, by his/her affidavit. Such return of service must be filed with the Board prior to the commencement of the hearing.
- b. By certified or registered mail to the last known address of contestant.

6. Motions

The Board may at any time after three (3) days' notice to all parties hear orally, or otherwise, any motion filed in connection with hearings under these rules.

7. Docket

When a proceeding is instituted by the filing of a petition, the Secretary shall assign it a number and enter the proceedings, with the date of its filing, on a separate page of a docket provided for such purpose. The Secretary shall establish a separate file for each docketed case, in which shall be systematically placed, all papers, pleadings, documents, transcripts and evidence pertaining thereto and all such items shall have noted thereon, the docket number assigned, and the date of filing.

Form of Pleadings

The form of pleadings or other papers filed in each docketed case shall be substantially as follows:

BEFORE THE BOARD OF DIRECTORS
OF
SOUTHWEST COUNSELING SERVICE
STATE OF WYOMING

IN THE MATTER OF

Employee Docket No. _____

Petition

(Request for Hearing, Motion, Answer, Etc.)

(Body of Pleading or Motion)

Name (Typed or Printed)
Title

Name (Typed or Printed)
Address
Attorney

Disposition of Case by Stipulation

Any case may be finally disposed of by stipulation, agreed settlement, consent, order or default of the parties, approved by the Board. An appropriate order accordingly shall be entered in the case record.

Continuances

For good cause shown, continuances and extensions of time may be granted or denied at the discretion of the Board, provided that except where both parties agree, no continuances shall be granted which shall extend the time for hearing beyond the time in which such hearing must be held as provided by law.

Pre-Hearing Conference

At a time on or before the day of the hearing, the Board may direct the attorneys for the parties to appear before the Board to consider:

- a. The simplification of the issues.
- b. The necessity or desirability of amending the pleadings.
- c. The possibility of obtaining admissions of fact and of documents which will avoid unnecessary proof.
- d. Such other matter as may aid in the disposition of the case.

Such conferences shall be conducted informally. A memorandum will be prepared which recites the actions taken at the conference, amendments allowed, and agreements of the parties and limitation of the issues to those undisposed of by admission or agreements of counsel and the parties. The pre-hearing memorandum will control the course of the hearing unless modified by the Board to prevent manifest injustice.

Subpoenas

The Chair or Secretary of the Board, upon written application of any party or his/her attorney, may issue a subpoena requiring the appearance of witnesses for the purpose of taking evidence or documents relevant or material to the inquiry.,

Order of Procedure at Hearing

As nearly as may be reasonable, hearings shall be conducted in accordance with the following order of procedure.

- a. The Chair shall announce that the Board is open to transact business and call by docket number and title the case to be heard.

- b. SCS will be allowed an opening statement to briefly explain its position to the Board and outline the evidence it proposes to offer, together with the purpose thereof.
- c. The employee will be allowed an opening statement.
- d. SCS's evidence will be heard. Witnesses may be cross-examined by the employee or his/her attorney and by members of the Board and legal counsel for SCS. The exhibits offered by SCS will be marked by letters of the alphabet, beginning with "A."
- e. The evidence of the employee will be heard, and exhibits of such employee will be marked with numbers, beginning with "1". Each member of the Board, the attorney for any other party, and the attorney for the Board, shall have the right to cross examine all witnesses presented on behalf of the employee.
- f. SCS may offer rebuttal evidence.
- g. The Board may, at its discretion, allow evidence to be offered out of order, as herein prescribed.
- h. Closing statements will be made in the following sequence:
 - 1. SCS
 - 2. Employee
 - 3. SCS in rebuttal

The time for oral argument may be limited by the Chair.

- i. The Chair may recess the hearing as required.
- j. After all interested parties have been offered an opportunity to be heard, the Chair shall declare the evidence closed and excuse all witnesses. The evidence of the case may be re-opened at a later date, for good cause shown, by order of the Board upon motion of any party to the proceedings, the Chair, or the Board itself.
- k. Parties may tender briefs, or the Board may call for such briefs as may be desirable.
 - 1. The Chair may declare that the matter is taken under advisement and that the decision and order of the Board will be announced at a later date.

Witnesses at Hearings to be Sworn

All persons testifying at any hearing before the Board shall stand and be administered the following oath or affirmation by a member of the Board:

“Do you swear (or affirm) to tell the truth, the whole truth, and nothing but the truth in the matter now before the Board, so help you, God?”

No testimony will be received from a witness except under such oath or affirmation.

Applicable Rules of Civil Procedure

The rules of practice and procedure contained in the Rules of Civil Procedure of the State of Wyoming, insofar as the same may be applicable and not inconsistent with the laws of the State of Wyoming, shall apply in all hearings before the Board. For the application of such rules, the Secretary is designated to be in the same relationship to the Board as a Clerk of Court to a court.

Attorneys

The filing of a pleading or other appearance by an attorney constitutes his/her appearance for the party for whom made. The Board must be notified in writing of his/her withdrawal from any matter. Any person appearing before the Board at a hearing in a representative capacity shall be precluded from examining or cross-examining any witness, unless such person shall be an attorney licensed to practice in the State of Wyoming, or a non-resident, attorney associated with a Wyoming attorney. This rule shall not be construed to prohibit any person from presenting himself before the Board.

Attorneys for the Board

In all hearings before the Board, the Chair shall request the attorney for the Board be present to assist and advise the Board.

Taking of Testimony - Reporter

In all hearings, the proceedings, including all testimony, shall be reported verbatim, stenographically or by any other appropriate means determined by the Board or the officer presiding at the hearing.

Decisions, Findings of Fact, Conclusions of Law, Orders

The Board, following a full and complete hearing, shall make and enter a written decision and order containing findings of fact and conclusions of law based upon the evidence, both testimonial and documentary, introduced and admitted during the course of the hearing. In addition, all matters which have been officially noticed by the Board will be taken into consideration as a basis for making findings of fact and conclusions of law, and order shall be filed with the Secretary and will, without further action become the decision, findings of fact conclusions of law and order based upon the hearing. The Secretary shall, upon receipt of any decision and order, send a copy to employee and interested parties involved by certified mail, postage prepaid.

Members of the Board Present

No member of the Board shall vote upon a decision of the Board unless he/she shall have been present at the hearing or has read the transcript of the proceedings. The vote of the Board shall be shown in its decision, i.e., 7-0, 4-1, 3-0, and record the number not participating, etc.

Appeals to District Court

Appeals to the District Court from decisions of the Board may be taken in the manner prescribed by the Wyoming Administrative Procedures Act.

Transcripts

Oral proceedings or any part thereof shall be transcribed on request of any party upon payment of the cost thereof. In case of an appeal to the District Court, the party appealing shall secure and file a transcript of the testimony and other evidence offered at the hearing with the Board, which transcript shall be verified by the oath of the reporter or transcribed as a true and correct transcript shall be paid by the party prosecuting such appeal. The complete recorded on appeal, including the transcript of testimony, shall be verified by the Secretary.

Standard of Conduct

Contemptuous conduct by any person appearing at a hearing shall be grounds for his/her exclusion from the hearing by the presiding officer.

Comments:

These rules are promulgated as authorized by Article VII of the Wyoming Constitution and provisions of the Wyoming Administrative Procedure Act, Chapter 108, Session Laws of Wyoming, 1965.

Chapter 3 Wages and Benefits

3.1 Salary Structure and Placement

SCS has established salary placement guidelines. These guidelines are used to group positions within the salary structure based on criteria that include job duties, areas of responsibility, required education and training and market value of each position in the agency. All changes to placement and increases are dependent upon financial solvency and sustainability.

The purpose of this policy is two-fold. It provides the CEO with the parameters necessary for initial placement of a position. Secondly, the policy establishes minimum

and maximum salary ranges for SCS positions and the manner in which movement is allowed.

1. Initial Placement

As employees are hired, the initial placement criteria determines the salary an individual may receive based upon his/her experience and education. The CEO may add an additional amount of \$1,000 for every year of experience a clinical employee brings to the position. The maximum amount allowed is \$5,000.

The CEO may deem program integrity to be an issue and the ability to hire competent employees requires flexibility in placement. In those cases, the CEO may award a qualified candidate a higher beginning salary, as long as the cap for that column is not exceeded.

The CEO may offer a signing bonus of a maximum of \$6,000 for prospective employees who are at a supervisory and/or management level. Clinical professionals who are currently licensed or working at the provisional level may be offered a signing bonus of up to \$4,000. If funding is available, the signing bonus will be offered to the applicant at the time a position is offered.

Any employee who accepts this bonus is obligated to remain at the agency for a minimum of one calendar year or repay the amount on a pro-rated basis. This policy will be reviewed annually.

If the need arises where SCS must hire staff to provide services in satellite locations outside of Sweetwater County, the CEO may offer a housing allowance based upon the State of Wyoming Department of Administration and Information indicators for that particular region as determined annually by the State Employee Compensation Commission.

2. Types of Adjustments

Employee salaries are impacted by four different actions:

Salary Structure Increases: As adjustments are made to the salary structure, there is an exponential increase across the columns. Accordingly, there are increases to the salary structure, which impact new hires as well as the minimum and maximum amounts paid in any range. Salaries of current employees are not proportionately adjusted when there is a base adjustment. The changes made to the Salary Structure are to prevent falling behind the Market Value of the positions in the agency and to ensure new staff of the agency is not at a starting range as staff with tenure in the same position. If an employee has reached the maximum salary within the assigned range, no additional salary is awarded.

Cost of Living: These are awarded to all employees in good standing that have not reached the maximum within the salary range.

Pay-for-Performance: This is awarded on the basis of each individual's annual evaluation. A minimum score of 3 (on 1-5) is required for an employee to receive a pay-for-performance salary increase.

Compression: If it is determined that salaries have fallen below market value, a compression assessment will be conducted.

3. Movement within Ranges

As an SCS employee gains experience, education, assumes new job duties or responsibilities, or becomes licensed and is recognized and acknowledged by a formal letter from the CEO, the employee may move from the current salary range. Movement in any direction may occur as the result of promotion, a change in job duties or reassignment. The CEO has latitude to adjust an employee salary as deemed appropriate up to the cap of the employee's current salary range. **Once an employee has reached the maximum salary assigned to any position, no additional salary is awarded unless the cap of the column has been increased by SCS Board as a base salary adjustment.**

4. One-Time Stipends

SCS has occasionally provided an off-schedule, one-time stipend that is not reflected in the Salary Structure or added to the base salary. A minimum employee performance rating is required to receive the stipend. In addition, employees who have reached the maximum for their column and receive a minimum job performance rating will receive the one-time stipend.

5. Earned Incentive

The goal of an earned incentive program is to increase the number of direct service hours provided by individual clinicians. The earned incentive is for clinical staff who provide direct service hours above the minimum standard. The earned incentive will be calculated and awarded twice per year, once at six-months of employment and again at one year. If a clinician provides one half of their required direct service hours within the first six months they will receive a portion of the total earned incentive payment. Depending on the total amount of direct service hours provided by the end of the year, clinical staff may be eligible for additional earned incentives on a three tiered system. Tier 1 is earned when staff provide the minimum necessary direct service hours. Tier 2 is earned when staff provides direct service hours at the performance evaluation level of a "4". Tier 3 is earned when staff provides direct service hours at the performance evaluation level of a "5". Clinical staff must meet the required number of direct service hours to be eligible for this incentive. The monetary value of the earned incentive will depend upon the financial condition of the agency. The earned incentive will be a total dollar amount that is not added to the base salary, will be taxed, and based solely on direct service hours.

6. Review

The SCS salary structure is reviewed on an annual basis by the Board of Directors and the CEO to determine if changes are necessary.

7. General Guidelines

The following general guidelines have been established to determine placement of positions within the agency. Employees who provide mental health/substance abuse services must be licensed. In many cases, licensure requires a period of supervised practice, before a license can be granted. Provisional licensure is a standard practice and staff members who are hired and who are being supervised will receive the appropriate salary increase once the licensure requirement is met. All provisionally and fully licensed clinical staff must also be eligible to receive Allied Health privileges to perform all on-call responsibilities at various medical facilities.

In a circumstance where licensure is not required by SCS, an employee who elects to obtain a license will not receive a salary increase. Employees who elect to assume a position for which a degree is not required will not be compensated for same. For example, an employee who currently is non-degreed and receives a degree will not automatically be compensated or placed in a different column.

The job descriptions provided for each SCS employee indicate the level of education required. Employees' salaries are based upon job description, range assignment, initial placement, and job performance according to the salary schedule. Range placement for all SCS personnel is indicated by specific job descriptions.

8. Salary Ranges

The Salary Range document can be found in the Information File Folder on the SCS Network.

3.2 Leave Time

As an employment benefit, SCS provides employees with a number of different types of leave.

Full-time employees:

These accrual rates will be effective for all new hires beginning October 1, 2012. Previous accrual rates will remain in effect for all employees hired prior to October 1, 2012 and can be obtained from the SCS Human Resource Manager or HR Clerk.

Years of Service	Number of Annual Leave Days Per Month
-------------------------	--

0- 2 (0-35 months)	1 day (8 hours) per month
3- 5 (36-71 months)	1.25 days (10 hours) per month
6- 8 (72-107 months)	1.75 days (14 hours) per month
9-11 (108-143 months)	2.0 days (16 hours) per month
12-14 (144-179 months)	2.25 days (18 hours) per month
15-17 (180-215 months)	2.50 days (20 hours) per month
18-20 (216-251 months)	2.75 days (22 hours) per month
21 and over (252 and over)	3 days (24 hours) per month

Annual Leave begins to accrue after 90 days of employment for full-time employees and can be used as it accrues.

Annual Leave may be carried past December 31st of each year as follows:

Years of Service	Annual Leave Carryover Allowed:
0-14 years	15 days
15 years and over	20 days

An employee who does not use Annual Leave by the required date forfeits those accumulated days. Under exceptional circumstances, the CEO or his/her designee, may grant an extension of the December 31st date, upon formal written application by the employee. Annual Leave is an earned benefit. Upon separation from employment, employees are compensated for any accrued and unused Annual Leave.

Before Annual Leave can be used, it must be approved by the employee's Supervisor. The Supervisor is responsible for ensuring adequate staffing levels and resolving scheduling conflicts based on SCS needs and employee seniority. The CEO or his/her designee shall retain final authority to grant or deny leave requests.

In order to meet the scheduling needs of clients, employees should submit requests to use Annual Leave at least three weeks in advance.

When illness or injury resulting in hospitalization occurs during an employee's Annual Leave, the employee is allowed to charge sick days against Sick Leave and to schedule substitute vacation days.

Sick Leave

Sick Leave is earned at the rate of one day per month and begins to accrue at the time of employment. Sick Leave can be used as it accrues however, employees are encouraged to bank enough sick leave to cover medical emergencies or illnesses. Sick Leave can be accumulated up to a total of 120 days. After accruing twenty (20) Sick Leave days, the employee may donate leave to the Sick Leave Bank.

Sick Leave may be used when an employee is incapacitated by illness or injury. Up to five (5) days of accumulated Sick Leave may be used to care for an ill or injured dependent. (A dependent is defined as an individual who is solely dependent on the employee for care. This may be a spouse/significant other, minor child, or elderly parent.)

Medical, dental, optical and mental health appointment should be scheduled during off-duty hours whenever possible. Supervisors may grant Sick Leave for these kinds of appointments, if leave is requested in advance and the Supervisor agrees it is an appropriate use of Sick Leave.

Any time Sick Leave is used, the employee must complete a Leave Form, indicating the type of leave requested for the absence. This form is given to his or her Supervisor within three (3) days of returning to work.

Any time Sick Leave is used, the employee should notify his or her Supervisor as soon as possible. If appropriate, the CEO shall be informed. An employee who does not report to work as scheduled and does not call to request use of Sick Leave may be considered unexcused. In those situations, the Supervisor may charge the absence to Annual Leave. After three consecutive days of sick leave, the employee may be required to furnish written verification of an illness from a qualified medical provider. Employees who falsify the reason for an absence may be subject to disciplinary action, up to, and including termination. Compensation for the absence will be stopped immediately, upon verification that the reason for the leave was false.

Employees returning to work following any surgical procedure will be required to submit a "Fit to Return to Work" release from their treating physician to the Human Resource Manager prior to return to work.

Employees who have accrued at least 20 days of sick leave and do not use any of their sick leave hours during a calendar year, January 1st through December 31st, will be eligible to either receive five (5) days of sick leave paid or continue to carry the five (5) days over into the next year. Employees who are compensated for the sick leave days will be deducted five (5) days of sick leave from their accrued days. The Payroll/HR Clerk will contact each eligible employee in January of each year to determine the required action. This compensation is only available after the completion of the calendar year. With the exception of retirees, Employees are not reimbursed for unused sick leave upon termination of employment from SCS. An employee who meets the eligibility requirements for retirement with the Wyoming Retirement System will be paid for their unused sick leave up to 200 hours.

Sick Leave Bank

The Sick Leave Bank has been established in the event of an employee's catastrophic illness. It can only be used for situations that have occurred; not those which have the potential of occurring. (Catastrophe is defined as a sudden calamity and/or great misfortune).

Only members of the Sick Leave Bank can apply for its benefits. Any employee who has accumulated 20 Sick Leave days may join the bank. Donations must be made annually

by January 31 of the calendar year and the employee must complete a Sick Leave Donation Form for documentation. The employee is then considered to have joined the Sick Leave Bank for a period of one year. All members of the Sick Leave Bank must contribute one Sick Leave day per year. If the Sick Leave Bank drops below a total of 25 days, the Committee may petition the CEO to require members to donate additional time, up to one day, to the Sick Leave Bank.

Members of the Sick Leave Bank are eligible to apply for Sick Leave Bank days equal to the number of days he/she had available to him/her when the catastrophe occurred; i.e. Jane Doe had thirty (30) days of sick leave when injured in an accident. After missing thirty (30) days of work, she was then eligible to receive up to an additional thirty (30) days of sick leave through the Sick Leave Bank, which must be related to the catastrophe. If, at this time, these thirty days were used, she could apply to the Sick Leave Bank Committee for additional days. The days, if approved at this level, would have to be repaid at the rate of four (4) days per year.

Any employee requesting use of the Sick Leave Bank must submit a written request to the Human Resource Manager. Requests should be made as early as possible. An employee who has questions about the Sick Leave Bank should contact the Human Resource Manager.

Holiday Leave

Southwest Counseling Service observes the following days as compensated holidays. If a holiday occurs on a Sunday, it shall be observed on the following Monday. If a holiday occurs on a Saturday, it shall be observed on the preceding Friday.

New Year's Day	January 1
Martin Luther King Day	3 rd Monday in January
President's Day	3 rd Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Veteran's Day	November 11
Thanksgiving Day	4 th Thursday in November and the following Friday
Christmas Day	December 25

Exempt: Only those hours which an employee is normally scheduled to work on a holiday will be charged to Holiday leave. Remaining hours will be accrued as compensated leave and must be used in accordance with the procedures established for compensatory time. If an employee is scheduled to work more than his/her regular work day hours on a holiday, the hours scheduled will be charged to the total Holiday leave for the year.

Non-Exempt with the exception of Treatment Support Staff: Only those hours which an employee is normally scheduled to work on a holiday will be charged to Holiday leave. Remaining hours will be accrued as compensated leave time. If an employee is

scheduled to work more than his/her regular workday hours on a holiday, the hours scheduled will be charged to the total Holiday leave for the year.

Treatment Support Staff: Employees required to work on a holiday shall be paid double time for the hours worked on the actual holiday. Employees not scheduled to work will not accrue holiday leave.

Holiday leave in excess of 16 hours by December 1st must be used by December 31st or the hours will be lost. Excess Holiday hours carried over into the next year must be taken by March 31st of the new year.

Bereavement Leave

In the event of the death of an immediate member of an employee's family, an employee may receive up to three (3) days of Bereavement Leave to arrange for and attend funerals. The immediate family includes: spouse/domestic partner, child, parent, grandparent, sibling, current mother-in-law, current father-in-law, and grandchild. Upon return from Bereavement Leave, the employee will provide proper documentation regarding need for leave and establishes relationship i.e. obituary or funeral service program.

Compensatory Time

Occasionally, SCS employees may be required to work more than their regularly scheduled hours. For exempt employees, Compensatory Time may be utilized to offset unusual circumstance requiring additional work time. On-call responsibility and regular job duties will not be offset by Compensatory Time. Comp time must be approved by the employees Manager/Supervisor utilizing appropriate request form to ensure the time is tracked as Comp time.

Voting

Any person entitled to vote at any primary, general or special election, on the day of such election, is entitled to be absent for a period of one (1) hour, other than meal hours, the hour being at the convenience of the employer, between the time of opening or closing of the polls. Such employee shall not, because of so absencing them self, lose any pay, providing they actually cast their legal vote. This policy will not apply to an employee who has three (3) or more consecutive non-working hours during the time the polls are open.

Employees will receive a Voting Confirmation Form from their supervisor when they arrange their time to be out of the office to vote. The employee must have the Registration Clerk at the polls sign that they were present and voted and the form must be returned to their supervisor when they return from voting.

Inclement Weather

When SCS closes due to weather conditions, all offices and clients scheduled will be notified. Employees who are scheduled to work on a closure day will not be required to use annual leave for any remaining work time that day. Employees who are not scheduled to work or are on other approved leave will not receive additional leave time

for the closure. Treatment Support Staff who work on a closure day will be paid time and a half from time of closure. If SCS sites have not been officially closed, employees are expected to work or take Annual Leave.

If an employee becomes concerned about weather conditions and/or driving conditions, the employee will make his/her own decision to remain at work or request annual leave for the remaining work time. If the employee decides to leave work, the employee will notify a Manager/Supervisor and will be required to use annual leave. An employee who calls in sick when weather conditions/driving conditions are poor, may be asked by their Supervisor for a physician's release/verification of illness upon their return to work.

Other Miscellaneous Leave

Full-time employees of SCS who serve in the Wyoming State Legislature, the National Guard or Reserve or as members of a jury will be granted leave with pay. A request for use of legislative or service leave must be made in writing by the employee and presented to the CEO or his/her designee at least thirty (30) days prior to the effective date of such leave. Any employee who is called for a jury pool should inform his or her immediate Supervisor immediately. As that employee receives notification of duty, the Supervisor should be informed.

All wages received by the employee during these types of absence must be reimbursed to SCS upon receipt of same.

Any SCS employee who is subpoenaed as a witness and thereby prevented from performing his or her regular duties shall be granted time off with pay, without being required to use Annual or Sick Leave.

In extenuating circumstances, the CEO may approve a short-term leave without pay. These exceptions will be on a case-by-case basis. Depending on the circumstance, stipulations may be applied.

Professional Leave

SCS employees are encouraged to continue their education through a variety of conventions, conferences, workshops and seminars. To assist staff, SCS schedules a number of community-based workshops.

Funding Professional Leave is dependent on the current financial condition of SCS and will not be considered part of the employee's regular benefits. The CEO determines whether or not SCS has the financial resources to fund any Professional Leave.

Maternity/Parental Leave

Disabilities caused or contributed by pregnancy, childbirth, miscarriage, abortion, and recovery there from are, for all job-related purposes treated as temporary disabilities. Therefore, all health insurance, sick leave benefits and qualifying FMLA are extended to the employee as with any other illness or disability.

A pregnant employee should notify her immediate supervisor of her condition as soon as possible. The leave commences when the employee's physician certifies that she is no longer able to work and continues until the physician certifies that she can return.

Employees who are parents of a newborn child or who are expecting or adopting a child may apply for Parental Leave. Requests must be made to the immediate Manager/Supervisor. Such requests may be granted for up to ninety (90) calendar days. Parental Leave is first charged to accrued Sick Leave and then to Annual Leave.

Family and Medical Leave (FMLA)

SCS's family and medical leave policy is available to employees with at least 12 months of service and who have worked at least 1,250 hours within the preceding 12-month period. If eligible, an employee may be able to take up to 12 weeks of unpaid leave during a twelve-month period for the following reasons:

- The birth of a child or to care for a child within the first 12 months after birth;
- The placement of a child with the employee for adoption or foster care within the first 12 months after placement;
- To care for an immediate family member who has a serious health condition; or
- For a serious health condition that makes the employee unable to perform the functions of his/her position.

SCS employees requesting the use of FMLA must provide the agency with at least 30 days of advance notice whenever possible. Medical certification will be required if the leave request is for the employee's own serious health condition or to care for an immediate family member's serious health condition. Failure to provide the requested medical certification in a timely manner may result in denial of the leave until it is provided. Because SCS wishes to ensure the wellbeing of all employees, any employee returning from FMLA for his/her own serious health condition will need to provide a Fitness for Duty statement signed by his/her treating physician. An employee failing to provide a Fitness for Duty statement will not be permitted to resume work until it is provided.

SCS, at its expense, may require an examination by a second health care provider designated by SCS if it has a reasonable question regarding the medical certification provided by the employee.

SCS will maintain health insurance benefits for the employee while on FMLA leave under the same conditions as if the employee continued to work. All other benefits cease to accrue during the unpaid portion of the leave.

Employees must use any accumulated sick or annual leave to the extent available during this leave period, unless such leave is covered under Workers' Compensation, in which case the employee may only use accumulated leave time for the purpose of satisfying any waiting period. Absences in excess of these accumulated days will be treated as leave without pay. Upon return from leave, the employee will be restored to his/her original or

an equivalent position. If an employee fails to return at the end of FMLA leave, the employee will be considered to have voluntarily resigned his/her position with SCS.

It may be medically necessary for some employees to use intermittent FMLA leave. SCS will work with employees to arrange reduced work schedules or leaves of absence in order to care for a family member's serious medical condition or their own serious medical condition. Leave because of the birth or adoption of a child must be completed within the 12-month period beginning on the date of birth or placement of the child. It may not be taken intermittently without special permission from the CEO.

If an employee requests an extension of leave beyond the 12-week period because of his/her own serious medical condition, the employee will be required to submit medical certification of a continued serious health condition in advance of the request. SCS will review such requests on a case-by-case basis in order to determine whether it can reasonably accommodate such a request. Reinstatement is not guaranteed when granted extended leave and will depend upon the business needs of SCS.

When state and local laws offer more protection or benefits, the protection of benefits provided by those laws will apply.

MILITARY LEAVE

Military leave is an entitlement without pay. Employees who are called to active duty in the armed forces and seek to return to SCS within six months of discharge shall be reinstated in the position held at the time of call to active duty. Employees called to active duty shall retain seniority and salary position. The vacancy created by a call to military duty shall be filled on a temporary basis.

Employees of the National Guard or the Reserve Forces of the United States Army, Navy, Air Force, Marine Corps, or Coast Guard will be granted fifteen days paid military leave per year for active duty training subject to provisions of this policy.

Leave for active duty training in the National Guard or Reserve Forces shall be requested through the immediate supervisor. The request shall be accompanied by a copy of the official orders to active duty as well as a letter from the commanding officer stating that this training is required for this individual.

The vacancy created by this leave shall be filled with a substitute provided by the SCS. An employee returning from military leave that has been granted for less than one calendar year shall be placed in the same position held prior to the start of the leave provided the employee is capable of performing the duties of that position. If an employee is unable to perform the duties of that position, transfer procedures shall be initiated to place the employee in a position as nearly equivalent as possible to the one held prior to the leave.

MILITARY FAMILY LEAVE

Employees are eligible for military family leave if they have worked for SCS for at least twelve months in the last seven years and have worked at least 1,250 hours during the twelve calendar months immediately preceding the request for leave.

There are two types of military family leave available.

1. **Qualifying exigency leave.** Employees meeting eligibility requirements described above may be entitled to use up to 12 weeks of their basic FMLA leave entitlement to address certain qualifying exigencies. Leave may be used if the employee's spouse, son, or daughter is on active duty or called to active duty status in the National Guard or Reserves in support of a contingency operation. Qualifying exigencies may include.
 - Short-notice deployment (up to 7 days of leave)
 - Attend certain military events
 - Arranging for alternative childcare
 - Addressing certain financial and legal arrangements
 - Periods of rest and recuperation for the service member (up to 5 days of leave)
 - Attending certain counseling session
 - Attending post-deployment activities (available for up to 90 days after the termination of the covered service member's active duty status)
 - Other activities arising out of the service member's active duty or call to active duty and agreed upon by SCS and the employee

2. **Leave to care for a covered service member.** This is a special leave entitlement that permits employees who meet the eligibility requirements for FMLA to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is a current member of the Armed Forces, including a member of the National Guard or Reserves, who has been rendered medically unfit to perform his or her duties due to a serious injury or illness incurred in the line of duty while on active duty that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list. When both husband and wife work for SCS, the aggregate amount of leave that can be taken by the husband and wife to care for a covered service member is 26 weeks in a single 12-month period.

Educational Leave

Educational Leave may be granted to an employee for a maximum of a two-year period. To apply for an Educational Leave, the employee must make a formal written request which details the program of studies he or she is pursuing. The employee must be enrolled in an accredited college or university. The training or education must be directly related to the mental health/substance abuse (recovery) field or the administration of same.

No salary or benefits will be paid during Educational Leave. If the employee plans to return to regular employment at SCS at the end of the leave, he or she must notify the CEO in writing at least sixty (60) days prior to the end of the Educational Leave.

SCS cannot guarantee any employee a position upon the conclusion of his or her Educational Leave. However, an effort will be made to reinstate the employee at a salary and benefit level equal to that which was held prior to Educational Leave.

3.3 Benefits

SCS provides a benefit package partially contingent on the financial resources of the agency. Some benefits are required by various statutes and require an employee contribution as well as an employer match. Other benefits are added or deleted as resources permit.

The responsibility for understanding, accessing, and utilizing benefits rests with each individual employee. Many benefits are subject to terms of a policy or contract (such as health insurance and disability insurance), while others may be subject to eligibility or other requirements imposed by law or regulations (e.g. FMLA, Workers' Compensation, Social Security Disability). Each employee is responsible for investigating such provisions and making choices regarding any benefit provided by contract or law, and for completing any necessary steps to obtain such benefits. While SCS may attempt to provide information to assist when practicable, employees are entirely responsible to investigate and become informed as to options available to them, to take all steps to access the benefit and meet all deadlines. To the extent that SCS provides information, it is done with the understanding that SCS has no power or authority to bind others, including insurance companies and governmental agencies, and that the employee will verify the accuracy and validity of any such information with the appropriate organization.

Required Benefits:

Social Security

Old Age Survivors and Disability Insurance (OASDI) benefits are provided under the Federal Social Security Act and its amendments. All employees are covered. A percentage of the employee's pay is deducted, with a matching amount credited to the employee through payment by SCS.

Wyoming Retirement

A total of 18.62% of the employee's gross salary will be contributed to the Wyoming Retirement System. Total SCS contribution is 15.94% with the remaining 2.68% being contributed by the employee. Employees are vested after four years of participation and after reaching the age of 50.

Wyoming Worker's Compensation

In compliance with State law, SCS carries workers' compensation insurance. This provides compensation for lost time, medical and surgical expenses, and loss of life or dismemberment due to work-related injury.

Professional Liability Insurance

SCS provides Professional Liability to all employees as well as officers and members of the Board of Directors. SCS maintains the minimum available coverage. As of 1998, coverage is one million dollars (\$1,000,000) per incident and three million dollars (\$3,000,000) aggregate with sexual misconduct specifically excluded. Sexual misconduct coverage is \$25,000 per incident and lifetime. Any employee who cannot be covered by professional liability insurance may be immediately terminated with no right of appeal.

Optional Benefits:

Health Insurance

SCS will offer health, dental and vision insurance to employees who work over 30 hours per week at an affordable premium as determined by the SCS Board of Directors. Eligible employees may also purchase coverage for spouses and children through this plan at the current premium rate as set forth by the SCS Board of Directors. If an employee's spouse has the ability to be covered under his/her own employer's health insurance plan, he/she must choose his/her employer's insurance plan as their primary coverage. Primary coverage for dependent children will be based upon the birthday rule as set forth by the insurance company. Health insurance coverage begins the month after the date of initial employment.

Insurance Benefits upon Retirement: Subject to Board approval, upon retirement an employee, aged sixty years, with eight (8) or more years of service, may elect to continue health insurance coverage under the County's current group plan. However, the insurance premium must be paid by the retired individual. On a monthly basis, the insurance carrier will bill the individual and the individual will pay the premium at the current amount designated by Sweetwater County.

Life Insurance

Life insurance is provided to full-time employees. For full-time employees under the age of 65, coverage is provided at two (2) times their annual salary in increments of \$50,000, \$75,000 and \$100,000. At age 65, coverage will no longer be provided at the same rate as employees under the age of 65.

Long-Term Disability Insurance

SCS provides long-term disability insurance to full-time employees, beginning the first day of the next month after their initial employment date. Work-related accidents should be immediately reported and recorded even if there are no apparent injuries at the time.

Deferred Compensation

In addition to the Wyoming Retirement System and the Social Security Program, employees may also subscribe to the State of Wyoming Public Employees Deferred Compensation Plan and/or other County-authorized deferred compensation plan(s). Details on these plans are available in the Payroll Department.

Wellness Benefit

Any full-time employee (40 hours) will be eligible to be reimbursed for a monthly membership from a recreational facility. A recreational facility is defined as a business enterprise whose main purpose is physical fitness, exercise and weight training services. For an individual employee to qualify for reimbursement the following requirements shall be met:

- a. The individual employee must use the facility ten times in a calendar month. Individuals calling in to request the use of sick leave will not be eligible for the use of this benefit for that day.
- b. The individual employee will submit documentation of use and proof of payment from a recreational facility to the Payroll Clerk by the 15th of each month in order to receive payment for the previous month. Reimbursements will not be retroactively processed.
- c. The individual employee reimbursement will not exceed \$44.00 a month. Receipts must be submitted for reimbursement.

SCS provides an EAP benefit to all employees and their eligible dependents. This program is designed to offer a highly professional, confidential and free source of help to employees and their eligible dependents that need assistance with personal problems.

When financially able, SCS will provide medical services to SCS employees. Family members and friends of SCS employees can also access the medical services. SCS will bill the family member or friend, their health insurance or Medicaid for services provided.

3.4 Job Expenses

SCS employees and Board of Directors shall be fully reimbursed for authorized expenses incurred in the course of conducting SCS business. In order to be reimbursed for travel or work-related expenses, SCS employees and Board members must fill out the required Job Expenditure Form and provide appropriate documentation. Reimbursement forms must be submitted by the 15th of each month.

Mileage

- Personal Vehicle: SCS will reimburse either actual or map mileage at the Sweetwater County rate per mile. Transportation to and from work is the

responsibility of the employee. If an agency vehicle is available for out of town travel but an employee elects to drive a personal vehicle, no reimbursement will be allowed.

- Transportation cost (i.e. rental car, taxi/bus fare, parking): Receipts are required to obtain reimbursement.
- Airfare: Airline coach tickets will be purchased by SCS.

Meals

- SCS will reimburse for the actual cost of meals and incidentals up to \$60 per day with itemized receipts. Expenditures for alcohol or groceries will not be reimbursed. A day is defined as a 24-hour period.

Lodging

- As a tax exempt agency, in-state lodging facilities honor SCS tax-exempt status when the billing is direct bill to SCS or if the bill is paid with the SCS credit card. SCS will reimburse at a single room rate. The actual cost of the room may be reimbursed directly to the employee. The employee must submit the original copy of the lodging bill for reimbursement. Credit card slips are not sufficient.

Additional job expenses will be reimbursed including, but not limited to, telephone calls, registration and tuition cost.

SCS will not reimburse:

- Entertainment costs
- Alcoholic beverages
- Personal long distance phone calls
- In-room movies or wireless internet for private use
- Expense for traveling companions

3.5 Applicant Interview and Relocation Expenses

SCS will reimburse qualified expenses for applicant interviews and qualified relocation expenses to new full-time employees.

Applicant Interview

Applicant interview expenses will be reimbursed in the following conditions.

- If the applicant is offered a position at SCS and accepts the position, 100% of the actual interview expenses will be paid after one month of employment.
- If the applicant is offered a position at SCS and does not accept the position, 50% of the actual interview expenses will be paid to the applicant.

- If the applicant is not offered a position at SCS, 100% of the actual interview expenses will be paid to the applicant.

Employee Relocation

Relocation costs of new employees will be paid at the rate of actual moving costs up to a maximum of \$2,500. One half of the relocation expenses will be reimbursed at the time of employment and the other half at one year of employment. Reimbursement will be based upon vendor's receipts for expenditures. Credit card receipts are not sufficient. Appropriate expenses may include, but are not limited to, packing, insuring, shipping and storing household goods and personal effects and transportation expenses for the employee and his/her family at the time of the move.

3.6 Career Development

SCS encourages employees to continue their education for career development and professional advancement. When financially able, SCS may assist with the cost of college courses as described below.

In January of each year, the CEO will appoint an Educational Review Committee to oversee the application process. All applicants must submit a written summary of a education plan that clearly outlines plans for completion of a Bachelor's or Master's degree from an accredited program along with a detailed cost estimate from the educational institution.

- The Educational Review Committee appointed by the CEO will consist of the Human Resource Manager, one Clinical Manager and two Clinicians.
- Applications must detail how the employee plans to complete the program (time frame, number of credits, etc.) and whether or not s/he is seeking time away from regular job duties or accommodations of his/her work schedule.

Applications are reviewed annually and must be submitted by April 15th of the preceding budget year. The Review Committee will rank in order their recommendations to the CEO. Recommendations will be forwarded to the CEO for final decision and applicants will be notified in writing of either approval or denial by May 15th of the same year.

SCS is limited financially and may reimburse up to \$3,000 upon the completion of a BSW or BA in a Human Service related field and \$6,000 upon the completion of a Master's degree in which the employee can be licensed with the Wyoming Mental Health Professions Licensing Board. Approved reimbursements will be awarded after two years of post-degree employment with Southwest Counseling Service. As SCS has annual budget limitations, this reimbursement must be approved annually.

Applicants requiring clinical practicum hours at any time during the degree plan will need to do so outside of their regularly scheduled work hours. The needs of SCS must be considered first in the consideration of any agreement of practicum placement.

Chapter 4 Performance Management

4.1 Orientation

SCS will provide a program of orientation and professional development to familiarize employees with SCS, philosophically and operationally, and for fostering the growth of additional skills required for effective job performance.

The CEO or his/her designee is responsible for implementing a plan to introduce newly hired employees to SCS and their jobs. The primary purpose of orientation is to facilitate the development of new staff.

In order for employees to have optimum opportunity to grow in their positions, provisions for continuing education and professional development will be considered.

Supervision is a continuous interactive process between supervisors and employees. It begins with the orientation provided new employees and continues with one-to-one conferences and consultations, staff meetings and peer group sessions. Each contact provides an opportunity for: defining the structure of accountability within which the job is performed; teaching and learning knowledge and skills needed to perform the job well; setting a climate conducive to carrying out the job without undue stress or pressure; helping employees to see the connections between their jobs and the jobs of other employees as well as SCS's goals; providing feed-back and positive reinforcement.

SCS will comply with all statutes regarding credentialing of clinical staff and supervision requirements.

4.2 Performance

SCS employees will have their job performance evaluated annually prior to their anniversary date.

The Managers will be evaluated by the CEO or his/her designee. All clinical and support staff will be evaluated by their Supervisor or his/her designee. All employee evaluations will be based on respective job descriptions.

The Board of Directors is responsible for evaluation of the CEO and the overall program of SCS.

The CEO or his/her designee has the prerogative to utilize the results of annual personnel evaluation for the purpose of establishing increases in salary and to identify training needs. Personnel evaluations may be used when staff promotions are considered.

Each employee's evaluation will be explained by the Supervisor or his/her designee in an individual, confidential setting. The employee will have the opportunity to add comments to the appraisal form. The employee will sign the form indicating the evaluation has been reviewed with him/her. The employee's signature does not necessarily imply agreement. An employee may respond in writing to the evaluation. His/her response will become part of the evaluation.

A copy of the appraisal is given to the employee and the original maintained in the employee's personnel file.

Chapter 5 Personnel Records

5.1 Contents

SCS shall maintain confidential personnel records for each employee. SCS will strive both to protect the employee's right to privacy and to support SCS's need to collect and use employment information.

Each employee's personnel file will contain only employment-related information, including that required by law. Staff members are responsible for the provision of up-to-date data and for the notification of subsequent changes to the Human Resource Manager or his/her designee.

SCS will adhere to Wyo. Stat. Ann. § 16-4-203 (c) (iii) and Wyo. Stat. Ann. § 27-4-203, Wyoming State and Federal guidelines in regards to personnel files. These guidelines will be maintained by the Human Resource Manager.

The following records will be kept separate from an employee's personnel file in the office of the Human Resource Manager.

- I-9 (age and citizenship)
- Results of medical exams (health problems)
- Group health enrollment forms (age, dependents)
- Workers' compensation claims
- Results of background investigations

5.2 Record Security

Personnel files will be maintained in locked file cabinets by the Human Resource Manager. Access to the files will be strictly limited to a verified need-to-know basis and all inspections will be carefully monitored and logged. Access to an employee personnel file is on a need-to-know basis for business necessity only. Other than the employee, the immediate supervisor (for specific data only) and the CEO have a legitimate basis for inspecting an employee file.

Employee access

Staff members may review their personnel files by submitting a written request to the Human Resource Manager. The file will be made available within a reasonable period of time and the review will take place in the presence of the Human Resource Manager or her/his designee. Employees may take notes but records cannot be removed from the premises.

If, after the inspection, an employee believes certain material to be irrelevant, inaccurate or obsolete, the employee may request in writing that the material be removed from the file and/or add a written statement of disagreement to the personnel file. Certain information may be excluded from the employee's inspection. Generally, the exceptions include confidential reference information, and information that would violate the privacy of others if released.

5.3 Disclosure

Requests for information about past or present employees will be referred to the Human Resource Manager or his/her designee. Information will only be released in response to a written request and with the written consent of the employee. However, neutral employment information (employment dates, position held, duties performed, and salary) may be released without the employee's written consent. No individual staff member will provide employment histories on a former employee.

Chapter 3 Wages and Benefits

3.1 Salary Structure and Placement

SCS has established salary placement guidelines. These guidelines are used to group positions within the salary structure based on criteria that include job duties, areas of responsibility, required education and training and market value of each position in the agency. All changes to placement and increases are dependent upon financial solvency and sustainability.

The purpose of this policy is two-fold. It provides the CEO with the parameters necessary for initial placement of a position. Secondly, the policy establishes minimum and maximum salary ranges for SCS positions and the manner in which movement is allowed.

1. Initial Placement

As employees are hired, the initial placement criteria determines the salary an individual may receive based upon his/her experience and education. The CEO may add an additional amount of \$1,000 for every year of experience a clinical employee brings to the position. The maximum amount allowed is \$5,000.

The CEO may deem program integrity to be an issue and the ability to hire competent employees requires flexibility in placement. In those cases, the CEO may award a qualified candidate a higher beginning salary, as long as the cap for that column is not exceeded.

The CEO may offer a signing bonus of a maximum of \$6,000 for prospective employees who are at a supervisory and/or management level. Clinical professionals who are currently licensed or working at the provisional level may be offered a signing bonus of up to \$4,000. If funding is available, the signing bonus will be offered to the applicant at the time a position is offered.

Any employee who accepts this bonus is obligated to remain at the agency for a minimum of one calendar year or repay the amount on a pro-rated basis. This policy will be reviewed annually.

If the need arises where SCS must hire staff to provide services in satellite locations outside of Sweetwater County, the CEO may offer a housing allowance based upon the State of Wyoming Department of Administration and Information indicators for that particular region as determined annually by the State Employee Compensation Commission.

2. Types of Adjustments

Employee salaries are impacted by four different actions:

Salary Structure Increases: As adjustments are made to the salary structure, there is an exponential increase across the columns. Accordingly, there are increases to the salary structure, which impact new hires as well as the minimum and maximum amounts paid in any range. Salaries of current employees are not proportionately adjusted when there is a base adjustment. The changes made to the Salary Structure are to prevent falling behind the Market Value of the positions in the agency and to ensure new staff of the agency is not at a starting

range as staff with tenure in the same position. If an employee has reached the maximum salary within the assigned range, no additional salary is awarded.

Cost of Living: These are awarded to all employees in good standing that have not reached the maximum within the salary range.

Pay-for-Performance: This is awarded on the basis of each individual's annual evaluation. A minimum score of 3 (on 1-5) is required for an employee to receive a pay-for-performance salary increase.

Compression: If it is determined that salaries have fallen below market value, a compression assessment will be conducted.

3. Movement within Ranges

As an SCS employee gains experience, education, assumes new job duties or responsibilities, or becomes licensed and is recognized and acknowledged by a formal letter from the CEO, the employee may move from the current salary range. Movement in any direction may occur as the result of promotion, a change in job duties or reassignment. The CEO has latitude to adjust an employee salary as deemed appropriate up to the cap of the employee's current salary range. **Once an employee has reached the maximum salary assigned to any position, no additional salary is awarded unless the cap of the column has been increased by SCS Board as a base salary adjustment.**

4. One-Time Stipends

SCS has occasionally provided an off-schedule, one-time stipend that is not reflected in the Salary Structure or added to the base salary. A minimum employee performance rating is required to receive the stipend. In addition, employees who have reached the maximum for their column and receive a minimum job performance rating will receive the one-time stipend.

5. Earned Incentive

The goal of an earned incentive program is to increase the number of direct service hours provided by individual clinicians. The earned incentive is for clinical staff who provide direct service hours above the minimum standard. The earned incentive will be calculated and awarded twice per year, once at six-months of employment and again at one year. If a clinician provides one half of their required direct service hours within the first six months they will receive a portion of the total earned incentive payment. Depending on the total amount of direct service hours provided by the end of the year, clinical staff may be eligible for additional earned incentives on a three tiered system. Tier 1 is earned when staff provide the minimum necessary direct service hours. Tier 2 is earned when staff provides direct service hours at the performance evaluation level of a "4". Tier 3 is earned when staff provides direct service hours at the performance evaluation level of a "5". Clinical staff must meet the required number of direct service hours to be eligible for this incentive. The monetary value of the earned incentive will depend upon the financial condition of the agency. The earned incentive will be a total dollar amount that is not added to the base salary, will be taxed, and based solely on direct service hours.

6. Review

The SCS salary structure is reviewed on an annual basis by the Board of Directors and the CEO to determine if changes are necessary.

7. General Guidelines

The following general guidelines have been established to determine placement of positions within the agency. Employees who provide mental health/substance abuse services must be licensed. In many cases, licensure requires a period of supervised practice, before a license can be granted. Provisional licensure is a standard practice and staff members who are hired and who are being supervised will receive the appropriate salary increase once the licensure requirement is met. All provisionally and fully licensed clinical staff must also be eligible to receive Allied Health privileges to perform all on-call responsibilities at various medical facilities.

In a circumstance where licensure is not required by SCS, an employee who elects to obtain a license will not receive a salary increase. Employees who elect to assume a position for which a degree is not required will not be compensated for same. For example, an employee who currently is non-degreed and receives a degree will not automatically be compensated or placed in a different column.

The job descriptions provided for each SCS employee indicate the level of education required. Employees' salaries are based upon job description, range assignment, initial placement, and job performance according to the salary schedule. Range placement for all SCS personnel is indicated by specific job descriptions.

8. Salary Ranges

The Salary Range document can be found in the Information File Folder on the SCS Network.

9. On-Call Reimbursement

On-call compensation will be paid to identified staff at the rates outlined in the Operations Policy of Payroll.

3.3 Benefits

SCS provides a benefit package partially contingent on the financial resources of the agency. Some benefits are required by various statutes and require an employee contribution as well as an employer match. Other benefits are added or deleted as resources permit.

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Any full-time employee (40 hours) will be eligible to be reimbursed for a monthly membership from a recreational facility. A recreational facility is defined as a business enterprise whose main purpose is physical fitness, exercise and weight training services. For an individual employee to qualify for reimbursement the following requirements shall be met:

- a. The individual employee must use the facility ten times in a calendar month. Individuals calling in to request the use of sick leave will not be eligible for the use of this benefit for that day.

- b. The individual employee will submit documentation of use and proof of payment from a recreational facility to the Payroll Clerk by the 15th of each month in order to receive payment for the previous month. Reimbursements will not be retroactively processed.
- c. The individual employee reimbursement will not exceed \$44.00 a month. Receipts must be submitted for reimbursement.

SCS provides an EAP benefit to all employees and their eligible dependents. This program is designed to offer a highly professional, confidential and free source of help to employees and their eligible dependents that need assistance with personal problems.

When financially able, SCS will provide medical services to SCS employees. Family members and friends of SCS employees can also access the medical services. SCS will bill the family member or friend, their health insurance or Medicaid for services provided.

3.5 Applicant Interview and Relocation Expenses

SCS will reimburse qualified expenses for applicant interviews and qualified relocation expenses to new full-time employees.

Applicant Interview

Applicant interview expenses will be reimbursed in the following conditions.

- If the applicant is offered a position at SCS and accepts the position, 100% of the actual interview expenses will be paid after one month of employment.
- If the applicant is offered a position at SCS and does not accept the position, 50% of the actual interview expenses will be paid to the applicant.
- If the applicant is not offered a position at SCS, 100% of the actual interview expenses will be paid to the applicant.

Employee Relocation

Relocation costs of new employees will be paid at the rate of actual moving costs up to a maximum of \$5,0002,500. ~~One half of the relocation expenses will be reimbursed at the time of employment and the other half at one year of employment.~~ Reimbursement will be based upon vendor's receipts for expenditures. Credit card receipts are not sufficient. Appropriate expenses may include, but are not limited to, packing, insuring, shipping and storing household goods and personal effects and transportation expenses for the employee and his/her family at the time of the move.

3.6 Career Development

SCS encourages employees to continue their education for career development and professional advancement. When financially able, SCS may assist with the cost of college courses as described below.

In January of each year, the CEO will appoint an Educational Review Committee to oversee the application process. All applicants must submit a written summary of an education plan that clearly outlines plans for completion of a Bachelor's or Master's degree from an accredited program along with a detailed cost estimate from the educational institution.

- The Educational Review Committee appointed by the CEO will consist of the Human Resource Manager, one Clinical Manager and two Clinicians.
- Applications must detail how the employee plans to complete the program (time frame, number of credits, etc.) and whether or not s/he is seeking time away from regular job duties or accommodations of his/her work schedule.

Applications are reviewed annually and must be submitted by April 15th of the preceding budget year. The Review Committee will rank in order their recommendations to the CEO. Recommendations will be forwarded to the CEO for final decision and applicants will be notified in writing of either approval or denial by May 15th of the same year.

SCS is limited financially and may reimburse up to \$3,000 upon the completion of a BSW or BA in a Human Service related field and \$6,000 upon the completion of a Master's degree in which the employee can be licensed with the Wyoming Mental Health Professions Licensing Board. Approved reimbursements will be awarded after two years of post-degree employment with Southwest Counseling Service. As SCS has annual budget limitations, this reimbursement must be approved annually.

Applicants requiring clinical practicum hours at any time during the degree plan will need to do so outside of their regularly scheduled work hours. The needs of SCS must be considered first in the consideration of any agreement of practicum placement.

Practicum/Internship

SCS employees enrolled in a clinical master's program and approved to do a clinical practicum at SCS – may be able to utilize their work hours to fulfill their practicum hours up to 15 hours per week. Employee will fill out the Practicum Request Payment Form, submit for approval by designated manager and final approval with CEO. Employee who are approved to receive paid practicum hours by SCS will be required to sign an agreement to work for SCS post-master degree. For employees who receive 400 to 599 hours paid practicum, the employee will be expected to work post-master one year or pay back ½ of the paid practicum hours, 600 to 1200 hours paid practicum, the employee will be expected to work for a period of two years or pay back ½ of the paid practicum hours. Employees who receives over 1200 hours of a paid practicum will be expected to work for SCS three years post-master degree or pay ½ of the

practicum hours. Practicums and internships that are less than 400 hours may be approved to be paid by SCS at a reduced pay-back period at the discretion of the CEO.

Employees who do not wish to sign an agreement to work for SCS post-masters degree may still do practicums at SCS. In this circumstance, the employee will need to do all practicum hours in addition to their SCS work hours.



SCS Employee Benefits Survey

February 2023

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Introduction

SCS Board of Directors, CEO, and Management Team are interested in receiving feedback from employees on the benefits offered for full time employees at SCS. This information is valuable for the ongoing review of salary and benefits at SCS. The Benefits Survey was sent to all full time employees via SurveyMonkey in January of 2023. Employees had 10 days to access and complete the survey.

112 Employees were surveyed

52 Employees Responded (46%)

5 Questions

Survey Questions

1. Please describe your level of satisfaction with the following SCS employee benefits:

Salary	Annual Leave
Medical Insurance	Sick Leave
Vision Insurance	Holiday Leave
Dental Insurance	Bereavement Leave
Wellness Benefit	Wyoming Retirement
Life Insurance	Longevity Pay
Career Development	Employee Assistance Program (EAP)

2. Please list the three most important SCS Benefits and why they are important.
3. Please list the three least important SCS Benefits and why they are not as important.
4. If you could add any benefit, what would it be and why?
5. What is your position at SCS?

Question #1 Summary

Q: Please describe your level of satisfaction with the following SCS benefit.

Answered: 52 Skipped: 0
14 Benefits rated (Please see Appendix A)

Top 3 categories with the highest level of satisfaction and lowest level of dissatisfaction:

CATEGORY	SATISFIED	DISATISFIED
1.) Dental Insurance:	98.08%	1.92%
2.) Health Insurance:	98.03%	1.96%
3.) Wyoming Retirement:	96.15%	3.85%

Top 3 categories with the highest level of dissatisfaction and lowest level of satisfaction:

CATEGORY	SATISFIED	DISATISFIED
1.) Career Development:	80%	20%
2.) Bereavement Leave:	84%	16%
3.) Sick Leave:	86.23%	13.46%

Take away

The survey results appear to indicate employees are mostly satisfied with the benefits SCS has to offer. The SCS Board, CEO, and Management Team will continue to discuss and review how to improve benefits with lower satisfaction rates.

Question #2 Summary

Q: Please list the 3 most important SCS Benefits and why they are important.

Answered: 49 Skipped: 3

Employee Responses:

- 1.) Health Insurance (28): Meet health needs/care for family/affordable
- 2.) Wyoming Retirement (25): Future/ paid by SCS
- 3.) Salary (20): provide necessities/ morale/work is valued

All leave time was a common response with 18 votes.

Take away

It appears the recent efforts to review and improve the salary structure and benefits by the SCS Board, CEO and Management team align with what is most important to employees. Employees appear to feel valued when we as an employer are invested in their current and future health and welling.

Question #2 Employee Comments:

- Health Insurance, Annual Leave, Wyoming Retirement. Being able to provide for my family and set myself up for the future
- Salary Health Insurance All leave time Honorable mention - Wyoming Retirement
- Leave time: for work/life balance Health Insurance: Meet health needs Wyoming Retirement: planning for the future
- The three most important benefits to me are Health insurance to ensure our well-being, leave for rest and rejuvenation, and Wyoming Retirement to save for our future.
- Salary due to the current up in prices on everything. Wyoming retirement to prepare for our golden years. Health insurance to be able to stay healthy.
- 1) The insurance benefits related to health (health, dental & vision) come to mind due to the fact that if we are not healthy, our quality of life and ability to flourish in all areas of our lives including our jobs could be more compromised if the insurance was not as good. 2) Wyoming Retirement: it is nice to know that a decent retirement is possible and that I won't have to work until I'm 90 years old! 3) Salary: the salaries here are generous and more in line with what people in social services should be paid. That is not always the case when working in social services. In fact, this field is one of the worst paying and to the point where many have to work second job which adds to the physical, mental and emotional stress that is inherent in our work. I am very grateful that the salaries are generous and that my one job allows me to take care of my financial responsibilities and even help my daughter and family of origin members at times.

Question #2 Employee Comments Continued:

- Insurance-I need to be able to take care of my family. Rate of Pay- I need to be able to take care of my family. Wyoming Retirement- I would like not to have to work after I'm retired.
- Salary, Health insurance, and Wyoming retirement are the most important to me. I think that they are the main things that drives a person to stay in a position and what keeps them feeling valued by a company.
- Salary, Insurance, Paid Retirement. These benefits are unbeatable and affordable. Plus, the salary is actually a livable wage.
- While I feel like Salary holds the most importance when it comes to accepting or continuing employment, I do not believe that it is a benefit; In my opinion salary is the agreement of employment. While Salary is the main determining factor when weighing comparable options, Benefits can hold a definite sway. To me the most important benefits are: 1- Insurance 2-Retirement 3- Leave time (Annual, Sick & Holiday) All of these benefits contribute to the quality of life employment with a company can provide.

Question #3 Summary

Q: Please list the 3 least important SCS Benefits and why they are not as important.

Answered: 48 Skipped: 4

Employee Responses

- 1.) Wellness (27): not utilized / unaware
- 2.) EAP (17): not utilized / unaware
- 3.) Career Development (16): not utilized / unaware All Benefits are important (16)

Take Away

Employee responses appear to indicate employees want benefits they will actually use. Responses also indicate employees need additional information or need reminded of the type of benefits and how they can be used. Overall, employees seem to appreciate and value the variety of benefits offered at SCS.

Question #3 Employee Comments:

- I don't feel there isn't any least important benefits. They are all valuable and greatly appreciated.
- Career Development- I don't feel at the level I am in that I have any opportunity for career development as you learn by "fire" or from experience and support from coworkers. Wellness reimbursement- cost of gym memberships are low, doesn't do much for employment morale within the company, more of an incentive for some. I think bereavement leave falls into the same category as annual leave as this is what you have to use if you need bereavement leave and SCS has always been supportive to employees.
- I don't feel like any of these are the least important. Each person has their own viewpoints and something that I think is not important may be important to others.
- EAP, its an option. An option that I feel is with a select few that barely take advantage of it. Wellness options, I was unaware of such options. Career development, few of these I believe weren't procured during orientation. Can't take advantage of options if we have no clue they exist.
- The three I do not use are, the Wellness reimbursement, the EAP and the Career Development. Just because I do not use them does not mean that they are not important to the employees of SCS.
- I do not have any least SCS benefits, they all have their place of importance. I'm very grateful for SCS and all benefits.
- I think all of our benefits are important but if I have to choose Career Dev. - I don't use the counseling services- I don't use the service
- Wellness Employee Assistance Career Development...don't need

Question #4 Summary

Q: If you can add any employee benefit, what would it be and why?

Answered: 46 Skipped: 6

Employee Responses:

Leave Time

Holiday Leave

Good Friday: 7

Columbus Day: 5

Juneteenth: 1

Day before and after Christmas: 5

More Holiday: 1

Sick Leave

More sick time: 2

More Dependent Sick

10 hours Sick instead of 8 hours

Use sick leave for annual leave

Sell back unused sick leave

Donate unused sick leave

Donate unused sick leave but with application process for all regardless if they have donated

Donate unused sick leave, but select who and how much to give to avoid misuse

Annual Leave

More Annual

More annual to avoid burnout

Accrue more annual faster

Not have to use annual for snow storms

Gift annual to coworker

Bereavement Leave

Increase Bereavement leave: 5

Mental Health Leave

Mental Health Days: 9

Person Days: 3

1 hour of self-care pay per week

1 Mental Health Day every 3 months

Other

Option to do leave without pay

Comp Time

Comp time after 40 hours/weekends/after hours

Comp time after being on call (especially after weekends)

Insurance Benefits

Medical Insurance

Match County insurance cost for employees: 3

Free health insurance for employee: 2

Spouse coverage without having spouse covered through their employer: 2

Pet insurance: 2

Better medical coverage

No fee to see SCS medical Provider

Wages/Salary

Increase pay for clerical staff: 3

More competitive wages for good employees to stay

Increase Longevity pay to higher amounts earlier

Adjustments to pay and title for what you actually do

Yearly raises

Performance increases

Other

Reimbursement for child care

Roth IRA

More paperwork time

Allowed to bring dog to work

EAP that is actually helpful: provide list of attorneys and financial institutions

Chiropractic care or massages

Hybrid work option

Work schedule for full time employees: 10 hour days with 3 days off

Current Benefits

Do not want to lose any benefit: 2

Improve the ones we have: 2

Would not change or add: 2

Company takes good care of employees: 3

Take Away

Survey results appear to indicate employees have a variety of suggestions and ideas on how to improve current benefits, especially leave time. SCS employee feedback will be a valuable tool when discussing strategies for improving SCS Benefits.

Question #5 Summary

Q: What is your position at SCS?

Answered: 36 Skipped: 16

Employee Responses:

Treatment Support Staff: 13

Case Managers: 6

Clinicians: 5

Clerical: 3

Peer Specialist: 2

Managers: 2

Billing: 1

Custodian: 1

Transportation: 1

Program Operations Supervisor: 1

Supervisor: 1

Take Away

The goal in asking this question was to identify positions where employees are least satisfied with their salary. The results indicate (3) responses from Treatment Support Staff employees for some level of dissatisfied in the salary category. Treatment Support. All other positions responded with a higher level of satisfaction for Salary.

Conclusion

Employees provided valuable feedback to guide future discussions and our ongoing review of the salary structure and benefits. The SCS Board of Directors, the CEO, and the Management Team will continue to work together to offer SCS Employees a fair wage/salary and a benefits package that they can appreciate and utilize. This strategy will assist in retaining current employees and enhance recruiting efforts.