



Amended Board of Directors' Packet

August 26, 2026

Meeting time 6:30 p.m.

**Meeting held at 333 Broadway Street
Rock Springs, WY**



Notice of Meeting - Tentative and Subject to Change
Amended Agenda
August 26, 2026 at 6:30 p.m.
333 Broadway Street, Rock Springs, WY

- I. Call to Order**
- II. Declare Quorum**
- III. Approval of Amended Agenda - pg. 1-2**
(ACTION ITEM) _____ Approved/Failed
- IV. Public and Board Comments/Questions – All members of the public who wish to speak at the meeting will be given three minutes of time to address the Board.**
- V. Consent Agenda**
 - a. Approval of July Meeting Minutes - pg. 3-7
 - b. Treasurer’s Report - pg. 8
 - i. Write-Offs - pg. 9
 - ii. Balance Sheet - pg. 10
 - iii. Account Receivables - pg. 11
 - iv. Revenues and Expenses - pg. 12-14
 - v. Income and Expense by Month - pg. 15-16
 - vi. Amended Check Register - pg. 17-27
 - c. Reports - pg. 28
 - i. Residential Bed Utilization and Drawdown - pg. 29
 - ii. Residential Referrals and Admissions - pg. 30-31
 - iii. Title 25 Monthly Information - pg. 32
 - iv. SCS Staff Report - pg. 33-44
 - v. Open Access Intake Report - pg. 45-50

(ACTION ITEM) _____ Approved/Failed
- VI. Committee Updates Section**
 - a. SCS Board Committees - pg. 51
 - i. Executive Oversight – Barbara Sowada, Kristy Kauppi, Kayleen Logan
 - ii. Finance and Sustainability – Larry Demshar, Margene Chew, Kayleen Logan - pg. 52
 - iii. Facilities and Technology – Kori Rossetti, Larry Demshar, Kristy Kauppi
 - iv. Governance and Policies – Barbara Sowada, Raven Beatty, Kayleen Logan - pg. 53
 - v. Health, Safety and Quality Improvement – Barbara Sowada, Kayleen Logan, Raven Beatty - pg. 54-55
 - vi. Personnel/Workforce – Margene Chew, Kori Rossetti, Larry Demshar - pg. 56-60

VII. Previous Business - pg. 61

- a. Approval of the Governance and Policies, Health and Safety and Quality Improvement, Finance and Sustainability - Board Charters – pg. 62-69

(ACTION ITEM) _____ Approved/Failed

VIII. New Business - pg. 70

- a. Approval of the job description and reclassification of an approved FTE of an Administrative Clinician. This position would include Quality Improvement and Clinical Excellence, Psychiatric Services Oversight, Grant Administration and Corporate Compliance, and Clinical Operations and Systems Improvement. There will be no change in salary, benefits, etc. only a reclassification of title, line of authority and duties. - pg. 71-74

(ACTION ITEM) _____ Approved/Failed

- b. Scope of Services - A narrative of each of the services offered by SCS, volume of clients served, expenses and revenue for FY26. - 75-89

(ACTION ITEM) _____ Approved/Failed

- c. Revised Policy of 4304 - Annual Board Self-Assessment – addition of Executive Director to the policy who will contribute to the Self-Assessment. - pg. 90-93

(ACTION ITEM) _____ Approved/Failed

- d. MOU/Budget Agreement with Sweetwater County - pg. 94-104

(ACTION ITEM) _____ Approved/Failed

- e. Request for an Additional Clinical Supervisor - pg. 105-107

(ACTION ITEM) _____ Approved/Failed

- f. **Approval for Community Centered Consulting Contract** - pg. 108-112

(ACTION ITEM) _____ Approved/Failed

IX. Executive Director's Report - pg. 113-115

X. Executive Session for instructing negotiations, deliberating on contracts, personnel matter and all other matters considered confidential by law.

XI. Executive Session

(ACTION ITEM) _____ Approved/Failed

Exit Executive Session

(ACTION ITEM) _____ Approved/Failed

To Resume Normal Meeting

(ACTION ITEM) _____ Approved/Failed

Action Items from Executive Session

Motion to approve contract for Andrew Hagemann

(ACTION ITEM) _____ Approved/Failed

Motion to approve contract for Public Relations

(ACTION ITEM) _____ Approved/Failed

XII. Adjournment

(ACTION ITEM) _____ Approved/Failed

Board Meeting Minutes

July 29, 2026

Southwest Counseling
Board of Directors Meeting Minutes
Held July 29, 2029
At 333 Broadway Street
Rock Springs, WY

I. Call to Order at 6:30 p.m.

II. Declare Quorum

Board Members in attendance: Raven Beattie, Margene Chew, Larry Demshar, Kristy Kauppi, Kayleen Logan, Kori Rossetti and Barbara Sowada

III. Approval of Amended Agenda as amended - pg. 1-3

(ACTION ITEM) Motion by Kori Rossetti, second by Barbara Sowada **Approved/Failed**

IV. Public and Board Comments/Questions – All members of the public who wish to speak at the meeting will be given three minutes of time to address the Board.

V. Consent Agenda

Barbara Sowada requested further discussion on pages 28, 41, 45 and Item D.

- a. Approval of June Meeting Minutes - pg. 4-10
- b. Approval of July Special Meeting Minutes - pg. 11-12
- c. Treasurer's Report - pg. 13
 - i. Semi-Annual Write-Offs - pg. 14-19
 - ii. Write-Offs - pg. 20-22
 - iii. Balance Sheet - pg. 23
 - iv. Account Receivables - pg. 24
 - v. Revenues and Expenses - pg. 25-27
 - vi. Income and Expense by Month - pg. 28-29
 - vii. **Amended** Check Register - pg. 30-39
- d. Reports - pg. 40
 - i. Residential Bed Utilization and Drawdown - pg. 41
 - ii. Residential Referrals and Admissions - pg. 42-43
 - iii. Title 25 Monthly Information - pg. 44
 - iv. SCS Staff Report - pg. 45-52
 - v. Open Access Intake Report - pg. 53-58

(ACTION ITEM) Motion by Barbara Sowada, second by Kori Rossetti **Approved/Failed**

VI. Committee Updates Section

- a. SCS Board Committees - pg. 59
 - i. Strategic Planning and Compliance – Kayleen, Kori, and Margene
 - ii. Personnel/Workforce – Kristy, Kayleen, and Margene - pg. 60-66
 - iii. Finance – Raven and Kristy
 - iv. Health & Safety/Quality Improvement – Barbara and Raven
 - v. Facilities and Technology – Kori and Larry
 - vi. Policies – Barbara and Raven
 - vii. Elections Committee - Barbara

VII. Previous Business

- a. Election of Officers

Kayleen Logan, Board Chair
Dr. Barbara Sowada, Board Vice Chair
Larry Demshar, Board Treasurer
Kori Rossetti, Board Secretary

(ACTION ITEM) Motion by Margene Chew, second by Kori Rossetti Approved/Failed

VIII. New Business - pg. 67

- a. Shadow Mountain Lease – Request for approval and signature for two water filter systems, one at Ankeny and one at College Hill. There is not a rate increase for this agreement. - pg. 68-74
(ACTION ITEM) Motion by Kristy Kauppi, second by Margene Chew Approved/Failed
- b. FY27 and FY28 Community Prevention Grant Program – This is a two-year agreement in the total of \$462,058 for activities designed to prevent the use, misuse, or abuse of tobacco, alcohol, or controlled substances and activities designed to prevent suicide. - pg. 75-94
(ACTION ITEM) Motion by Barbara Sowada, second by Kristy Kauppi Approved/Failed
- c. Amended Medication Assisted Treatment Program (MAT) Grant – This amendment provides for an additional \$110,000 during year two for the period ending September 30, 2026 and an additional \$44,472 for the next iteration of the grant. - pg. 95-184
(ACTION ITEM) Motion by Margene Chew, second by Kori Rossetti Approved/Failed

- d. The Personnel committee met with John Grossnickle and based upon his report and his consultation with Elisa Robbins as well as the committee the following items are listed for board approval. We do appreciate the goals of every employee being cross trained. There is currently a decrease in employees in the Licensed Clinical position, so the committee encouraged John and Elisa to advertise for positions in the Licensed Clinical position.

Board to lift the hiring freeze to mean that board approved FTE positions can be back filled, however new position(s) or increase position(s) would need board approval as per policy.

(ACTION ITEM) Motion by Kori Rossetti, second by Margene Chew Approved/Failed

Approve the job description, recruiting and hire position for an Operations Director. - pg. 185-188

Prior to hiring the Operations Director position, the Board requested that the Personnel committee be notified of the proposed salary.

(ACTION ITEM) Motion by Kristy Kauppi, second by Kori Rossetti Approved/Failed

Remove the job description and reclassification of an approved FTE of an Administrative Clinician. This position would include oversight of CCBHC and other grants, Quality Assurance, Compliance Officer and oversight of accrediting bodies regulations i.e., CARF. There will be no change in salary, benefits, etc. only a reclassification of title, line of authority and duties. - pg. 189-194

(ACTION ITEM) Motion by Kori Rossetti, second by Margene Chew **Approved/Failed**

To lift the motion that was made on June 10, 2025 and ratified June 25, 2025 of Notice all staff, including but not limited to the Leadership Team, will be required to work onsite, not remotely after Southwest Counseling Service regular June 25, 2025, meeting so as to effectuate reorganization and organizational goal. The new proposal is to support administration/leadership to provide remote services that are approved by leadership/supervisor if day to day operations are not impacted, approval of supervisor is obtained, and it benefits the community, client, provides a better work life balance for the employee and improves agency service delivery. - pg. 195

(ACTION ITEM) Motion by Barbara Sowada, second by Kristy Kauppi **Approved/Failed**

- e. Board Committees for 2026-2027 were announced.

Executive Oversight - Barbara Sowada, Kristy Kauppi, Kayleen Logan
Finance and Sustainability - Larry Demshar, Margene Chew, Kayleen Logan
Facilities and Technology - Kori Rossetti, Larry Demshar, Kristy Kauppi
Governance and Policies - Barbara Sowada, Raven Beattie, Kayleen Logan
Health, Safety and Quality Improvement - Barbara Sowada, Kayleen Logan, Raven Beattie
Personnel/Workforce - Margene Chew, Kori Rossetti, Larry Demshar
Strategic Planning - Margene Chew, Kristy Kauppi, Raven Beattie

Each of the committees will review and update the Charters for each of the committees by the next board meeting and identify the leader of each committee.

IX. Executive Director's Report - pg. 196-198

We are pleased to welcome Elisa Robbins as our new Clinical Director. Elisa has stepped into her new role and continues to grow in her leadership responsibilities. She has been an integral part of implementing our new organizational structure and has begun meeting with supervisors and staff members to gain a deeper understanding of the important roles they play in providing services to our community.

With the assistance of Michal Love and the IT Department, we are exploring the implementation of a HIPAA-compliant translation application. The most promising option has not yet been publicly launched but is expected to become available soon. The cost is minimal compared to maintaining a full-time translator on staff.

Fifteen employees completed Dialectical Behavior Therapy (DBT) training during the month. The feedback has been overwhelmingly positive, and this training provides staff with another valuable tool to better support those we serve.

Melissa and Rhonda successfully secured 50 fentanyl test strips and naloxone from the State of Wyoming at no cost to the agency.

A family of skunks had taken up residence in the shed at our College Hill facility. With the assistance of Rock Springs Animal Control, the issue was resolved, and the skunks were safely relocated to a more appropriate habitat.

We continue to make steady progress with our new organizational structure. Each component is being carefully evaluated to ensure it provides the highest level of service while remaining functional and efficient. Although this will be an ongoing process, we look forward to completing the implementation as soon as possible.

We are also conducting a comprehensive review of all organizational policies and procedures. Several have already been completed, and we anticipate forwarding them to our legal counsel for review in the near future.

Through Melissa's persistence and dedication, we were able to have \$110,000 reallocated to SCS from High Country's state contract. This additional funding will significantly benefit the agency and the services we provide.

At the suggestion of our employees, Independence Day potluck celebrations were held at each of our locations. These gatherings provided an excellent opportunity for staff to come together and celebrate.

The Unity Day barbecue was also a great success. Although I had hoped to stop by, I was pulled in several different directions that day. From everyone I spoke with, attendance appeared to be greater than in previous years. Thank you to everyone who helped make this event such a success.

I was honored to be selected as the Grand Marshal of the Liberty Day Parade. My wife, Patty, and I were humbled to see so many members of our community, along with many of our employees, come together to celebrate our country's 250th anniversary.

One of our agency vans had its windshield wipers vandalized. We do not know when the damage occurred or where the vehicle was parked at the time, so no report was filed with the Rock Springs Police Department. The damage has since been repaired.

I had the opportunity to meet with the Personnel Committee. Working together as a team, we addressed several areas that I believe will help move the organization forward in a positive direction. We all share a commitment to our clients, our employees, and the organization. I would like to thank each committee member for their constructive discussions, collaboration, and trust throughout the decision-making process.

It was with great sadness that we learned of the passing of Cynthia Duran. Cynthia was a valued member of our team and a dear friend to many. We extend our deepest sympathy to her family, friends, and all who knew her. She will be deeply missed.

X. Executive Session for instructing negotiations, deliberating on contracts, personnel matter and all other matters considered confidential by law.

XI. Executive Session

(ACTION ITEM) Motion by Margene Chew, second by Barbara Sowada **Approved/Failed**

Exit Executive Session

(ACTION ITEM) Motion by Kristy Kauppi, second by Kori Rossetti **Approved/Failed**

To Resume Normal Meeting

(ACTION ITEM) Motion by Kristy Kauppi, second by Margene Chew **Approved/Failed**

Action Items from Executive Session

No action was taken following the executive session.

XII. Adjournment at 8:05 p.m.

(ACTION ITEM) Motion by Kristy Kauppi, second by Margene Chew **Approved/Failed**

Respectfully submitted,
Christy Legault

Treasurer's Report

Accounts Receivable Write-Off Request

Jul-26

Self Pay Balances over \$25

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 \$ -

Self Pay Balances under \$25

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 \$ -

Bankruptcy Discharged

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

Total \$ -

The monthly total write-off request for balances is \$0 for July, 2026. The maximum write off is \$0, the minimum is \$0. The monthly average is less than previous month's.

Presented for Approval on August 26, 2026

Southwest Counseling Service

Balance Sheet

As of July 31, 2026

ASSETS

Current Assets

Checking/Savings

1020 · General Operating Account -20.55

1031 · Commerce Bank- Cash Reserve 140,216.18

1035 · RSNB Operating Checking Acct 1,706,279.04

Total Checking/Savings 1,846,474.67

Total Current Assets 1,846,474.67

TOTAL ASSETS 1,846,474.67

LIABILITIES & EQUITY

Equity

32000 · Unrestricted Net Assets 717,113.97

Net Income 1,129,360.70

Total Equity 1,846,474.67

TOTAL LIABILITIES & EQUITY 1,846,474.67

The Balance Sheet provides the assets and liabilities for the specific point in time of July 31, 2026. The cash assets total \$1,846,474.67. The previous month's total cash was \$717,184.37, an increase in the amount of \$1,129,290.30 from the previous month. The year to date expenditures through July 31, 2026 total \$1,284,630.77. The average cost per day of operations for the month of July 2026 is \$41,439.70. Liabilities as of July 2026 total \$0. Based upon all cash balances, SCS is currently at 45 days of cash on hand. For June 2026, SCS was at 16 days cash on hand.

FY 2027 Accounts Receivable Report						AR by Days Aging				
Jul-26										
	Beginning Balance	Charges	Payments	Adjustments	Ending Balance	0	30	60	90	120
Self Pay	\$ 133,881.12	\$ 20,469.40	\$ (15,225.04)	\$ (5,244.36)	\$ 133,538.79	\$ 13,043.57	\$ 8,799.63	\$ 9,430.99	\$ 7,423.58	\$ 94,841.02
Insurance	162,836.57	94,697.96	(39,728.51)	(54,969.45)	163,535.96	85,527.50	35,037.95	17,597.95	8,711.58	16,660.98
Medicaid	65,686.14	49,870.26	(48,767.49)	(1,102.77)	65,890.44	44,037.49	10,868.79	4,976.32	336.16	5,671.68
Medicare	33,351.38	14,817.50	(3,666.72)	(11,150.78)	40,270.96	12,920.00	14,702.50	3,907.08	1,090.00	7,651.38
EAP	6,925.66	3,686.33	(583.33)	(3,103.00)	10,028.66	1,680.00	3,076.33	2,466.33	1,633.00	1,173.00
Client Contracts	15,139.44	14,868.45	(12,560.41)	(2,308.04)	16,403.88	7,083.17	8,220.71	530.00	-	570.00
Collection	1,056,431.49	2,081.77	(255.33)	(1,826.44)	1,059,579.98	20.00	80.00	712.44	468.00	1,058,299.54
State Contracts	624,541.65	2,012,223.52	(2,258,927.35)	246,703.83	881,461.96	501,098.88	92,297.78	63,995.35	43,477.39	180,592.56
Cancellation/No Show	17,153.46	650.00	(281.00)	(369.00)	17,158.30	497.59	574.00	468.00	540.00	15,078.71
Total	\$ 417,820.31				\$ 429,668.69	\$ 164,291.73	\$ 80,705.91	\$ 38,908.67	\$ 19,194.32	\$ 126,568.06

Jun-26						AR by Days Aging				
	Beginning Balance	Charges	Payments	Adjustments	Ending Balance	0	30	60	90	120
Self Pay	\$ 134,032.72	\$ 30,408.42	\$ (32,874.65)	\$ 2,466.23	\$ 133,881.12	\$ 16,516.29	\$ 9,834.81	\$ 9,847.87	\$ 4,503.21	\$ 93,178.94
Insurance	155,483.38	94,996.15	(67,448.97)	(27,547.18)	162,836.57	94,447.50	34,790.00	14,664.29	6,435.00	12,499.78
Medicaid	65,485.96	49,468.87	(31,762.32)	(17,706.55)	65,686.14	45,776.24	6,525.46	6,142.23	3,403.63	3,838.58
Medicare	20,437.23	15,798.48	(4,719.73)	(11,078.75)	33,351.38	14,602.50	9,662.50	1,435.00	2,422.57	5,228.81
EAP	5,922.66	3,306.33	(4,457.33)	1,151.00	6,925.66	3,306.33	230.00	2,216.33	1,173.00	-
Client Contracts	14,361.80	25,582.43	(18,736.49)	(6,845.94)	15,139.44	13,927.46	550.36	-	91.62	570.00
Collection	1,144,843.30	4,305.87	(509.33)	(3,796.54)	1,056,431.49	-	165.00	170.00	203.50	1,055,892.99
State Contracts	764,610.32	741,618.76	(1,012,119.14)	270,500.38	624,541.65	360,823.06	65,886.41	46,406.70	101,879.70	49,545.78
Cancellation/No Show	16,704.46	720.00	(226.00)	(494.00)	17,153.46	549.75	448.00	500.00	530.00	15,125.71
Total	\$ 395,723.75				\$ 417,820.31	\$ 188,576.32	\$ 61,593.13	\$ 34,305.72	\$ 18,029.03	\$ 115,316.11

Changes from Previous Month

	Charges	Payments	Adjustments	Ending Balance
Self Pay	\$ (9,939.02)	\$ 17,649.61	\$ (7,710.59)	\$ (342.33)
Insurance	\$ (298.19)	\$ 27,720.46	\$ (27,422.27)	\$ 699.39
Medicaid	\$ 401.39	\$ (17,005.17)	\$ 16,603.78	\$ 204.30
Medicare	\$ (980.98)	\$ 1,053.01	\$ (72.03)	\$ 6,919.58
EAP	\$ 380.00	\$ 3,874.00	\$ (4,254.00)	\$ 3,103.00
Client Contracts	\$ (10,713.98)	\$ 6,176.08	\$ 4,537.90	\$ 1,264.44
Amount Increase/Decrease	\$ (21,150.78)	\$ 39,467.99	\$ (18,317.21)	\$ 11,848.38

The total outstanding balance for amounts owed to Southwest Counseling Service for July 2026 is \$429,668.69. The receivables increased from the previous month due to higher total charges. The total receivables excludes Collection, State Contracts, and Cancellation/No show fees.

Southwest Counseling Service
Revenues FY27

8%

State Contracts	FY27 Budget	Jul-26	% Month	YTD	%YTD	Difference
Outpatient Services						
MH - Outpatient	\$ 963,329.80	\$ 300,538.88	0%	\$ 300,538.88	31%	\$ (662,790.92)
MH - CARF	14,015.00	2,572.55	0%	2,572.55	18%	(11,442.45)
MH- Direct Care Salaries	182,343.00	33,470.30	0%	33,470.30	18%	(148,872.70)
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	61,972.89	885.12	0%	885.12	1%	(61,087.77)
MH- Jail Based Services	50,000.00	10,281.63	0%	10,281.63	21%	(39,718.37)
SA - Outpatient	606,870.00	141,765.85	0%	141,765.85	23%	(465,104.15)
SA- Direct Care Salaries	313,899.00	63,777.60	0%	63,777.60	20%	(250,121.40)
SA - CARF	6,100.00	1,239.40	0%	1,239.40	20%	(4,860.60)
SA - HB 308	454,450.00	92,334.58	0%	92,334.58	20%	(362,115.42)
MH & SA- Peer Specialist	90,000.00	17,403.09	0%	17,403.09	19%	(72,596.91)
CCRS	208,800.00	38,326.66	0%	38,326.66	18%	(170,473.34)
MH - LT Group Home -Sweetwater	632,675.31	130,258.25	0%	130,258.25	21%	(502,417.06)
MH - LT Group Home - Uinta	517,643.44	162,835.17	0%	162,835.17	31%	(354,808.27)
SOR- Medication Assisted Treatment	483,000.00	-	0%	-	0%	(483,000.00)
MH Crisis Intervention/Sub-Acute Residential	293,032.00	-	0%	-	0%	(293,032.00)
BHD Peer Review	2,500.00	-		-	0%	(2,500.00)
CCBHC						
CCBHC	700,000.00	-	0%	-	0%	(700,000.00)
Regional Services - MH						
MH- Transitional Grp - Sweetwater	438,588.46	129,362.29	0%	129,362.29	29%	(309,226.17)
MH - SIP- Sweetwater	155,302.06	38,548.75	0%	38,548.75	25%	(116,753.31)
MH- SIP- Uinta County	207,069.41	43,058.11	0%	43,058.11	21%	(164,011.30)
MH- Transitional Grp - Uinta	389,856.40	14,958.00	0%	14,958.00	4%	(374,898.40)
MH -Sub-Acute Crisis Residential	397,917.00	101,462.80	0%	101,462.80	25%	(296,454.20)
MH -Sub-Acute Crisis Residential Uinta	79,583.00	16,000.78	0%	16,000.78	20%	(63,582.22)
Regional Services - SA						
SA - Residential	2,241,069.28	664,389.36	0%	664,389.36	30%	(1,576,679.92)
SA- Residential Women and Children	703,347.15	96,382.01	0%	96,382.01	14%	(606,965.14)
SA- Transitional (SL)	199,290.49	62,287.64	0%	62,287.64	31%	(137,002.85)
SA- Detox	136,417.08	42,143.76	0%	42,143.76	31%	(94,273.32)
SA- MAT Detox Residential	75,313.00	65,100.50	0%	65,100.50	86%	(10,212.50)
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	600,000.00	32,650.00	0%	32,650.00	5%	(567,350.00)
Client Fees	235,000.00	12,860.62	0%	12,860.62	5%	(222,139.38)
Insurance	720,000.00	39,758.31	0%	39,758.31	6%	(680,241.69)
Medicaid	414,500.00	3,636.92	0%	3,636.92	1%	(410,863.08)
Medicare	70,560.00	37,522.85	0%	37,522.85	53%	(33,037.15)
EAP	30,000.00	583.33	0%	583.33	2%	(29,416.67)
DFS	5,000.00	-	0%	-	0%	(5,000.00)
DVR/DDS	2,000.00	-	0%	-	0%	(2,000.00)
Medical Service Fees	70,000.00	1,581.60	0%	1,581.60	2%	(68,418.40)
Food Stamps	99,520.00	5,533.41	0%	5,533.41	6%	(93,986.59)
Grants and Contracts						
General Contracts	30,000.00	127.00	0%	127.00	0%	(29,873.00)
Treatment Court	82,800.00	6,900.00	0%	6,900.00	8%	(75,900.00)
Federal Probation	4,000.00	-	0%	-	0%	(4,000.00)
County Prevention	243,229.00	-	0%	-	0%	(243,229.00)
Miscellaneous Funds						
Reserve	30,000.00	-	0%	-	0%	(30,000.00)
Interest Earned	22,000.00	1,346.29	0%	1,346.29	6%	(20,653.71)
Commissary Funds	5,700.00	482.06	0%	482.06	8%	(5,217.94)
Miscellaneous	15,000.00	1,626.00	0%	1,626.00	11%	(13,374.00)
Total Revenues	\$ 13,637,642.77	\$ 2,413,991.47	0%	\$ 2,413,991.47	18%	\$ (11,223,651.30)
Total Revenue excluding carryover	\$ 13,667,642.77			\$ 2,413,991.47	18%	

Gross revenue for July 2026 was \$2,413,991.47. This is over budget by 10%. The contract agreement with the Wyoming Department of Health is broken into 60% for direct services and 40% fixed payment in exchange for SCS to achieve minimal standards of operation. In July, 40% of the total 40% fixed payments were received by the state. The remainder of the 40% of funding will come in equal payment monthly over the next 11 months.

Southwest Counseling Service
Expenditures FY27

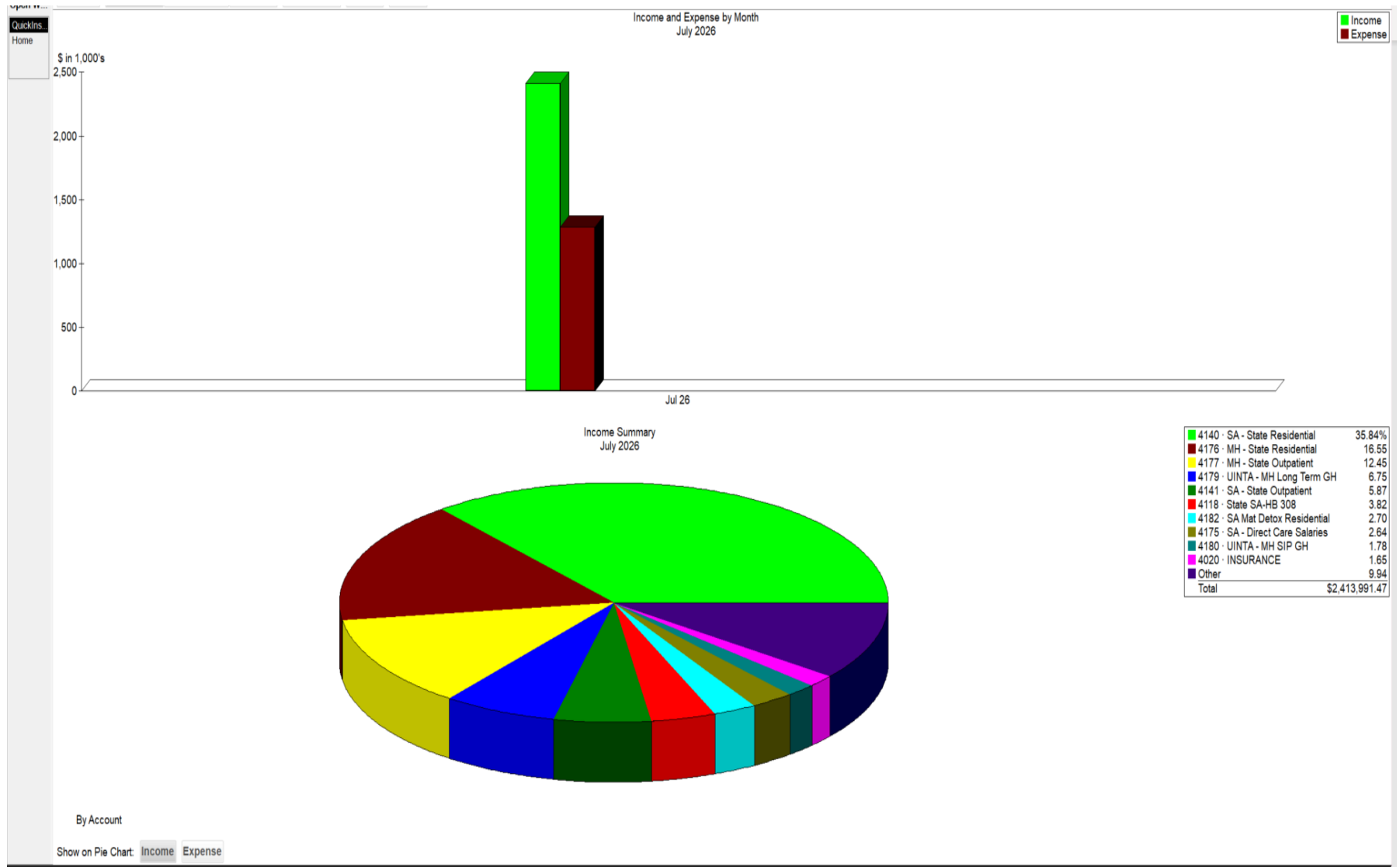
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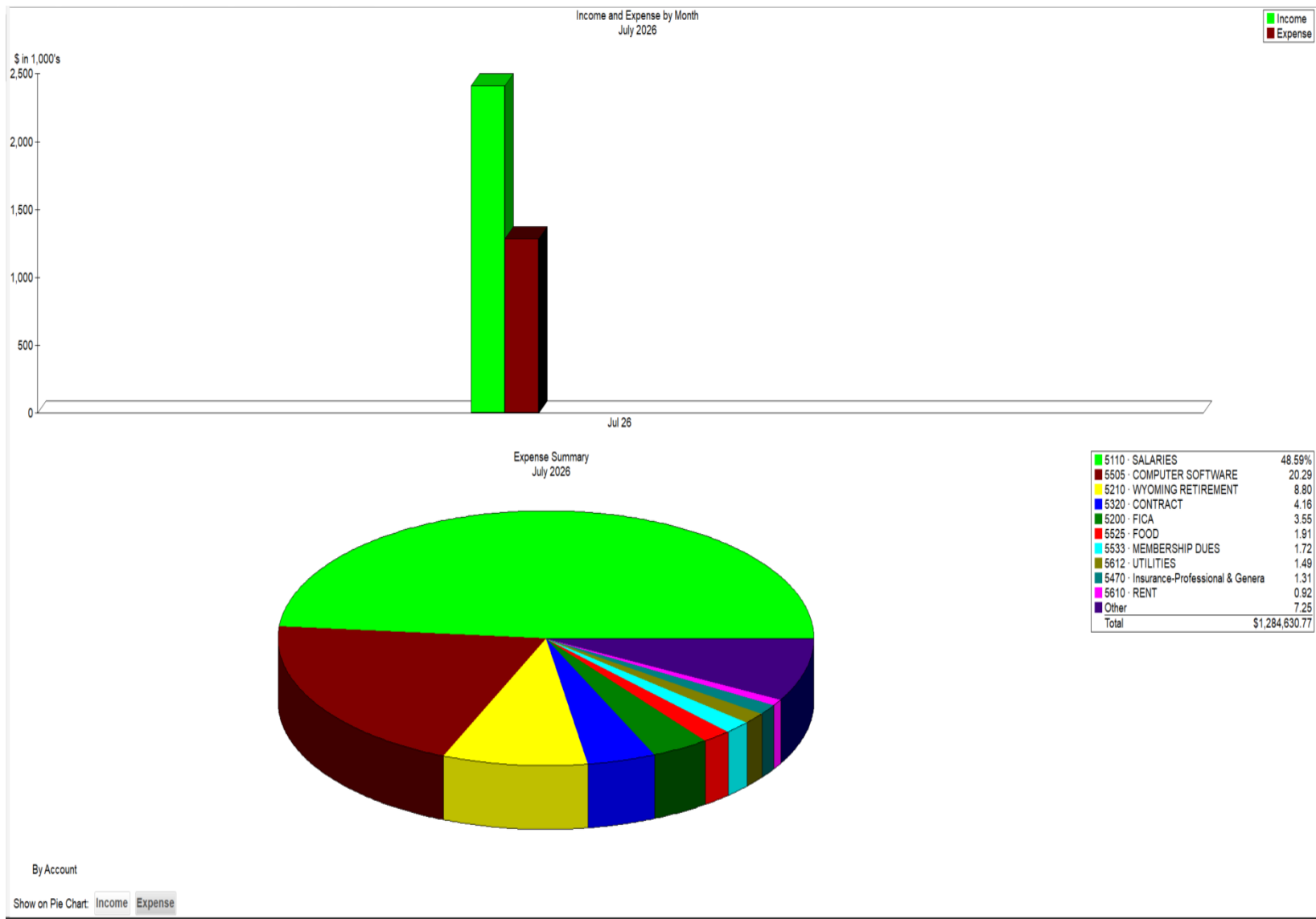
Personnel	FY27 Budget	Jul-26	% Month	YTD	%YTD	Difference
Salaries	\$ 6,302,678.21	\$ 624,150.75	0%	\$ 624,150.75	10%	(5,678,527.46)
FICA	485,272.18	45,633.59	0%	45,633.59	9%	(439,638.59)
Wyoming Retirement	1,181,146.14	113,074.53	0%	113,074.53	10%	(1,068,071.61)
Health Insurance	2,075,762.00	1,062.50	0%	1,062.50	0%	(2,074,699.50)
Life Insurance	35,000.00	3,448.58	0%	3,448.58	10%	(31,551.42)
Worker's Compensation	44,530.00	6,536.12	0%	6,536.12	15%	(37,993.88)
Unemployment	15,000.00	5,891.81	0%	5,891.81	39%	(9,108.19)
Wellness	6,200.00	477.50	0%	477.50	8%	(5,722.50)
Background Check	7,300.00	916.75	0%	916.75	13%	(6,383.25)
Contracts	475,000.00	53,438.71	0%	53,438.71	11%	(421,561.29)
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	1,644.00	0%	1,644.00	16%	(8,356.00)
Recruitment	5,000.00	539.81	0%	539.81	11%	(4,460.19)
BHD Peer Review	2,500.00	-	0%	-	0%	(2,500.00)
Travel/Vehicle Expenses						
Travel-Mileage Reimbursement	9,850.00	598.36	0%	598.36	6%	(9,251.64)
Vehicle Fuel	17,500.00	2,067.11	0%	2,067.11	12%	(15,432.89)
Vehicle Maintenance	23,400.00	680.79	0%	680.79	3%	(22,719.21)
Conference and Seminar Travel	15,000.00	4,057.92	0%	4,057.92	27%	(10,942.08)
Training	15,000.00	4,386.00	0%	4,386.00	29%	(10,614.00)
Operating						
Supplies	90,000.00	8,035.74	0%	8,035.74	9%	(81,964.26)
Food	242,500.00	24,531.30	0%	24,531.30	10%	(217,968.70)
Rent	152,112.00	11,851.30	0%	11,851.30	8%	(140,260.70)
Utilities	214,000.00	19,110.52	0%	19,110.52	9%	(194,889.48)
Insurance- G&P/ Vehicles	115,000.00	16,852.63	0%	16,852.63	15%	(98,147.37)
Advertising	35,000.00	3,721.00	0%	3,721.00	11%	(31,279.00)
Books/Magazines/Video	4,000.00	-	0%	-	0%	(4,000.00)
Client/Insurance Refund	1,250.00	191.53	0%	191.53	15%	(1,058.47)
Computer Hardware	48,000.00	568.28	0%	568.28	1%	(47,431.72)
Computer Software	225,000.00	260,676.17	0%	260,676.17	116%	35,676.17
Computer Maintenance	6,700.00	-	0%	-	0%	(6,700.00)
Computer Communication	40,000.00	3,362.20	0%	3,362.20	8%	(36,637.80)
Equipment	5,500.00	1,716.00	0%	1,716.00	31%	(3,784.00)
Leased Equipment	50,000.00	3,875.37	0%	3,875.37	8%	(46,124.63)
Maintenance	50,000.00	3,830.45	0%	3,830.45	8%	(46,169.55)
Postage	7,000.00	553.17	0%	553.17	8%	(6,446.83)
Cleaning Supplies	11,000.00	926.38	0%	926.38	8%	(10,073.62)
Telephone	74,000.00	5,027.46	0%	5,027.46	7%	(68,972.54)
Testing and Materials	6,000.00	-	0%	-	0%	(6,000.00)
Drug Testing	25,000.00	1,946.24	0%	1,946.24	8%	(23,053.76)
Client Medical	45,000.00	10,169.10	0%	10,169.10	23%	(34,830.90)
Client Rx	65,000.00	6,896.85	0%	6,896.85	11%	(58,103.15)
APRN Medical Lab Fees	13,000.00	2,000.00	0%	2,000.00	15%	(11,000.00)
Recreation	2,660.00	193.06	0%	193.06	7%	(2,466.94)
Membership Dues	15,000.00	22,111.09	0%	22,111.09	147%	7,111.09
Collection Agency	2,000.00	-	0%	-	0%	(2,000.00)
CARF	3,000.00	-	0%	-	0%	(3,000.00)
MH Quality of Life						
Medical	60,530.00	2,482.34	0%	2,482.34	4%	(58,047.66)
Emergency Subsistence	6,700.00	10.00	0%	10.00	0%	(6,690.00)
RX	15,000.00	1,967.79	0%	1,967.79	13%	(13,032.21)
Housing	5,100.00	-	0%	-	0%	(5,100.00)
Transportation	15,400.00	-	0%	-	0%	(15,400.00)
Regional Quality of Life						
Regional Quality of Life	23,680.00	1,636.80	0%	1,636.80	7%	(22,043.20)
Miscellaneous Expenses						
Finance Charge	2,000.00	-	0%	-	0%	(2,000.00)

Credit Card Fees	11,220.00	449.17	0%	449.17	4%	(10,770.83)
Other Expenses	25,000.00	1,334.00	0%	1,334.00	5%	(23,666.00)
Debt Service/Capital Maintenance						
Capital	25,000.00	-	0%	-	0%	(25,000.00)
ARPA Funding Capital Projects	10,000.00	-	0%	-	0%	(10,000.00)

Total Expenses	\$ 13,667,642.77	\$ 1,284,630.77	0%	\$ 1,284,630.77	9%	(12,383,012.00)
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Expenses for the month of July 2026 total \$1,284,630.77 which is over budget by 1%. In July the annual payment for the electronic health care records of myAvatar was due, thus creating the overage.





Southwest Counseling Service
Amended August 2026 Check Register

Check No.	Vendor	Program	Check Amt.	Description
120951-120955	VOID	VOID	VOID	Misprinted Checks
120646	SweetwaterNOW	VOID	VOID	Check not received by Vendor - Reissued payment with Chk # 120976
120917	VOID	VOID	VOID	Void and Reissue Chuk # 121036
ACH - 1216	WEX Bank	Continental, Independence, Transitions, WAP, Duran, TC, Century, Admin., Bridges, Crisis, Crisis Continuum, Detox, Prevention	\$ 2,046.41	Fuel for SCS vehicles
ACH - 1217	Farmers Brothers	Bridges	268.94	FBC Ground Decaf House Blend Qty: 1, Ice Tea Black Qty: 1, Hot Cocoa Qty: 4; FBC Ground House Blend Qty: 7
ACH - 1218	Farmers Brothers	TC, Recovery	876.21	FBC Ground Decaf House Blend Qty: 7
ACH - 1219	Philadelphia Insurance Companies	Admin	16,727.63	Monthly installment 7 of 10 for Cyber liability, Substance Abuse-Rehabilitations Facilities Umb, Flexi Plus Five, and Substance Abuse Rehabilitation Facilities Package for 11/18/25 - 26
ACH - 1220	Wal-Mart	Continental, Child & Adol, Bridges, Transitions, Independence, WAP, Jonah, Century, Duran,	6,046.97	Food, Supplies and Cleaning Supplies for the residential houses; Sun Tea Container Qty: 1, Glucose Meter Qty: 1; Wall Clock Qty: 1; Commissary items for both Men and Women clients; Crib Sheet Sets Qty: 5
ACH - 1221	LocumTenens	Psychiatric, CCBHC	15,522.98	Services rendered: 07/06/26-07/09/26 07/09/26-07/16/26 07/20/26-07/23/26

Southwest Counseling Service
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ACH - 1222	First Bankcard	QOL, SA QOL, Admin, Peer Specialist, TC, Crisis, Detox, WAP, Century, Duran	11,444.69	Expenses paid for clients covered under the QOL Grant; SolarWinds Engineers Toolset Per Seat License- Annual Maintenance Renewal Qty: 2; Meal expense for Peer Specialist Training Qty: 4; Propane Exchange for Grill; Commissary items, Deodorant Qty: 5, Razors Qty: 1, Poligrip Qty: 4; Picture Frames for Certificates Qty: 10; Annual Canva Subscription reimbursed under the Prevention Grant; Fair Booth Rental reimbursed under the Prevention Grant; Water for dispenser at the Jonah Building Qty: 12, Propane Tank Exchange for Men's house Qty: 1, Items Purchased for TC Mart for clients; Picture Frames for Certificates Qty: 58; NOMS Gift Cards TJ Maxx Qty: 30, McDonalds Qty: 5, Starbucks Qty: 10, Taco
ACH - 1223	Verizon Wireless	Mental Health, Admin., Child & Adol., Recovery, TC, Bridges, Medical	421.68	Residential homes, agency phones, and notebook line access monthly charges-06/16/26-07/15/26
ACH - 1224	Verizon Wireless	Emergency, Independence, Sober Living, Admin, Duran, TC, Continental, Transitions	420.27	Residential homes, agency phones, and notebook line access monthly charges-06/16/26-07/15/26
ACH - 1225	Leaf Prior SVC By Time Payment	Bridges, Mental Health	120.00	Monthly water system
ACH - 1226	Wyo Waste	Century	192.47	Waste Collection - 08/01/26-08/31/26
ACH - 1227	Wyo Waste	Bridges, Medical	260.27	Waste Collection - 08/01/26-08/31/26
ACH - 1228	Wyo Waste	TC, Recovery	519.69	Waste Collection - 08/01/26-08/31/26
ACH - 1229	Wyo Waste	Mental Health, Duran , WAP	569.33	Waste Collection - 08/01/26-08/31/26
ACH - 1230	Wyo Waste	Child & Adol	194.48	Waste Collection - 08/01/26-08/31/26

Southwest Counseling Service
Amended August 2026 Check Register

ACH - 1231	Pitney Bowes Purchase Power	ADMIN	147.98	Red Ink Cartridge for SendPro Qty: 1
ACH - 1232	Century Link	TC, Recovery	132.46	Monthly telephone service
ACH - 1233	Century Link	Mental Health	66.23	Monthly telephone service
ACH - 1234	Century Link	TC, Recovery	198.69	Monthly telephone service
ACH - 1235	Century Link	Bridges, Medical	82.86	Monthly telephone service
ACH - 1236	CenturyLink Business Services - Lumen	TC, Recovery, Mental Health, Bridges, Medical	3,131.16	Business IP, data, and voice service
ACH - 1237	RMP- Rocky Mountain Power	Bridges, Medical	507.28	Monthly energy and power readings
ACH - 1238	RMP- Rocky Mountain Power	Child & Adol.	63.75	Monthly energy and power readings
ACH - 1239	RMP- Rocky Mountain Power	Mental Health	1,631.25	Monthly energy and power readings
ACH - 1240	RMP- Rocky Mountain Power	Transitions	268.14	Monthly energy and power readings
ACH - 1241	RMP- Rocky Mountain Power	Duran, WAP	584.62	Monthly energy and power readings
ACH - 1242	RMP- Rocky Mountain Power	Sober Living, SIP	1,500.60	Monthly energy and power readings
ACH - 1243	RMP- Rocky Mountain Power	Continental	297.59	Monthly energy and power readings
ACH - 1244	RMP- Rocky Mountain Power	Crisis, Crisis Continuum, Detox	261.79	Monthly energy and power readings
ACH - 1245	RMP- Rocky Mountain Power	Independence	382.58	Monthly energy and power readings
ACH - 1246	RMP- Rocky Mountain Power	Bridges, Medical	460.25	Monthly energy and power readings
ACH - 1247	RMP- Rocky Mountain Power	TC, Recovery	3,847.14	Monthly energy and power readings
ACH - 1248	U.S. Bank	TC, Recovery	1,474.49	Leased copy/printers
ACH - 1249	Electronic Network System- Optum	Admin	94.78	EDI Claims; Remittance Advice
ACH - 1250	Enbridge Gas	SIP, Sober Living, Continental	233.35	Monthly gas service
ACH - 1251	Enbridge Gas	SIP	105.69	Monthly gas service
ACH - 1252	Enbridge Gas	Duran	47.70	Monthly gas service
ACH - 1253	Enbridge Gas	Bridges, Medical	41.35	Monthly gas service
ACH - 1254	Enbridge Gas	Crisis, Detox	25.32	Monthly gas service
ACH - 1255	Enbridge Gas	Transitions	27.58	Monthly gas service
ACH - 1256	Enbridge Gas	TC, Recovery	529.09	Monthly gas service
ACH - 1257	Enbridge Gas	Sober Living	31.69	Monthly gas service
ACH - 1258	Enbridge Gas	Century	66.52	Monthly gas service
ACH - 1259	Enbridge Gas	Independence	27.58	Monthly gas service
ACH - 1260	Enbridge Gas	WAP	51.11	Monthly gas service
ACH - 1261	Enbridge Gas	Mental Health	162.77	Monthly gas service
ACH - 1262	Enbridge Gas	Child & Adol.	16.54	Monthly gas service
ACH - 1263	Enbridge Gas	Admin	33.51	Monthly gas service
ACH - 1264	Enbridge Gas	Jonah	12.12	Monthly gas service

Southwest Counseling Service
Amended August 2026 Check Register

ACH - 1265	LocumTenens	Mental Health	10,401.99	Services Rendered: 07/27/26-07/30/26 08/03/26-8/6/26
ACH - 1266	Pitney Bowes Purchase Power	TC, Recovery	500.00	Meter refill- SN-0378038
ACH - 1267	Walmart	Century, WAP, Duran, Continental, Transitions, Crisis, Detox, TC, Bridges, Admin Independence, Mental Health, Child & Adol	6,014.58	Propane Tank Qty: 1; Diapers Qty: 2; Equate Acetaminophen Qty: 1; Food for Community Advisory Board, Cheese, Meat, Crackers and Cookies; Cups, Bowls, Silverware and Plates; Food and Supplies for the clients in the Residential program and the Summer Children's Program
120956	AdTel International, Inc	Mental Health, TC	815.00	Software & Support License, Qty: 1; Software & Support Additional Loc., Qty: 2; Full Time Monthly Provider, qty: 12; Part Time Monthly Provider, Qty: 4; Surveys, qty: 1; 10 DLC Monthly Compliance, Qty: 1;
120957	All West Communications	Continental, Mental Health, WAP, Century, Sober Living, TC, Recovery, Transitions, Crisis, Detox, Independence; Child & Adol.	3,362.20	Business internet service 08/01/26-08/31/26
120958	Altitude Analysis	Admin	395.00	Background testing for potential employees Qty: 5

Southwest Counseling Service
Amended August 2026 Check Register

120959	Amazon	WAP, Admin, Duran, Mental Health, Medical, CCBHC	7,810.79	Interstate Batteries 12V Rechargeable, Backup Power System Qty: 2; Replacement Battery for APC Qty: 4; Focus Day Notebooks Qty: 2; Masking Tape 10 Rolls Qty: 1; Ledger Books Qty:5; Dryer Heater Element Qty: 1; HBR's 10 Must Reads on Leadership Qty: 1; Multifold; Hand Towel Qty: 1, Genuine Joe 2-Ply Paper Towels Qty: 1, Genuine Joe Standard Bath Tissue Qty: 1; Invisible Tape Qty: 1, AAA Batteries Qty: 1, Laminating Sheets Qty: 1, Sharpie Markers 12 ct Qty: 1; Interstate Batteries 12V Rechargeable for UPS Backup Power System Qty: 2; Sticky Notes 40 Pads Qty: 1, Hand Sanitizer Qty: 1; Self Seal Envelopes 50 pack Qty: 1; Interstate Batteries 12V High Rate Battery Rechargeable
120960	Copier & Supply Company, Inc.	Admin., Bridges, Mental Health, TC, Recovery	2,090.55	Contract base rate charges for SAVIN/MP copiers

Southwest Counseling Service
Amended August 2026 Check Register

120961	Home Depot	Child & Adol, TC, Recovery, Duran, Sober Living, Independence, Century, Bridges	2,349.47	Husky Heavy Duty Hose Qty: 1, Husky Rear Pattern Nozzle Qty: 1, Water Timer Qty: 1, Oscillating Sprinkler Qty: 1, 1/2 " PVC Coupling Qty: 1, 1/2" PVC Cap Qty: 1, 4" Spray Head Qty: 1; Perfect Fit Toilet Tank Lever Qty: 1; 1 Gallon Ortho Qty: 1, Wall Plate Qty White Coupler Qty: 1; 1/2" x 2' PVC Pipe Qty: 2, 1" x 2' PVC Pipe Qty: 2, 3/4" x 2' PVC Pipe Qty: 2, Purple Primer Qty: 1, 8 oz PVC Wet Cement Qty: 1, Sealant Qty: 1, 1" PVC Union Qty: 2, 1" PVC Male Adapter Qty: 2, 1" PVC Cap Qty: 2, 1" x1/2" PVC Coupling Qty: 4, 1" x1/2" PVC Bushing Qty: 3, 1" x 3/4" PVC Bushing Qty: 1; 1" x 2' PVS Pipe Qty:2, 1" PVC Coupling Qty: 6, 1" x 3/4" PVC Bushing Qty: 2, 3/4" PVC Coupling Qty: 2, 1" PVC Tee Qty: 3, Husky Ratcheting PVC Cutter
120962	Insurance Information Exchange	TC, Bridges, Prevention	99.30	Background checks on employees Qty: 6
120963	McKesson Medical Surgical	Medical	317.02	Tube, Blood Green/Yellow Qty: 2; Tube, Blood Green 4ml Qty: 1 - Credit; Nail Nipper Qty: 1; Collection Set, BLD Safety Qty: 2
120964	Nicholas & Company	Century, Duran, WAP, Bridges, Transitions, Continental, Jonah, TC, Recovery, Independence	9,785.62	Food and Paper Supplies for clients
120965	Pioneer Counseling Services	Admin	223,648.31	40% of the 40% payment; June Bed Days
120966	Redwood Toxicology Laboratory, Inc.	Recovery	2,498.85	Outpatient drug testing 7/1/26-7/31/26; iCup Qty: 250 @ \$7.50 each

Southwest Counseling Service
Amended August 2026 Check Register

120967	RS Municipal Utility	Bridges, Medical, TC, Recovery, Century, Transitions, Independence, Continental, Crisis, Detox, Admin., Mental Health, Child & Adol.	5,343.58	Monthly water and sewer readings 06/30/26-7/28/26
120968	Smiths	Century, Duran, Crisis, 4-SOR-MAT, WAP, QOL, SA QOL	6,132.66	Client Rx covered under MAT grant; client Rx covered under QOL grant; Client Rx; Chicken Broth, Vegetable Broth and Jell-O for prescribed liquid diet for client; Johnson's Baby Wash for clients child; Hand Sanitizer Qty: 1
120969	Top Tech	Century	1,809.46	Labor and Parts to repair the A/C in 2019 Chevy Express VIN # 67222
120970	Western Star Communications LLC	Mental Health, TC	279.00	Business answering service and transaction usage
120971	White Mountain Water & Sewer District	WAP, Duran	549.84	Water and sewer reading from 06/16/26-07/16/26
120972	WyoData Security Inc.	TC, Recovery, Mental Health	390.00	Confidential paper collection and disposal
120973	Wyoelectric, Inc	WAP	294.50	Labor and Parts, Remove and replace breaker in panel
120974	Petty Cash	Transitions, Continental, Independence, Admin, TC, Recovery, Bridges, 4Sor-Mat	814.16	Food and Recreation for Bridges program, Postage Due, Background checks for 13 potential employees, Tickets to SW County Fair for Bridges Program Clients
120975	Wyoming Department of Health	Medical	541.00	Client Lab fees rendered 07/20/26-7/30/26
120976	SweetwaterNOW	Prevention	2,050.00	Reissued Chk # 120646 - May Ad Campaign for Prevention
120977	Ace Hardware	SIP	23.94	Keys for SIP Apartments Qty: 6
120978	All Pro Storage	Admin	90.00	Monthly storage for unit C-3
120979	American Red Cross	Admin, Mental Health, Bridges, TC	504.00	CPR/First Aid Training for employees Qty: 12
120980	Change Companies Inc	Recovery	1,531.88	SUDDS 5 Pack of 25 Qty: 15

Southwest Counseling Service
Amended August 2026 Check Register

120981	Community Centered Consulting, LLC	Admin	8,250.00	June 2026 Grant Writing Services; July Grant Writing Services
120982	Eagle Uniform & Supply Co.	TC, Recovery, Mental Health	1,334.99	Office rugs maintenance
120983	Ethos Leadership Group LLC	Admin	3,000.00	Professional Services August Contract payment
120984	Green River Star	Admin	116.00	Health & fitness advertisement; Affidavit of Publication regarding June Board Meeting
120985	Hagemann, Andrew	CCBHC, 4-SOR-MAT	4,235.00	Contractual Project Evaluator for CCBHC grant (Dates rendered 06/15/26-07/12/26)
120986	High Security Lock and Alarm	Crisis, Detox	188.00	Lever Handle Qty: 1
120987	Legerski Lawn Care	TC, Recovery, Mental Health, Child & Adol, Bridges, Medical, Century, Duran, Transitions	2,120.00	Lawn Care for the month of July
120988	John Paris	SIP	894.00	Serta Twin Mattresses #703621-1010 Qty: 3
120989	Nicholas & Company	Century, Duran, WAP, Bridges, Transitions, Continental, Jonah, TC, Recovery, Independence	5,366.85	Food and Paper Supplies for clients
120990	Perfect Clean	Mental Health, TC, Recovery, Bridges, Medical	7,955.00	Cleaning services for 07/16/26-08/15/26
120991	Refresh Design Studio	Admin	150.00	Monthly Web Maintenance
120992	Ring Central	Transitions, Independence, Continental, WAP, Duran, Century, Crisis, Detox, Medical, Bridges, Mental Health, TC, Recovery, Jonah	35,829.35	Annual August 25 Subscription for Digital Line Unlimited Advanced / Digital Line Basic Advanced
120993	Rocky Mountain Air Solutions	Medical	128.70	Industrial Liquid Nitrogen Delivery
120994	Royal Flush	Prevention	500.00	Adult Overconsumption Strategy: 1 : Social Norms Campaign for July
120995	RS Chamber of Commerce	Mental Health	250.00	Golf Shared Hole Sponsor
120996	SASSI Institute	Recovery	2,589.00	ADOL SASSI-A3 Large Test Set Qty: 5, ADOL Score Key; English and Spanish forms for clerical and counseling screenings Qty: 5; Adult SASSI-4 Large Set Qty: 7, Adult SASSI-4 Scoring Key Qty: 2

Southwest Counseling Service
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120997	Shadow Ridge	Sober Living	5,800.00	September rent for recovery clients
120998	Silver Ridge Village	SIP	7,365.24	September rent; July utilities
120999	SweetwaterNOW	Prevention	2,050.00	Adult Overconsumption Strategy: 1 : Social Norms Campaign for July
121000	Terminix of Wyoming	Mental Health, Child & Adol, Transitions, Continental, Independence, Crisis, Detox, WAP, Century, Duran, Jonah	813.00	Bi-Monthly Spraying; Complete Spray for Spiders
121001	The BI Collaborative	Admin	300.00	BI Platform Modules- Finance & Azure monthly subscription
121002	The Tire Den	TC	763.52	Replace and align 4 tires on 08 Dodge Caliber VIN # 44886
121003	VLCM	Admin	1,958.41	Microsoft 365 monthly licensing- July 2026 Qty: 153; Microsoft Entra P1 NCE 06/01/26-6/30/26 Qty: 2; Microsoft Teams Rooms Pro - 1 Year paid monthly July 2026; Veeam data cloud for Microsoft 365 Flex - 1 year subscription
121004	Whisler Chevrolet	Admin, Child and Adol, Century, Transitions, Independence, Continental	419.70	Labor and Parts: 2020 Chevy Tahoe VIN # 337676: Oil Filter Change, Rotate Tires; Labor and Parts: 2020 Ford Transit VIN # 26559: Oil Filter Change, Rotate Tires; Labor and Parts: 2006 Chevy Express VIN # 59748: Oil Filter Change, Rotate Tires; Labor: 2020 Chevrolet Pass VIN # 10085: Rotate Tires, inspect and adjust; Labor: 2017 Chevrolet Pass VIN # 36084: Rotate Tires, inspect and adjust; Labor: 2017 Chevrolet Pass VIN # 00580: Rotate Tires, inspect and adjust

Southwest Counseling Service
Amended August 2026 Check Register

121005	WyoRadio	Prevention	1,055.00	Adult Overconsumption Strategy: 1 : Social Norms Campaign for July
121006	Reece, Sidney	Admin	3,680.00	Contractual employee
121007	Hunter Family Medical Clinic	Medical	345.40	Client Lab Fees
121008	Pain Care Center	4-SOR-MAT	8,418.00	MAT services for clients. Paid for by MAT grant.
121009	Fire Suppression Services, Inc	TC, Century	1,443.99	Hood Fire Suppression System Inspection @ FH; Annual Fire Extinguisher Inspection Qty: 8 @ FH; Annual Extinguisher Inspection Qty: 2 @ Century
121010	Bramwell, Kimberly	Mental Health	40.00	Employee Reimbursements
121011	Brown, Rhonda	TC	119.75	Employee Reimbursements
121012	Cobia, Amy	Child and Adol	11.93	Employee Reimbursements
121013	Gatley, Jayda	Prevention	39.58	Employee Reimbursements
121014	Grenier, Dana	Medical	40.00	Employee Reimbursements
121015	Jordan, Brooke	Medical	18.71	Employee Reimbursements
121016	Love., Michal	Mental Health, Child and Adol	40.00	Employee Reimbursements
121017	Norton, Krystle	TC	124.70	Employee reimbursements
121018	Pate, Shawneen	Recovery	73.08	Employee Reimbursements
121019	Scott, Julie	Mental Health	26.83	Employee reimbursements
121020	Swanson, Stephanie	Recovery	38.30	Employee reimbursements
121021	University of Utah Medical Center - Psych	Psychiatric	8,735.00	Services rendered from 06/01/26-06/30/26
121022	Blomquist Hale Consulting	Personnel	481.32	Wellness/EAP
121023	Sweetwater County Section 125	Payroll Deduction	4,873.69	Payroll Liability
121024	NCPERS Wyoming	Payroll Deduction	176.00	Payroll Liability
121025	Wyoming Retirement System	Personnel	94,191.80	Payroll Liability
121026	Sweetwater County Health Savings Account	Personnel and Payroll Deductions	2,348.66	Payroll Liability
121027	Sweetwater County Claim Fund	Personnel and Payroll Deductions	210,273.25	Payroll Liability
121028	Transamerica	Personnel	1,803.20	Group Life Insurance

Southwest Counseling Service
Amended August 2026 Check Register

121029	Aflac Group	Payroll Deduction	1,819.79	Payroll Liability
121030	Circuit Court Third Judicial District	Payroll Deduction	609.97	Payroll Liability
ACH - 1268	Empower Trust Company, LLC	Payroll Deduction	3,630.00	Payroll Liability
ACH - 1269	WY Child Support Enforcement	Payroll Deduction	500.00	Payroll Liability
EFTPS	RSNB	Personnel and Payroll Deductions	116,543.05	Payroll Taxes
500016-500021 & Electronic	Salaries	Payroll	393,851.39	Salaries
121031	Salary.com LLC	Admin	5,000.00	CompAnalyst Market Data Subscription
121032	Melissa Wray-Marchetti	Admin	788.38	Employee Reimbursements
121033	Piper Law Group, LLC	Admin	3,060.00	General Legal Services Rendered 05/01/26-06/22/26
121034	Fire Suppression Services, Inc	WAP	896.87	Annual Inspection - Wet Fire Sprinkler & Backflow Preventer
121035	SweetwaterNow	Admin	300.00	Clinical Director Job Ad Placement
121035	WAMHSAC	Admin	21,439.00	FY27 Dues - Reissued Check # 120917 Due to Address Update

\$1,341,833.68

Reports

FY27 Drawdown of Residential Funding

Jul-26

FY27 YTD

Total SUD	70 beds	\$ 1,968,074.40
Bed Days Provided:	1383	\$ 24,567.48
Provided:	\$ 152,329.56	\$ 152,329.56
Deficit/(Overage):	\$ (11,676.64)	\$ (11,676.64)
YTD Utilization:	92.88%	7.74%

SUD Rates	
SUD Residential	\$ 150.00
Social Detox	\$ 169.32
Sober Living	\$ 44.91

Total MH	32 beds	\$ 735,939.50
Bed Days Provided:	881	881
Provided:	\$ 70,386.89	\$ 70,386.89
Deficit/(Overage):	\$ 9,058.60	\$ 9,058.60
YTD Utilization:	114.77%	9.56%

MH Rates	
Transitional	\$ 121.10
Long Term	\$ 99.94
SIP	\$ 32.16

Sub-Acute	5 beds	\$ 238,750.20
Bed Days Provided:	89	89
Provided:	\$ 25,712.99	\$ 25,712.99
Deficit/(Overage):	\$ 5,817.14	\$ 5,817.14
YTD Utilization:	129.24%	10.77%

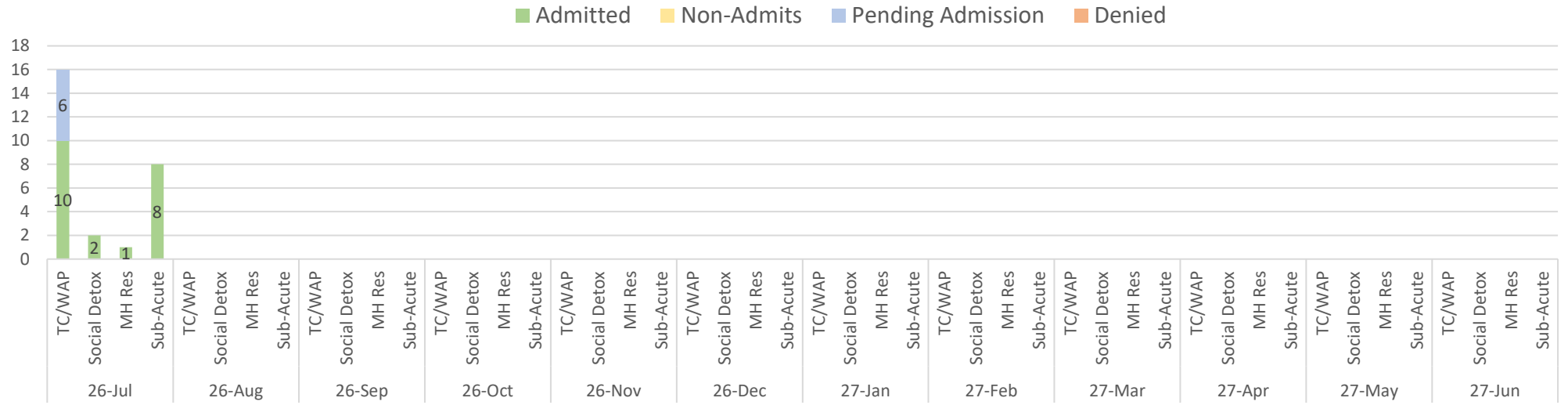
Sub-Acute Rate	
Sub-Acute	\$ 288.91

Overall	107 beds	\$ 2,942,764.10
Bed Days Provided:	2353	2353
Provided:	\$ 248,429.44	\$ 248,429.44
Deficit/(Overage):	\$ 3,199.10	\$ 3,199.10
YTD Utilization:	101.30%	8.44%

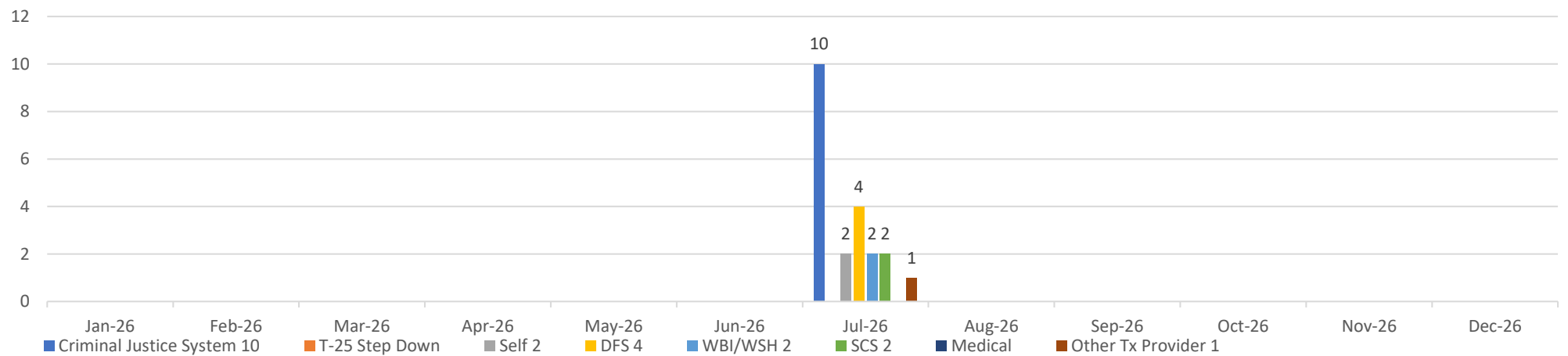
Sub-Acute Grant	794 days	\$ 273,546.00
Bed Days Provided:	118	118
Provided:	\$ 38,350.00	\$ 38,350.00

Sub-Acute Rate	
Sub-Acute	\$ 325.00

Residential Referrals and Admissions



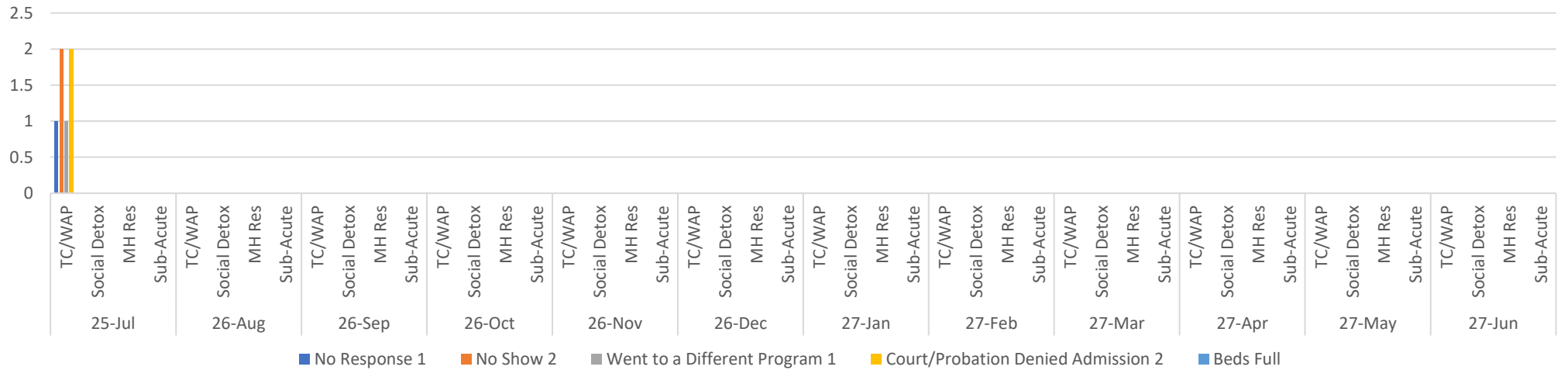
Combined Referral Sources



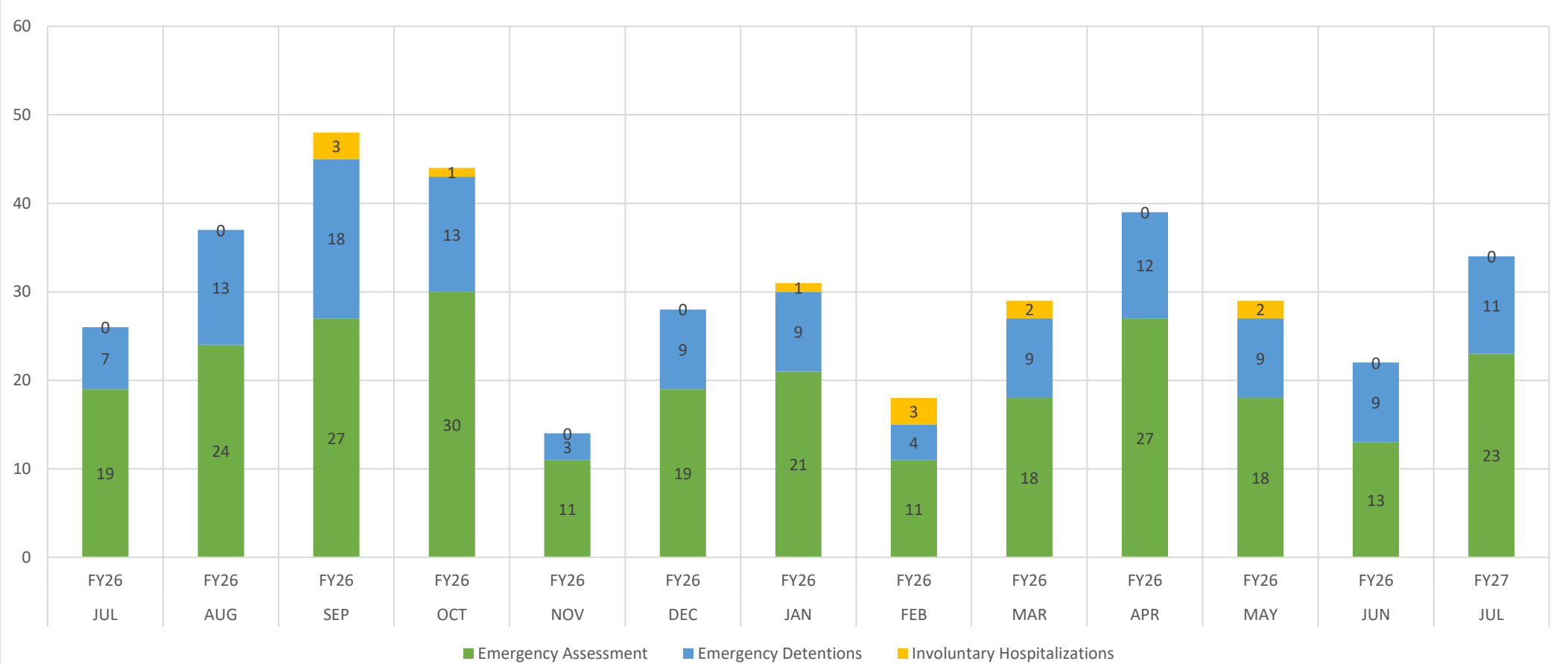
Reason for Denials



Reason for Non-Admits

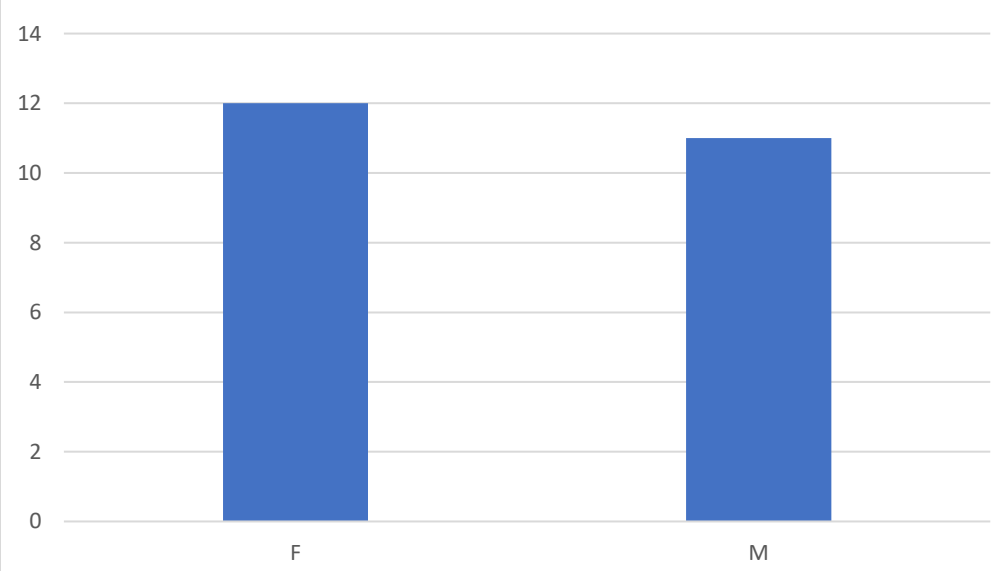


Sweetwater County Title 25 Emergency Detentions, Involuntary Hospitalizations and Emergency Assessments

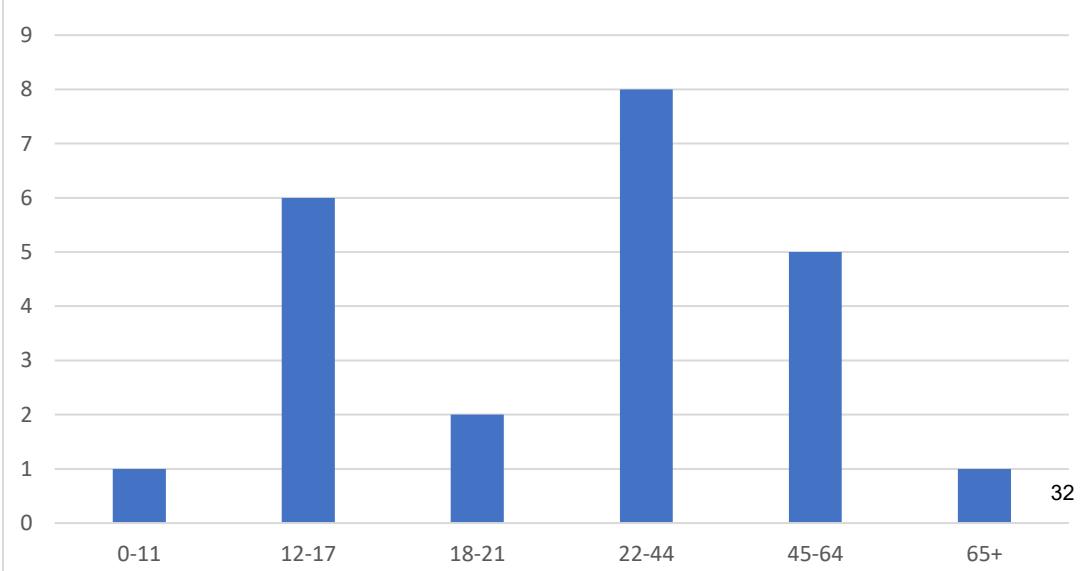


Emergency Assessment Emergency Detentions Involuntary Hospitalizations

Gender



Age





August 2026 Staffing Summary Report

As of August 19, 2026, staffing levels remain stable, with the majority of approved positions filled and an overall staffing rate of 90.53%.

Staffing Overview

- Total Approved Positions: 138.5 FTEs
- Positions Filled: 126 FTEs
- Current Vacancies: 12.5 FTEs
- Overall Staffing Rate: 90.97%

Active Recruitment

The following positions are currently open and actively being recruited:

- Three Part-Time Residential Support positions
- Three and half Clinicians
- One Advanced Nurse Practitioner
- Two Certified Social Worker positions
- Operations Director

Positions Not Counted as Vacant

The following positions are not included in the vacancy total due to current operational considerations:

- Manager of Recovery Services
- Manager of Mental Health Services
- Grant Compiler
- Case Manager Supervisor
- The Grant Writer and Custodian positions are contract-based and are not included in staffing totals.
- The Facility Maintenance Supervisor, Groundskeeper, and Maintenance Level II positions are County-supported and are not included in agency staffing totals.

Separation Summary

As of August 19, 2026:

- Voluntary Terminations: 10. Five of these voluntary terminations were Summer Support Staff, whose seasonal program ended on August 6, 2026.
- Involuntary Terminations: 1
- Turnover Rate: 7.94% for the pay period of 7/20/26–8/16/26. This is higher than normal due to the voluntary termination of Seasonal Support Staff.

August 2026 SCS Staffing Report				
Position	Range #	Approved	FTE's Filled	Vacant FTE's
Bridges Cook	24	1	1	0
Custodian	29	0	0	Contracted Position
Seasonal Support Staff	29	0	0	Board Approval--
Groundskeeper	29	0	0	County
Daycare	32	1	1	0
Records Specialist	32	2	2	0
Office Support Staff	32	9	8	1
Residential Support-Full Time	32	43	43	0
Residential Support-Part Time	32	12	9	3
Medication Room Technician	32	1.5	1.5	0
Peer Specialist	34	5	5	0
Case Manager - Nondegreed	35	2	2	0
Human Resource Specialist	36	2	2	0
Accounts Receivable/Insurance Billing Specialist	36	3	3	0
Purchasing Specialist	36	1	1	0
Maintenance Level II	36	0	0	County
Medical Assistant	37	1	1	0
Prevention Specialist	39	2	2	0
Grant Compiler	39	0	0	Position deemed not needed at this time--
Payroll Specialist	40	1	1	0
Accounts Payable Specialist	40	1	1	0
Program Operations Supervisor	46	3	3	0
Public Relations Specialist	47	1	0	1
Case Manager	48	13	13	0
Certified Social Worker	49	3	1	2
MyAvatar Specialist	50	1	1	0
PC Support Specialist	50	1	1	0
Case Manager Supervisor	51	0	0	Position deemed not needed at this time--
Office Manager	52	1	1	0
Revenue Cycle Management Supervisor	53	1	1	0
Grant Writer	54	0	0	Contracted Position
Provisional Clinician	56	6	6	0
Facility Maintenance Supervisor	64	0	0	County
Clinician - Fully Licensed	64	10	6.5	3.5
Clinical Supervisor	66	1	1	0
Network Administrator	67	1	1	0
Human Resources Manager	68	1	1	0
Manager of Children and Family Services	70	1	1	0
Manager of Psychosocial Services	72	1	1	0
Manager of Mental Health Services	72	0	0	No filling this position-
Manager of Recovery Services	76	0	0	No filling this position-
Chief Financial Officer	77	1	1	0
Operations Director	78	1	0	1
Clinical Director	80	1	1	0
Advanced Nurse Practitioner - General	81	2	1	1
Executive Director	85	1	1	0

Southwest Counseling				
Request to Restaff-Cost Summary Sheet				
Board Meeting Date:	8/26/2026			
Department:	Administrative			
Position:	A/R Specialist			
Vacancy Date:	7/15/2026			
Reason For Vacancy:	Employee resigned	Internal Candidate: Moved from Clerical to A/R Clerk. Presented during during Personnel Comm. on 8/6/26.		
Department Request:	We are requesting to restaff position immediately.			
Anticipated Restaff Date:	8/4/2026			
	A/R Specialist			
	Previous Costs to Staff Position	Anticipated Costs to Staff Position		
Job Title	Clerical	A/R Specialist		
Full/Part Time	Full Time	Full Time		
Hire Date	5/4/2026			
Grade	32	36	Net Difference	
Monthly Salary	\$ 2,714.40	\$ 2,996.93	\$ 282.53	
Retirement	\$ 518.99	\$ 573.01	\$ 54.02	
Health Insurance	\$ 1,019.86	\$ 1,019.86	\$ -	
LTD	\$ 9.06	\$ 10.01	\$ 0.94	
Worker's Comp.	\$ 32.57	\$ 35.96	\$ 3.39	
Total Benefits	\$ 1,580.49	\$ 1,638.84	\$ 58.35	
Total Monthly Cost of Employment	\$ 4,294.89	\$ 4,635.78	\$ 340.89	
Total Annual Cost of Employment	\$ 51,538.67	\$ 55,629.32	\$ 4,090.65	
Net Difference	\$4,090.65			

Southwest Counseling				
Request to Restaff-Cost Summary Sheet				
Board Meeting Date:	8/26/2026			
Department:	TC			
Position:	Admissions Case Manager			
Vacancy Date:	6/23/2026			
Reason For Vacancy:	Medical Reasons	Internal Candidate: Moved from TS to Admissions Case Manager. Presented during during Personnel Comm. on 8/6/26.		
Department Request:	We are requesting to restaff position immediately.			
Anticipated Restaff Date:	8/17/2026			
	Admissions Case Manager			
	Previous Costs to Staff Position	Anticipated Costs to Staff Position		
Job Title	Treatment Support Staff	Admissions Case Manager		
Full/Part Time	Full Time	Full Time		
Hire Date	5/4/2026			
Grade	32	48	Net Difference	
Monthly Salary	\$ 3,158.13	\$ 4,343.73	\$ 1,185.60	
Retirement	\$ 603.84	\$ 830.52	\$ 226.69	
Health Insurance	\$ 2,137.33	\$ 2,137.33	\$ -	
LTD	\$ 10.55	\$ 14.50	\$ 3.96	
Worker's Comp.	\$ 37.90	\$ 52.12	\$ 14.23	
Total Benefits	\$ 2,789.61	\$ 3,034.48	\$ 244.87	
Total Monthly Cost of Employment	\$ 5,947.74	\$ 7,378.21	\$ 1,430.47	
Total Annual Cost of Employment	\$ 71,372.89	\$ 88,538.56	\$ 17,165.67	
Net Difference	\$17,165.67			

Southwest Counseling				
Request to Restaff-Cost Summary Sheet				
Board Meeting Date:	8/26/2026			
Department:	Recovery			
Position:	Treatment Support Staff			
Vacancy Date:	6/18/2026			
Reason For Vacancy:	Termination.			
Department Request:	We are requesting to restaff position immediately.	Presented during during Personnel Comm. on 8/6/26.		
Anticipated Restaff Date:	8/17/2026			
	Treatment Support Staff			
	Previous Costs to Staff Position	Anticipated Costs to Staff Position		
Job Title	Treatment Support Staff	Treatment Support Staff		
Full/Part Time	Part Time	Part Time		
Hire Date	3/9/2026	8/17/2026		
Grade	32	32	Net Difference	
Monthly Salary	\$ 1,357.20	\$ 1,357.20	\$ -	
Retirement	\$ 260.58	\$ 260.58	\$ -	
Health Insurance			\$ -	
LTD			\$ -	
Worker's Comp.	\$ 16.29	\$ 16.29	\$ -	
Total Benefits	\$ 276.87	\$ 276.87	\$ -	
Total Monthly Cost of Employment	\$ 1,634.07	\$ 1,634.07	\$ -	
Total Annual Cost of Employment	\$ 19,608.83	\$ 19,608.83	\$ -	
Net Difference				

Southwest Counseling				
Request to Restaff-Cost Summary Sheet				
Board Meeting Date:	8/26/2026			
Department:	Recovery			
Position:	Treatment Support Staff			
Vacancy Date:	6/26/2026			
Reason For Vacancy:	Employee moved.			
Department Request:	We are requesting to restaff position immediately.	Presented during during Personnel Comm. on 8/6/26.		
Anticipated Restaff Date:	8/10/2026			
	Treatment Support Staff			
	Previous Costs to Staff Position	Anticipated Costs to Staff Position		
Job Title	Treatment Support Staff	Treatment Support Staff		
Full/Part Time	Part Time	Part Time		
Hire Date	1/6/2026	8/10/2026		
Grade	32	32	Net Difference	
Monthly Salary	\$ 1,357.20	\$ 1,357.20	\$ -	
Retirement	\$ 260.58	\$ 260.58	\$ -	
Health Insurance			\$ -	
LTD			\$ -	
Worker's Comp.	\$ 16.29	\$ 16.29	\$ -	
Total Benefits	\$ 276.87	\$ 276.87	\$ -	
Total Monthly Cost of Employment	\$ 1,634.07	\$ 1,634.07	\$ -	
Total Annual Cost of Employment	\$ 19,608.83	\$ 19,608.83	\$ -	
Net Difference				

Southwest Counseling				
Request to Restaff-Cost Summary Sheet				
Board Meeting Date:	8/26/2026			
Department:	Ankeny			
Position:	Treatment Support Staff			
Vacancy Date:	6/22/2025			
Reason For Vacancy:	Employee moved.			
Department Request:	We are requesting to restaff position immediately.	Presented during during Personnel Comm. on 8/6/26.		
Anticipated Restaff Date:	8/17/2026			
	Treatment Support Staff			
	Previous Costs to Staff Position	Anticipated Costs to Staff Position		
Job Title	Treatment Support Staff	Treatment Support Staff		
Full/Part Time	Part Time	Part Time		
Hire Date	6/6/2025	8/17/2026		
Grade	32	32	Net Difference	
Monthly Salary	\$ 1,357.20	\$ 1,357.20	\$ -	
Retirement	\$ 260.58	\$ 260.58	\$ -	
Health Insurance			\$ -	
LTD			\$ -	
Worker's Comp.	\$ 16.29	\$ 16.29	\$ -	
Total Benefits	\$ 276.87	\$ 276.87	\$ -	
Total Monthly Cost of Employment	\$ 1,634.07	\$ 1,634.07	\$ -	
Total Annual Cost of Employment	\$ 19,608.83	\$ 19,608.83	\$ -	
Net Difference				

Southwest Counseling				
Request to Restaff-Cost Summary Sheet				
Board Meeting Date:	8/26/2026			
Department:	Recovery			
Position:	Treatment Support Staff			
Vacancy Date:	8/24/2026			
Reason For Vacancy:	Employee leaving for different position.	Presented during during Personnel Comm. on 8/20/26.		
Department Request:	We are requesting to restaff position immediately.			
Anticipated Restaff Date:	8/24/2026			
	Treatment Support Staff			
	Previous Costs to Staff Position	Anticipated Costs to Staff Position		
Job Title	Treatment Support Staff	Treatment Support Staff		
Full/Part Time	Full Time	Full Time		
Hire Date	2/17/2026	8/24/2026		
Grade	32	32	Net Difference	
Monthly Salary	\$ 2,714.40	\$ 2,714.40	\$ -	
Retirement	\$ 521.16	\$ 521.16	\$ -	
Health Insurance	\$ 1,019.86	\$ 1,053.66	\$ 33.80	
LTD	\$ 8.63	\$ 8.63	\$ -	
Worker's Comp.	\$ 32.57	\$ 32.57	\$ -	
Total Benefits	\$ 1,582.23	\$ 1,616.03	\$ 33.80	
Total Monthly Cost of Employment	\$ 4,296.63	\$ 4,330.43	\$ 33.80	
Total Annual Cost of Employment	\$ 51,559.53	\$ 51,965.13	\$ 405.60	
Net Difference	\$405.60			
	Potential increase due to EE Health Insurance Coverage.			

**Employee Name:****Job Title:** Operations Director**Reports to:** Executive Director**FLSA Status:** Exempt**Grade:** 78 (\$48.93 – \$80.77)

Job Summary:

The Operations Director is responsible for providing strategic and operational leadership for Southwest Counseling Service's non-clinical operations. This position oversees daily business operations, facilities, information technology, compliance support, risk management, contracts, purchasing, fleet management, safety, and other administrative functions to ensure the efficient delivery of behavioral health services.

The Operations Director works collaboratively with the Executive Director, Clinical Director, Human Resources, Finance, and program leadership to ensure organizational goals are achieved while maintaining compliance with federal and state regulations, CARF and CCBHC accreditation standards, and agency policies.

Supervisory Responsibilities:

- HR Supervisor
- Public Relations Specialist
- IT

Duties/Responsibilities

- Provide leadership and oversight of the agency's daily operational functions.
- Provides strategic oversight and leadership for the Human Resources, Information Technology, and Public Relations Specialist departments, ensuring alignment with organizational goals, operational effectiveness, and agency priorities.
- Develop and implement operational goals that align with the agency's strategic plan.
- Evaluate organizational processes and implement improvements that increase efficiency and effectiveness.
- Assist in developing and implementing organizational policies and procedures.
- Participate as a member of the executive leadership team and collaborate with agency leadership to achieve organizational goals.
- Ensure continuity of operations across all agency locations.
- Coordinate facility repairs, renovations, maintenance, and capital improvement projects.
- Ensure compliance with OSHA, Wyoming Occupational Safety standards, fire safety requirements, emergency preparedness plans, and other applicable regulations.
- Oversee security systems, building access, workplace safety initiatives, disaster preparedness, and business continuity planning.

- Provide oversight of information technology operations through internal staff and ensure technology systems effectively support clinical and administrative operations.
- Assist with cybersecurity initiatives, software implementation, electronic health record enhancements, and long-term technology planning.
- Monitor compliance with applicable federal, state, and local laws, regulations, accreditation standards, and CCBHC requirements.
- Support organizational risk management activities, coordinate operational incident reporting and corrective actions, and ensure appropriate documentation and record retention practices.
- Negotiate, manage, and evaluate operational contracts, vendor relationships, and service agreements to ensure quality and cost effectiveness.
- Oversee agency fleet operations, including vehicle maintenance, registration, insurance, replacement planning, and inventory of agency equipment and fixed assets.
- Develop replacement schedules for operational equipment and agency assets.
- Collaborate with the Finance Director to monitor operational expenditures, identify cost-saving opportunities, and assist with grant implementation related to operational initiatives.
- Work closely with Human Resources regarding workplace safety, facilities, onboarding logistics, operational policies, and employee engagement initiatives that support a positive work environment.
- Participate in organizational quality improvement efforts by monitoring operational performance metrics, preparing reports for executive leadership and the Board of Directors, and recommending improvements based on data and performance outcomes.
- Represent the organization in community meetings and maintain positive working relationships with contractors, government agencies, vendors, community partners, and other stakeholders.
- Perform other duties as assigned to support the mission and operational needs of Southwest Counseling Service.

Required Skills and Abilities:

- Knowledge of behavioral healthcare operations.
- Strong leadership and organizational skills.
- Excellent communication and interpersonal abilities.
- Experience with project management.
- Knowledge of regulatory compliance requirements.
- Ability to analyze operational data and develop improvement plans.
- Strong budgeting and financial management skills.
- Ability to manage multiple priorities simultaneously.
- Strong problem-solving and decision-making skills.
- Proficiency with Microsoft Office and operational software systems.
- Ability to work collaboratively with multidisciplinary teams.
- Respectful and professional with individuals from diverse backgrounds.
- Maintain a valid driver's license and a safe driving record.

- Adhere to all regulatory standards and internal policies, including but not limited to CARF, HIPAA, CCBHC, agency compliance protocols, and SCS policies and procedures.
- Comply with financial reporting standards (GASB and GAAP) to ensure integrity, transparency, and accountability in fiscal matters.

Education and Experience

- Bachelor's degree in Business Administration, Healthcare Administration, Public Administration, Management, or a related field required.
- Five (5) years of progressively responsible management experience.
- Three (3) years of supervisory experience.
- Experience in healthcare or behavioral health preferred.

Equivalency Statement:

- Candidates who do not meet all minimum qualifications may be considered if they possess an equivalent combination of education and/or experience providing comparable knowledge and abilities.

Knowledge, Skills, and Abilities

- Knowledge of behavioral healthcare operations.
- Strong leadership and organizational skills.
- Excellent communication and interpersonal abilities.
- Experience with project management.
- Knowledge of regulatory compliance requirements.
- Ability to analyze operational data and develop improvement plans.
- Strong budgeting and financial management skills.
- Ability to manage multiple priorities simultaneously.
- Strong problem-solving and decision-making skills.
- Proficiency with Microsoft Office and operational software systems.

Physical Demands:

- Work environment may involve multiple calls, client crises, inquiries, and interruptions; ability to multitask.
- Regular verbal communication and auditory engagement required.
- Specific vision abilities include close vision and the ability to focus.
- Requires lifting files, opening cabinets, bending/stooping, and extended computer use.
- Ability to lift or lower objects up to 10 pounds.
- Mental demands include critical thinking, clinical judgment, decision-making, oral comprehension, written comprehension, and attention to detail.

This job description is not intended to be a comprehensive list of activities, duties, or responsibilities required by the employee. They may change, or new ones may be assigned at any time, with or without notice. This job description does not constitute a written or implied contract of employment.

Employee Acknowledgment: _____

Date: _____

DRAFT



Intake Report

OPEN ACCESS, SCHEDULED, EMERGENCY

JUNE 2026, JULY 2024, 2025, 2026



Open Access

SCS Open Access is considered an evidence-based practice for behavioral health centers, especially when it comes to improving access to care and client engagement.

The term “open access” refers to models like “same day access” or “walk in services,” where clients can receive care or initial assessments without having to wait for scheduled appointments.

SCS started Open Access in 2016 to reduce no show rates, wait time and increase efficiency of clinical times.

Studies have shown that clients are more likely to follow through with care when the client can access services immediately rather than scheduling weeks out for an appointment.

SCS Open Access Hours are: Monday-Thursday from 1 to 5. Open Access hours are a benefit to emergency on-call since an individual released from the hospital can be seen on the same day of release or the next day. Open Access also assist with being able to be responsive for urgent needs/behavioral health emergencies.

SCS scheduled appointments are available to assist individuals who are better served outside of open access hours.

SCS provides assessments at Ankeny, College and Foothill outpatient facilities, Head Start, Sweetwater County Detention Center and Sweetwater Memorial Hospital.



July Intake Appointment Summary

Open Access Intakes

For the month of July, we had a possible 84 appointments.

Out of those 84 appointments, we had 72 available appointments. There were 12 fewer appointments due to clinicians being on call, and annual leave.

Out of the 72 available appointments, 24 appointment spots were unfilled. We had an additional one appointment filled with an open client spot, totaling 49 filled appointments.

Non Open Access Intakes

For the month of June, we had a possible 16 appointments.

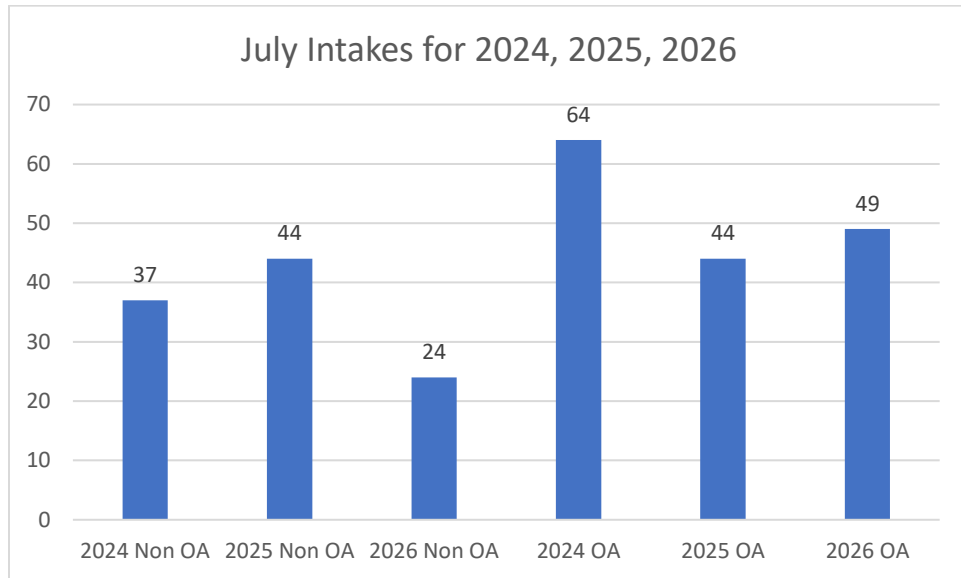
Out of those 16 appointments, we had 11 available appointments. There were five fewer appointments due to clinicians being on call, sick leave, one holiday, and two open client scheduled.

In addition to the 11 available appointments, there were five appointments filled from open client hours, for a total of 16 scheduled appointments.

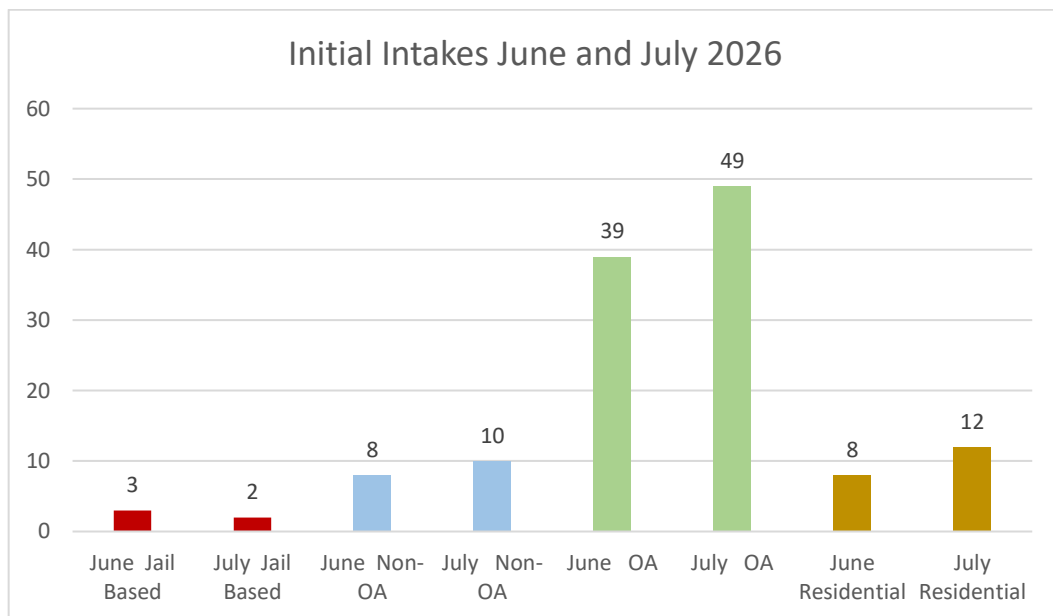
Out of those 16 appointments, we had four cancellations, one no show, and one cancel by agency due to a clinician being sick for a total of 10 outpatient scheduled intakes.

In addition, there were 12 residential intakes and two jail-based intakes.

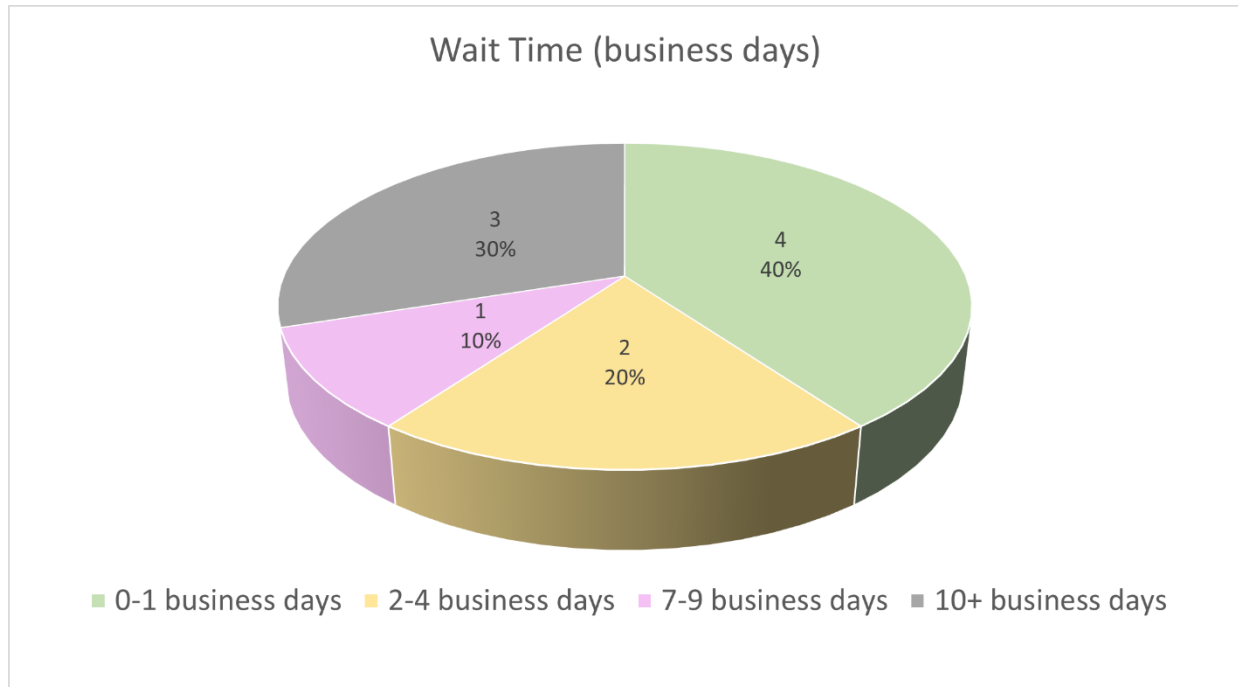
July Open Access (OA) and Scheduled Intakes



June and July 2026



July Scheduled Intake Wait Time

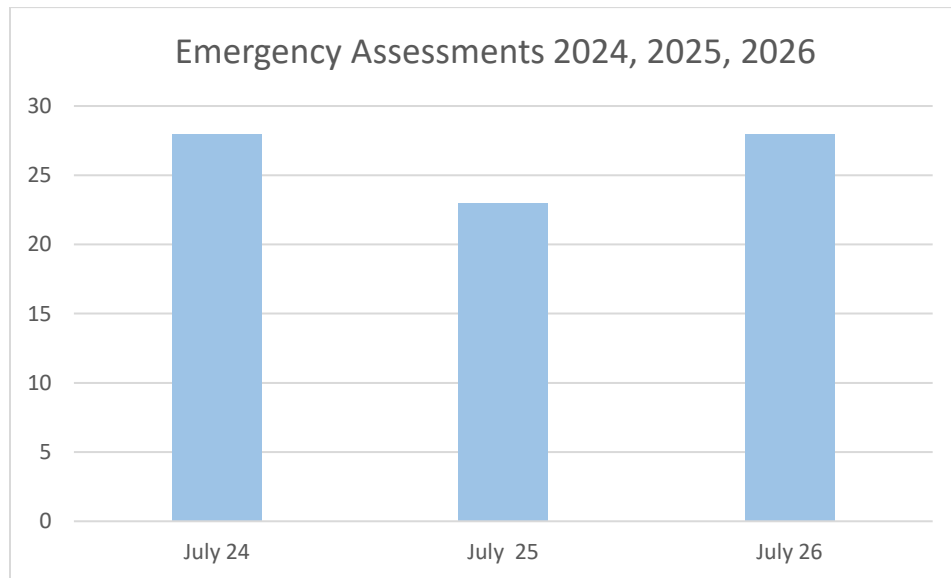


Wait Time 10 + Days: Summary

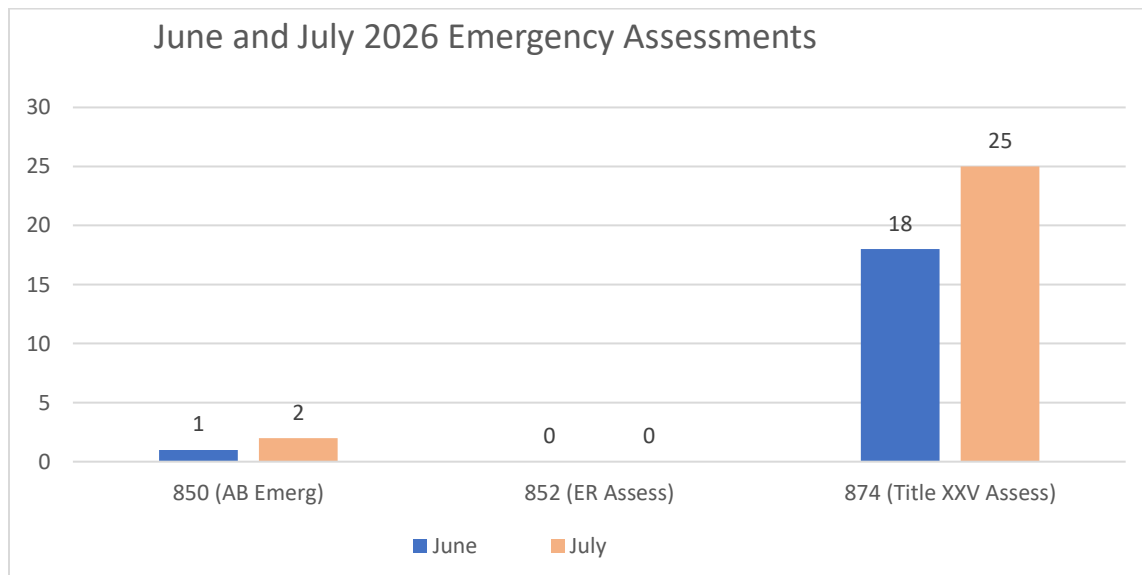
There were three clients who experienced wait time of 10 days or longer.

- One client requested a specific clinician and a morning appointment.
- Two clients were scheduled for the next available appointments.

Emergency Intakes



June and July 2026 Emergency Intakes



Committee Updates

ii. Finance and Sustainability
(8/21/26)

iv. Governance and Policies
(8/12/26)

v. Health, Safety and Quality
(8/10/26)

vi. Personnel/Workforce
(8/6/26, 8/20/26)

Minutes
Finance and Sustainability Committee
August 21, 2026

Members Present: John Grossnickle, Kayleen Logan, Larry Demshar, and Melissa Wray-Marchetti

Excused:

Meeting was held at Foothill Building

Meeting called to order at 9:00 am by Kayleen

Organizational meeting, thus no minutes to approve

New Business

1. Agenda was approved.
2. **Charter reviewed and revised.** Changes made include updating the responsibilities of the financial status of the agency, the engagement with the Sweetwater County auditors, and performance of operational margins. Review of investments and borrowing initiatives was redacted as SCS does not engage in these activities. Auditing practices was also redacted as this is a function of the auditors. The monitoring of the performance of programs is added. **Action:** Revised charter to be presented at August Board meeting for Board approval.
3. **Standing meeting times** may be called by the Committee Chair in consultation with the Executive Director, or as needed.
4. Meeting adjourned at 10:00 am.

Respectfully submitted,

Melissa Wray-Marchetti, MBA

Minutes
Governance & Policy Committee
August 12, 2026

Members Present: John Grossnickle, Kayleen Logan, and Barbara Sowada

Excused: Raven Beattie

Meeting was held at Foothills Building

Meeting called to order at 9:00 am by Barbara

Organizational meeting, thus no minutes to approve

New Business

1. Agenda was approved.
2. **Operational policies.**; Discussed briefly were the following: the current status of the Agency's operational policies; the frequency of operational and board review; roles of staff, board lawyer, and board in writing/revising and approving said policies; and the value of policy software. Briefly the **following actions** are to be taken when writing/revising and approving Agency policies:
 1. Director of Operation will take the lead in working with various departments in the revision/updating of the Agency's policies.
 2. Policies, once drafted, will be reviewed by the Board's lawyer for approval, then submitted to Governance & Policy Committee for its review and approval, who will then send the policies to the full Board for final approval.
 3. **Other action:** John will investigate the feasibility of including the purchase of policy software in the FY 28 budget, or sooner. May have information to bring to next Committee meeting.
3. **Charter reviewed and revised.** Changes made include adding Director of Operations to Committee and adding board education and ensuring annual signing of Board's Code of Conduct to list of responsibilities. **Action:** Revised charter to be presented at August Board meeting for Board approval.
4. **Standing meeting times** will be discussed after Operation's Director is on board.
5. Meeting adjourned at 10:00 am.

Respectfully submitted,

Barbara J. Sowada, Ph.D.

Minutes
Health, Safety & Quality Improvement Committee
August 10, 2026

Members Present: John Grossnickle, Kayleen Logan, Raven Beatie, Krystle Norton, and Barbara Sowada

Excused: Elise Robbins

Meeting was held at Foothills Building

Meeting called to order at 9:00 am by Barbara

Organizational meeting, thus no minutes to approve

New Business

1. Krystal was welcomed and her extensive duties related to health and safety were explained.
2. Agenda was approved.
3. The purpose of the Committee was discussed. Briefly, its purpose is to help the Agency hold itself accountable to CARF, its accrediting agency, the County Commissioners, clients, and its employees. Reports to the Board are important because of the Board's fiduciary duties, helps the board see where extra resources and support are needed, and helps the Board advocate for the Agency in the community.
4. The Committee reviewed CARF requirements for monitoring the effectiveness of care of the Agency's diverse population. The Agency currently reviews the following health and safety data—quality assurance, CARF requirements, grant requirements, serious safety events, timeliness of care, and some outcome data. It was agreed that this additional needs to be monitored on a regular basis: client satisfaction surveys, data from the Community Advisory Board, and the annual Health, Safety and Quality Improvement plan. Kayleen reminded the Committee that CARF standards state that every program has a service delivery plan that is updated annually and every plan includes performance outcome measures broken out by adults and children. Also, many of the Agency's grants have effectiveness measures that need to be monitored. Discussion indicated that these requirements are not being fully met and this is an opportunity for improvement, going forward. **Action:** John will bring to next meeting a rough draft for a template for monitoring required data. Template will include name of program, performance (outcome) measures to be monitored, and frequency of monitoring. **Action:** Raven will supply John with examples of monitoring templates she's familiar with.

5. Committee charter was reviewed. Only change was to add Director of Operations to Committee Composition. (See attachment for revised charter.) **Action:** Revised charter to be presented at September board meeting with recommend to approve.
6. Group agreed to meet monthly. Meeting will be second Monday of the month at 9:00 am in John's office.
7. Barbara Sowada is the chair of the Committee.
8. Meeting adjourned at 10:10 am.

Next meeting is September 14th at 9:00 in John's office.

Respectfully submitted,

Barbara J. Sowada, Ph.D.

DRAFT

Personnel Committee Meeting Minutes August 6, 2026

Members Present: TJ Schwartz, Elisa Robbins, Kori Rossetti, Melissa Wray-Marchetti, Larry Demshar, Margene Chew, and John Grossnickle

Meeting was held via Teams

Meeting called to order at 10 am by TJ Schwartz

Committee Charters

The committee discussed the committee charters and clarified that the current documents are intended to serve as guidelines and a starting point rather than finalized documents.

A typo was identified in the Oversight Committee charter referencing “hospital chief officers.” The committee agreed that corrections and updates should be made as part of the charter review process.

Restaffing Forms for Budgeted Employees

The committee reviewed several restaffing forms. It was clarified that the board has given authority for these staffing actions and that the purpose of presenting the forms to the committee is primarily informational and procedural, allowing the board to remain informed regarding current staffing and budgeted positions.

AR Specialist: An internal full-time clerical employee applied, interviewed, and was selected for the position. The position will result in a small increase of \$4090.65 in pay due to the difference between the wage grades.

Admissions Case Manager: An internal full-time treatment support staff applied, interviewed, and was selected for the position. The change in wages will result in an additional annual cost of approximately \$17,165 in pay due to the difference between the wage grades.

Part-Time Treatment Support Staff – Psychosocial: Treatment Support Staff position for the Recovery Program was reviewed. The position is already budgeted and results in no net change.

Part-Time Treatment Support Staff – Recovery: Treatment Support Staff position for the Recovery Program was reviewed. The position is already budgeted and results in no net change.

Part-Time Treatment Support Staff – Recovery: Treatment Support Staff position for the Recovery Program was reviewed. The position is already budgeted and results in no net change.

Operations Director Position

The committee reviewed the compensation placement for the previously approved Operations Director position.

The Board had previously approved the Operations Director position and job description but had not yet reviewed its placement within the wage structure.

The position was evaluated and will be placed at Wage Grade 78 as an exempt, salaried position. The starting rate will be equivalent to \$48.93 per hour, with placement within the established wage band.

It was noted that the position has been evaluated in coordination with Melissa to ensure the compensation fits within the existing budget.

The Operations Director wage placement will be presented for appropriate board documentation.

Organizational Chart and Document Updates

The committee discussed updating organizational documents following previously approved organizational changes.

It was agreed that documents should be updated to reflect current positions and organizational structure without necessarily requiring each administrative update to return to the board for separate approval when the underlying change has already been approved.

Access to Policies, Bylaws, and Organizational Documents

A committee member requested that there be a centralized location where board and committee members can easily access important organizational documents, including bylaws, policies, committee charters, and related materials, rather than maintaining paper copies or searching through individual files.

TJ will create a Sharepoint for all board members to access.

Personnel Committee Meeting Minutes

August 20, 2026

Members Present: TJ Schwartz, Elisa Robbins, Kori Rossetti, Melissa Wray-Marchetti, Larry Demshar, and John Grossnickle. Margene Chew was absent.

Meeting was held via Teams

Meeting called to order at 10:02 am by TJ Schwartz

Restaffing Form for Budgeted Employee

The committee reviewed one restaffing form. This allows the board to remain informed regarding current staffing and budgeted positions.

Full-Time Treatment Support Staff-Recovery: Treatment Support Staff position for the Recovery Program was reviewed. The position is already budgeted and will result in a small increase of \$405.60 in pay due to the difference between employee health insurance coverage.

Public Relations Contract

The committee reviewed a proposed contract for a part-time Public Relations position, with services capped at 20 hours per week.

The individual would also be employed separately as a full-time Provisional Clinician at the established starting salary. The PR duties would be provided on a contractual basis rather than through a full-time employee position. This structure is expected to provide cost savings by eliminating employee benefits and Wyoming Retirement System costs associated with a full-time PR position.

The committee discussed the scope of the PR duties and confirmed that the 20-hour maximum provides flexibility based on the agency's actual needs.

The committee also discussed the appropriate handling of the individual's name and contract. Personnel contracts will be provided to Board members under separate cover and considered in executive session, consistent with the agency's established process. The Personnel Committee supported bringing the contract to the August 26, 2026 Board meeting for consideration.

Administrative Clinician Position

The committee reviewed the revised Administrative Clinician job description, which had been removed from the previous month's agenda for additional revisions.

The position is not a new FTE. It is an existing position previously titled Manager of Children and Family Services. The proposed change modifies the position title and duties to better align with current organizational needs. There is no change to the approved FTE, pay scale, wage, or budget.

The Administrative Clinician will provide clinical and administrative support in areas including grants, CARF requirements, CCBHC requirements, psychiatry-related administrative functions, and other duties designed to reduce administrative burdens on agency leadership and clinical

staff. The Personnel Committee supported the revised position and job description with no financial impact.

Recovery Program Clinical Supervisor

The committee discussed restructuring clinical supervision within the Recovery Program, which encompasses both outpatient recovery services and the Therapeutic Community (TC)/inpatient program.

Leadership discussed the need for **two distinct Clinical Manager roles** to provide appropriate oversight of both inpatient and outpatient services. The proposed structure would strengthen clinical oversight, improve collaboration between programs, and provide greater continuity as clients transition from inpatient treatment to sober living and outpatient services. It would also support the continued expansion of services, including potential jail-based and transition services.

The proposed restructuring is possible following the elimination of the former Recovery Services Manager position. The existing outpatient Clinical Manager assumed additional responsibilities following that change, and those duties would be realigned under the proposed structure. The request before the Board is for **one additional Clinical Manager** focused primarily on the TC/inpatient and related residential services.

Leadership confirmed that funding is available within the current budget and that the proposed structure continues to represent a cost savings compared with the previous organizational structure.

If approved, the agency anticipates promoting an existing clinician into the additional Clinical Manager role. Because that clinician currently carries a substantial caseload, an additional clinician would need to be hired to backfill the clinical position.

The committee agreed that the request for one additional Clinical Manager should be presented to the Board for approval.

To provide sufficient information and address anticipated questions, the Board packet will include a written justification and cost summary outlining the organizational need, proposed supervisory structure, staffing impact, and financial considerations.

The completed materials will be provided to the Personnel Committee for review prior to inclusion in the Board packet. The Personnel Committee supported bringing the Recovery Clinical Supervisor position to the August 26, 2026 Board meeting for consideration.

Action Items

- **TJ:** Complete the staffing/restaffing form for the proposed Recovery Clinical Supervisor position.

- **TJ:** Prepare a written justification and cost summary outlining the need, organizational structure, staffing impact, and financial impact of the proposed position.
- **TJ:** Provide the staffing form and justification to the Personnel Committee for review by end of day August 20.
- **TJ:** Include the finalized Recovery Clinical Supervisor materials in the August 21 Board packet for consideration at the August 26 Board meeting.
- **John and Holly:** Provide the Public Relations contract under separate cover for Board review and executive session consideration.

DRAFT

Previous Business

Board Charter for Health, Safety & Quality Improvement Committee

Category: Board Committee & Committee Charters

Title: Health, Safety & Quality Improvement Committee

Original adoption: January 21, 2026

Revision: August 10, 2026

Purpose:

The purpose of the Health, Safety & Quality Improvement Committee (Committee) is to assist the Board of Southwest Counseling (Board) in discharging its fiduciary and oversight duties regarding the delivery of safe and effective care with the expectation of continuous improvement as set forth below.

Authority

The Committee has no expressed or implied power or authority.

Responsibilities

In fulfilling its duties, the Committee is responsible for the following activities and functions:

- Monitors the effectiveness of the care of the Agency's diverse populations through performance outcome data, or the monthly quality assurance reports, that compare Agency data against appropriate benchmarks and standard; requests appropriate follow up actions be taken, when deemed appropriate.
- Monitors the effectiveness of quality improvement initiatives and requests appropriate follow up actions be taken, when deemed appropriate.
- Monitors quarterly service utilization patterns for access and timeliness of service.
- Monitors quarterly client satisfaction reports and grievances.
- Reviews all serious safety events as defined by the CARF and subsequent improvement plans made in conjunction therewith.
- Reviews the Agency's annual Health, Safety and Quality Improvement Plan in accordance with the Strategic Plan and recommends Board approval.

Reports

The Committee will regularly receive and review the following reports.

1. The quarterly quality, safety, accessibility, and patient experience reports of the Agency.
2. *Serious Safety Events*, as they occur
3. Annual, Professional Quality and Peer Review-Psychiatric
4. Annual, Critical Incident Review
5. Annual, Professional Quality and Peer Review

6. Outcome results for the Agency's annual *Quality Assurance/Improvement Plan*
7. The results of the biennial *Culture of Safety* survey
8. Results of triennial community needs assessment survey
9. Accreditation and survey reports when received
10. Audits of clinical contracts for quality and safety performance, annually,

Composition

The composition of the Committee consists of two (2) Board members, one of which shall serve as chair, the Executive Director, the Director of Operations, the Director of Clinical Services and his/her immediate reports, and the supervisor of Quality Assurance. These individuals have voting privileges. The Chair may invite any director, officer, staff member, expert or other advisor who isn't a member of the Committee to attend, but these individuals have no voting power.

Meeting Schedule

The Committee shall meet monthly, and as needed.

Board Charter for Health, Safety & Quality Improvement Committee

Category: Board Committee & Committee Charters

Title: Health, Safety & Quality Improvement Committee

Original adoption: [January 21, 2026](#)

Revision: [August 10, 2026](#)

Purpose:

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Meeting Schedule

The Committee shall meet monthly, and as needed.

Board Charter for Finance, Sustainability & Compliance Committee

Original adoption: January 2026

Revision: August 2026

Purpose

The purpose of the Finance, Sustainability & Compliance Committee (Committee) is to represent and assist the Board of Trustees (Board) in its fiduciary and oversight duties as set forth below.

Authority

The Committee has no expressed or implied power or authority.

Responsibilities

In fulfilling its charge, the Committee is responsible for the following activities and functions:

- Develops, in consultation with the Executive Director and Director of Finance, the Agency's annual Financial and Sustainability Plans, in accordance with the Agency's Strategic Plan, for Board approval.
- Develops, in consultation with the ED and Director of Finance, the Agency's annual Risk Management and regularly monitors the risks to the Agency.
- Reviews monthly, the financial status of the agency.
- Reviews, on a regular basis, the Agency's financial statements.
- Reviews the fiscal year operating and capital budgets of the Agency prepared by management; makes recommendations to the Board regarding approval of said budgets.
- Reviews grant applications and makes recommendations to the Board regarding approval of said grants.
- Reviews budget allocations to ensure grants and other funds are spent appropriately.
- Tracks expenditures to prevent overspending and ensure compliance.
- Engages outside with the Sweetwater County auditors to ensure transparency and accountability in financial management.
- Recommends to the Board, as deemed necessary, the adjustment of funding strategies based on changing community mental health priorities.
- Monitors the overall financial performance and risk of the Agency in light of operational margins, approved budgets, significant emerging risks, long term trends, and industry standards.
- Recommends to the Board policies designed to strengthen the financial health of the Agency.

- Recommends to the Board key financial objectives to be established and monitored.
- Monitors the Agency's debt obligations; makes recommendations to the Board as deemed necessary.
- Reviews the Board's policy regarding financial assistance for the underinsured and uninsured, in compliance with State statute 35-1-613 (a)(iv).

Reports:

The committee will receive and review the following reports, and provide the Board with an executive summary:

- Monthly and annual financial statements to include:
 - ✓ Financial statement
 - ✓ Monthly expenses and write offs
 - ✓ Investment reports
 - ✓ Key financial ratios
 - ✓ Key operating benchmarks
 - ✓ Funding stream trend reports
 - ✓ Service line profit and loss, incorporated as part of monthly budget comparison report
- Annual financial audit report and management letter
- Annual financial performance of programs
- Quarterly compliance reports

Composition

The Finance, Sustainability and Compliance Committee consists of two (3) members of the Board, including the Board treasurer, who functions as Chair, as well as the Executive Director and the Finance Director. All members have voting privileges.

Meeting Schedule

Monthly; additional meetings may be called by the Committee Chair in consultation with the Executive Director, or as needed.

Board Charter for Finance, Sustainability & Compliance Committee

Original adoption: **January 2026**

Revision: **August 2026**

Purpose

The purpose of the Finance, Sustainability & Compliance Committee (Committee) is to represent and assist the Board of Trustees (Board) in its fiduciary and oversight duties as set forth below.

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In fulfilling its charge, the Committee is responsible for the following activities and functions:

- Develops, in consultation with the Executive Director and Director of Finance, the Agency's annual Financial and Sustainability Plans, in accordance with the Agency's Strategic Plan, for Board approval.
- Develops, in consultation with the ED and Director of Finance, the Agency's annual Risk Management and regularly monitors the risks to the Agency.
- Reviews, monthly, the financial status of the agency ~~and reports to the Board.~~
- Reviews, on a regular basis, the Agency's financial statements.
- Reviews the fiscal year operating and capital budgets of the Agency prepared by management; makes recommendations to the Board regarding approval of said budgets.
- Reviews grant applications and makes recommendations to the Board regarding approval of said grants.
- Reviews budget allocations to ensure grants and other funds are spent appropriately.
- Tracks expenditures to prevent overspending and ensure compliance.
- Engages ~~outside auditors~~ **outside with the Sweetwater County auditors** to ensure transparency and accountability in financial management.
- Recommends to the Board, as deemed necessary, the adjustment of funding strategies based on changing community mental health priorities.
- Monitors the overall financial performance and risk of the Agency in light of **operational margins**, approved budgets, significant emerging risks, long term trends, and industry standards.
- Recommends to the Board policies designed to strengthen the financial health of the Agency.

- Recommends to the Board key financial objectives to be established and monitored.
- ~~Reviews investments; makes recommendations to management as deemed desirable.~~
- Monitors the Agency's debt obligations; ~~reviews borrowing initiatives proposed by management;~~ makes recommendations to the Board as deemed necessary.
- Reviews the Board's policy regarding financial assistance for the ~~poor~~ underinsured and uninsured, in compliance with State statute ~~18-8-106-35-1-613~~ (a)(iv).
- ~~Provides oversight over external auditing matters by:~~
 - ~~Reviews the Board's external auditing policy; recommends changes if deemed necessary.~~
 - ~~Recommends to the Board external auditors for the agency after reviewing the composition of the audit team, proposed compensation, and other relevant matters.~~
 - ~~Meets annually with the Board's external auditors to review the annual audit and associated management letter.~~
 - ~~Reviews audit findings and recommends to the Board any corrective actions that should be taken to strengthen internal controls and to otherwise improve the agency's accounting and management practices.~~
 - ~~Makes other related recommendations to the Board associated with the auditing function.~~

Reports:

The committee will receive and review the following reports, and provide the Board with an executive summary:

- Monthly and annual financial statements to include:
 - ✓ Financial statement
 - ✓ Monthly expenses and write offs
 - ✓ Investment reports
 - ✓ Key financial ratios
 - ✓ Key operating benchmarks
 - ✓ Funding stream trend reports
 - ✓ Service line profit and loss, incorporated as part of monthly budget comparison report
- Annual financial audit report and management letter
- Annual financial ~~contributions of physicians by specialty~~ performance of programs
- Quarterly compliance reports

Composition

The Finance ~~and Audit Committee~~, Sustainability and Compliance Committee consists of two ~~(2)~~ (3) members of the Board, including the Board treasurer, who functions as Chair, as well as the Executive Director and the Finance Director. All members have voting privileges.

New Business

Employee Name:**Job Title:** Administrative Clinician**Reports to:** Clinical Director**FLSA Status:** Non-Exempt**Grade:** 70 (\$40.03 – \$66.05)

Job Summary:

The Administrative Clinician provides agency-wide senior clinical and administrative leadership in quality improvement, psychiatric services, accreditation, grant administration, regulatory compliance, and clinical systems development. The position serves as a collaborative leadership partner to the Clinical Director and Executive Leadership, supporting agency operations, clinical excellence, strategic initiatives, and organizational effectiveness while providing guidance and support to supervisors and programs. The Administrative Clinician is responsible for strengthening clinical quality, advancing regulatory and grant compliance, improving organizational systems, and promoting excellence in patient care through sound clinical judgment, accountability, collaboration, and continuous quality improvement.

Supervisory Responsibilities:

- May assist with clinical supervision as assigned by the Clinical Director.
- Does not have direct disciplinary authority unless specifically delegated.

Duties/Responsibilities:

- Serves as a member of the agency leadership team and participates in agency-wide planning, decision-making, and strategic initiatives.
- Exercises independent professional judgment and delegated administrative authority within assigned areas of responsibility.
- Provides leadership, oversight, direction, and consultation regarding quality improvement, psychiatric services, accreditation, grants, regulatory compliance, and clinical systems.
- Serves as a collaborative leadership partner to the Clinical Director and Executive Leadership in advancing agency operations, program development, clinical excellence, and organizational effectiveness.
- Collaborates with Southwest Leadership, employees, community partners, and funding agencies, as appropriate, to support organizational goals, strengthen community relationships, and advance agency initiatives.
- Provides administrative oversight for Psychiatric Services, including workflow, quality standards, documentation, program performance, and service improvements.
- Collaborates with psychiatric providers, supervisors, and leadership to identify and address operational, clinical, and quality-related needs.

- Directs and coordinates agency-wide quality improvement and continuous quality improvement (CQI) initiatives.
- Oversees chart reviews, psychiatric peer reviews, audits, compliance monitoring, and other quality assurance activities.
- Identifies trends and analyzes clinical, operational, and quality data to evaluate performance and develop recommendations for improvement.
- Develops, implements, and monitors quality improvement initiatives designed to improve patient care, documentation, clinical outcomes, and organizational performance.
- Leads accreditation readiness activities and supports ongoing compliance with applicable regulatory, licensing, and accreditation requirements.
- Coordinates the implementation and oversight of assigned grants, including CCBHC and future grant-funded initiatives.
- Monitors grant requirements, timelines, deliverables, reporting, documentation, and compliance to ensure grant obligations are met accurately and timely.
- Collaborates with program leadership and funding agencies to support successful grant implementation and provide technical assistance regarding grant requirements and regulatory expectations.
- Develops, reviews, and improves agency policies, procedures, clinical workflows, and systems to support effective and efficient operations.
- Leads agency-wide process improvement initiatives and assists leadership in implementing operational improvements.
- Uses quality, clinical, and operational data to identify opportunities for improved outcomes, efficiency, and service delivery.
- Assists with strategic planning and implementation of agency initiatives related to clinical operations, quality, compliance, grants, and organizational improvement.
- Provides clinical guidance and consultation to supervisors, programs, and employees within assigned areas of responsibility.
- May request information, assign and monitor work related to grants, quality assurance, accreditation, audits, and psychiatric services, and ensure timely completion of assigned responsibilities.
- Maintains delegated signature and administrative approval authority as assigned by agency policy and operational need, including approval and execution of documents, requests, purchasing and credit card transactions, quality improvement documentation, grant-related materials, and other administrative actions necessary to fulfill the responsibilities of the position.
- Independently manages assigned responsibilities, recommends organizational improvements, and implements approved initiatives in collaboration with agency leadership.
- Maintains appropriate documentation and records related to quality improvement, accreditation, grants, compliance, psychiatric services, and other assigned functions.
- While this position may be performed remotely when operational needs allow and with the approval of Agency leadership, the employee is expected to maintain regular

availability during scheduled work hours and participate in in-person meetings, supervisory activities, trainings, agency functions, and other activities as needed.

- Maintain a reduced clinical caseload as needed to support client care and organizational operations, including conducting assessments, diagnoses, treatment planning, crisis intervention, and other direct clinical services.
- Maintain client confidentiality in accordance with HIPAA, 42 CFR Part 2, and agency policies.
- Performs other duties and responsibilities as assigned by agency leadership.

Required Skills and Abilities:

- Excellent verbal and written communication skills.
- Strong clinical assessment, diagnostic, and treatment planning skills.
- Knowledge of evidence-based behavioral health practices.
- Strong organizational, leadership, and problem-solving abilities.
- Ability to mentor and support clinical staff.
- Excellent interpersonal and conflict resolution skills.
- Ability to manage multiple priorities in a fast-paced environment.
- Demonstrates integrity, professionalism, and confidentiality.
- Proficient with electronic health records and Microsoft Office applications.
- Ability to work collaboratively with multidisciplinary teams.
- Respectful and professional with individuals from diverse backgrounds.
- Maintain a valid driver's license and a safe driving record.
- Adhere to all regulatory standards and internal policies, including but not limited to CARF, HIPAA, CCBHC, corporate compliance and agency compliance protocols, and SCS policies and procedures.
- Comply with financial reporting standards (GASB and GAAP) to ensure integrity, transparency, and accountability in fiscal matters.

Education and Experience:

- Master's degree in Social Work, Counseling, Psychology, Marriage and Family Therapy, or another approved behavioral health discipline.
- Current independent Wyoming clinical licensure (LCSW, LPC, LMFT, Licensed Clinical Psychologist, or other qualifying independent license).
- Minimum of three years of post-licensure clinical experience preferred.
- Previous leadership, supervisory, or program coordination experience preferred.

Physical Demands:

- Work environment may involve multiple calls, client crises, inquiries, and interruptions; ability to multitask.
- Regular verbal communication and auditory engagement required.
- Specific vision abilities include close vision and the ability to focus.
- Requires lifting files, opening cabinets, bending/stooping, and extended computer use.
- Ability to lift or lower objects up to 10 pounds.

- Mental demands include critical thinking, clinical judgment, decision-making, oral comprehension, written comprehension, and attention to detail.

This job description is not intended to be a comprehensive list of activities, duties, or responsibilities required by the employee. They may change, or new ones may be assigned at any time, with or without notice. This job description does not constitute a written or implied contract of employment.

Employee Acknowledgment: _____

Date: _____

DRAFT



Southwest Counseling Service – Scope of Services

Service Areas and Definitions

Adolescent Intensive Outpatient Program (AIOP)

A structured outpatient substance use disorder treatment program designed for adolescents who need intensive treatment while continuing to attend school and live at home.

Behavioral Health Center (BHC)

A healthcare organization that provides mental health and substance use disorder treatment services, often including counseling, psychiatric care, crisis services, case management, and recovery support.

Behavioral Health Redesign (BHR)

Wyoming's statewide initiative to improve access to mental health and substance use disorder services by redesigning funding, eligibility, and service delivery systems. BHR prioritizes individuals with the greatest behavioral health needs and seeks to reduce barriers to care.

BRIDGES (Building Recovery of Individual Dreams and Goals through Education and Support)

A trademarked residential, peer-led education and self-management skills training program for adults with Serious Mental Illness (SMI) who need the proper level of support to lead meaningful lives.

Case Management

A service that helps clients access and coordinate medical, behavioral health, social, educational, vocational, and community resources needed to achieve treatment and recovery goals.

Certified Community Behavioral Health Clinic (CCBHC) Grant

Federal grant designation to create a framework for how SCS delivers care, staffs the programs, measures performance, manages data, coordinates care and approaches access.

Commission on Accreditation of Rehabilitation Facilities (CARF)

An independent, non-profit organization that evaluates rehabilitation and mental health care facilities. CARF accreditation means the facility has met rigorous standards for service delivery, safety, and outcomes. Holding CARF accreditation is a requirement of the Wyoming Department of Health, Behavioral Health Division to be designated as a State funded provider.

Co-Occurring Disorders

The clinical diagnosis of both a mental health disorder and a substance use disorder occurring at the same time.

Crisis Stabilization

A short-term residential service that provides 24-hour supervision, observation, and support for individuals experiencing an acute mental health crisis. The goal is to stabilize symptoms and connect individuals to ongoing treatment.

Department of Family Services (DFS)

The Wyoming state agency responsible for child welfare services, family support programs, and protective services for children and vulnerable adults.

Dialectical Behavior Therapy (DBT)

An evidence-based therapy that teaches skills for managing emotions, improving relationships, tolerating distress, and increasing mindfulness.

Direct Service Hours (DSH)

The amount of time staff spends providing direct billable services to clients, such as counseling, assessments, case management, crisis intervention, and collaboration for treatment.

Draw Down (Funds)

A financial term referring to the process of accessing or requesting approved grant funds, state funding, or reimbursement dollars that have been allocated but not yet received.

Employee Assistance Program (EAP)

An employer-funded program that provides confidential counseling and support services to employees experiencing personal, family, or work-related challenges.

Intensive Outpatient Program (IOP)

A structured treatment program that provides intensive substance use disorder services while allowing clients to continue living at home, attending school, or maintaining employment. An IOP track is a required 9 hours per week, with one (1) day in between groups sessions.

Medication-Assisted Treatment (MAT) now known as Medications for Opioid Use Disorder (MOUD)

MOUD provides individuals with Opioid Use Disorder access to FDA-approved medications—including buprenorphine, methadone, and naltrexone—in combination with appropriate behavioral health and recovery support services. Through SAMHSA's State Opioid Response (SOR/STR) funding, these services are designed to expand access to treatment, reduce unmet treatment needs, improve engagement and retention in care, reduce illicit opioid use, and help prevent opioid-related overdose deaths

Open Access

A walk-in service model that allows individuals to receive assessments for mental health or substance use treatment and access mental health or substance use treatment without a scheduled appointment. Our current model is from 1:00pm-5:00pm, Mon-Thurs.

Pioneer Counseling/Pass-Through Dollars

SCS operates as the pass through for Pioneer counseling, a community based mental health agency in Evanston, WY. They provide mental health specific beds in Uinta County for the SMI population. Funds received by our organization are then distributed to Pioneer Counseling and are not retained for our organization's direct operations.

Peer Support Specialist

An individual with lived experience of mental health or substance use recovery who is trained to provide support, encouragement, mentoring, and advocacy to others in recovery or with a mental health diagnosis.

Priority Population

Groups identified by the State of Wyoming as having the greatest need for behavioral health services and therefore prioritized funding and access to care.

Psychiatric Nurse Practitioner (APRN)

An advanced practice registered nurse with specialized training in diagnosing, treating, and managing mental health conditions, including prescribing medications.

Psychosocial Services

Recovery-oriented services for individuals living with Serious Mental Illness (SMI) that focus on rehabilitation, independent living skills, community integration, housing support, and overall wellness.

Recovery Services

Substance use disorder treatment and recovery support services, including assessment, counseling, case management, residential treatment, peer support, and relapse prevention.

Serious Emotional Disturbance (SED)

A diagnosable mental, behavioral, or emotional disorder affecting children or adolescents that substantially interferes with functioning in family, school, or community settings.

Serious Mental Illness (SMI)

Persons who, based on diagnosis and history, have a substantial probability of being unable to meet their needs for food, shelter, and medical care if they do not receive regular mental health treatment or case management

Sliding Fee Scale

A reduced fee for service payment structure based on an individual's gross household income and household size.

Social Detoxification (Social Detox)

A clinically-managed, organized residential service delivered by appropriately trained staff, providing twenty-four (24) hour supervision, observation, and support for members who are intoxicated or experiencing withdrawal symptoms. Services must integrate serial inebriate elements.

Substance Use Disorder (SUD)

A medical condition characterized by the recurrent use of alcohol or drugs despite negative consequences to health, relationships, work, or daily functioning.

Sweetwater County Treatment Court

A specialized 21-month court program that combines judicial supervision, treatment services, and accountability measures to help individuals address substance use disorders and reduce criminal justice involvement.

Financial: Services are paid for under a grant agreement between the BOCC and SCS.

Telehealth

Healthcare services are delivered remotely through secure technology such as video conferencing.

Telepsychiatry (Tele psych)

Psychiatric assessment, medication management, and treatment services delivered remotely through secure video technology.

Therapeutic Community (TC)

Residential Treatment Services for men and women may be free-standing or hospital-based. A residential treatment facility operates twenty-four (24) hours per day, seven (7) days per week. It offers evaluation and a planned regimen of treatment services, including the staff-monitored administration of prescribed medication. The goal of residential treatment is to provide a protective environment that includes support and therapy for addictive and co-occurring disorders and supervision. The residential treatment programs consist of services to include therapy groups, case management, and individual therapy, which are provided a minimum of one (1) time per month.

Title XXV (25)

A section of Wyoming law governing involuntary hospitalization and treatment of individuals experiencing a mental health crisis who may pose a danger to themselves or others.

Quarterly True-Up Payment (QTUP)

A financial reconciliation process used to compare services billed to the Wyoming Department of Health under the Behavioral Health Redesign (BHR) model. If allocated funds are not fully drawn down from services, the WDH at the end of each quarter will make a QTUP to SCS.

Women's Addiction Program (WAP)

A residential substance use disorder treatment program designed for pregnant women and women with dependent children (including postpartum women) The program operates twenty-four (24) hours per day, seven (7) days per week, and offer evaluation and a planned regimen of treatment services, including the staff-monitored administration of prescribed medication. The goal of residential treatment is to provide a family-centered protective environment that includes support and therapy for addictive and co-occurring disorders and supervision. The SUBG requires that clients receive primary and pediatric medical treatment, as well as childcare, while mothers are receiving services. Medical care may be delivered by the appropriately licensed provider staff or through referrals.

Wyoming Association of Mental Health and Substance Abuse Centers (WAMHSAC)

An organization comprised of mental health and substance abuse treatment centers throughout Wyoming that work collaboratively to provide services, advocate for behavioral health needs, and improve access to care statewide.

Scope of Services

History

Southwest Counseling Service was founded in 1962 as Sweetwater County Counseling, changing its name to Southwest Counseling Service in 1965. Today, Southwest Counseling Service (SCS) is a public agency that provides comprehensive mental health and substance use treatment pursuant to W.S. 35-1-613 (a)(iv). Its purpose is to establish, maintain, and promote the development of a comprehensive range of services to serve priority populations and other persons affected by mental illness and substance use disorders W.S 35-1-612 (2024), and may provide other programs approved by the County that are a benefit to the County.

Southwest Counseling Service provides a wide range of important services that are a benefit to the community, including individual and group therapy, family and marital therapy, psychiatric and family practice services, medication management, substance use disorder treatment, medication assisted treatment (MAT), and residential care.

Southwest Counseling Service was the first Mental Health organization in Wyoming to be CARF accredited and designated a Certified Community Behavioral Health Center. Over its more than 60 years of operation, Southwest Counseling Service has evolved from a small counseling office into a comprehensive Community Behavioral Health Center, adapting to changing needs in the county while maintaining its mission to provide comprehensive, integrated mental health and substance use services that promote recovery and wellness.

Property, Uses, and Hours

All properties are owned by Sweetwater County.

Foothill Facility 2300 Foothill Boulevard – Recovery Services Facility

The 2300 Foothill Boulevard location serves as Southwest Counseling Service's primary Recovery Services facility. This building provides substance use disorder (SUD) treatment services including residential and outpatient treatment. Programs include Therapeutic Community program for men, Crisis Stabilization, Social Detox, Intensive Outpatient Program (IOP) services for adults and adolescents, as well as other outpatient groups and general outpatient therapy.

The facility also houses prevention and recovery case management staff, administrative offices, meeting rooms, a kitchen and cafeteria, and other support spaces that assist individuals throughout the recovery process.

Clients are screened for Behavioral Health Redesign (BHR), Wyoming's state-funded behavioral health eligibility program, and then placed on a sliding fee scale when applicable.

Client Service Hours: Monday and Wednesday 8:00 am - 8:30 pm; Tuesday and Thursday 8:00 am - 6:30 pm; Friday 8:00 am – 7:30 pm.

Phone number: 307-352-6677

College Hill Facility 1124 College Drive – Mental Health Services Facility

The College Hill location serves as Southwest Counseling Service's primary outpatient mental health facility. This building provides counseling and therapy services for children, adolescents, adults, and families, as well as crisis intervention and crisis management services. The location also offers telepsychiatry, psychiatric assessments, medication management, and behavioral health assessments both through Open Access (walk-in) services and scheduled appointments.

The facility houses licensed clinicians, psychiatric providers, case managers, administrative staff, and support personnel who work together to provide comprehensive mental health care and support services to individuals and families throughout Sweetwater County.

Clients are screened for Behavioral Health Redesign (BHR), Wyoming's state-funded behavioral health eligibility program, and then placed on a sliding fee scale when applicable.

Client Service Hours: Monday – Wednesday: 8:00 am - 8:00 pm; Thursday: 8:00 am - 6:00 pm; Friday: 8:00 am - 5:00 pm. **Open access hours:** Monday – Thursday: 1:00 PM - 5:00 pm

Phone number: 307-352-6680

Ankeny Building 2706 Ankeny Way – Psychosocial Services Facility

The Ankeny Building serves individuals receiving outpatient and residential services who are living with serious mental illness (SMI). This location provides clinical support and treatment services designed to assist clients in stabilization, recovery, and community integration.

The building also houses offices for family practice providers, psychiatric nurse practitioners, and other treatment staff who deliver ongoing mental health care and support services.

Clients are screened for Behavioral Health Redesign (BHR), Wyoming's state-funded behavioral health eligibility program, and then placed on a sliding fee scale when applicable.

Client Service Hours: Monday – Thursday 7:00 am – 5:00 pm.

Phone number: 307-352-6689

Jonah Building 2305 Foothill Boulevard – Jonah Building

The Jonah Building serves as a treatment facility for women receiving co-occurring substance use disorder (SUD) services. This building provides residential treatment for co-occurring clients through the Therapeutic Community program for women.

The facility contains meeting rooms, offices for treatment staff, and other treatment and support spaces that assist clients throughout their recovery journey.

Client Service Hours: Monday - Wednesday 8:00 am - 8:00 pm; Thursday 8:00 am - 7:00 pm; Friday 8:00 am - 6:00 pm

Foothill Building Annex 2305 Foothill Boulevard – Foothill Building Annex

The Jonah Building Annex serves as an administrative and support facility for Southwest Counseling Service. This building houses offices for Human Resources, Information Technology (IT), Purchasing staff, and Public Relations.

The facility also contains a large storage area, including commercial-grade refrigeration and freezer units used to support agency operations. The Jonah Building Annex is not utilized for direct client care or treatment services.

Residential Facilities

Mental Health Residential housing is for clients who need 24/7 supervision, help with daily living skills and medication management. Clients may be housed in one of three separate residences, depending on whether they need long-term, subacute, or transitional care. These residences house both men and women. Transitions has five bedrooms with a maximum of nine clients; Continental has six bedrooms with a maximum of nine clients; and Independence has six bedrooms with a maximum of nine clients.

Crisis Stabilization & Detox is a short-term residential facility for male and/or female clients who are experiencing severe psychological or psychiatric distress, or who are actively withdrawing from drugs or alcohol. The six-bedroom house can care for a maximum of twelve clients. The number of Crisis Stabilization clients range from one to seven per month, with an average of four per month. The number of Detox clients range from two to eight per month, with an average of four per month.

Men's Residence (TCM) provides supervised housing for men who are in the Therapeutic Community program, a residential SUD treatment program, meaning they need an intensive level of care. The twelve-bedroom house can care for a maximum of 27 clients. The number of clients ranges from 21 to 29 per month, with an average of 25 per month.

Women's Residence (TCW) provides supervised housing for women who are in a Therapeutic Community, a residential SUD treatment program, meaning they need an intensive level of care. The nine-bedroom house can care for a maximum of 22 clients. The number of clients ranges from eight to 21 per month, with an average of 14 per month.

Women Addictions Program's (WAP) Residence provides supervised housing for women who are in the women's residential SUD treatment program, meaning they need an intensive level of care. The nine-bedroom house can care for a maximum of nine women and their children under six-years of age. The number of clients ranges from two to 10 per month, with an average of six per month.

Rosen Building provides the site for an eight to ten-week intensive Summer Youth Day Program that is offered for youth eight to 13 years of age. The eight to ten-week program provides intensive therapy in a summer camp-like environment for youth, who face mental health challenges such as ADHD, Oppositional Defiant Disorder (ODD), depression, anxiety, or behavioral difficulties at home or school.

Substance Use Disorder Recovery Services Outpatient and Inpatient

Intensive Outpatient Program (IOP): Intensive, non-residential care including individual or group therapy, medication management, and psychosocial education groups—a minimum of 3 hours of therapeutic services per day. Generally, the service requires 3-5 days per week for adults. and 6-19 hours of intervention for children and adolescents.

Financials: For FY 26 the program treated 50 male and 26 female clients. Gross revenue was approximately \$89.76k. Major funding source is BHR.

Adolescent Intensive Outpatient Program (AIOP): Structured, 10-12 week, designed so adolescents with SUD can go to school or work. Adolescents may be referred by parents, schools, courts, Department of Probation, and Department of Family Services (DFS). Services include group and individual counseling; case management; peer support; and medical and psychiatric assessment and management, if needed. These services are provided at the Foothill building. The minimum number of hours of treatment under AIOP is six hours per week.

Financials: For FY 26 the program treated 8 male and 8 female adolescents. Gross revenue was approximately \$41.75k. Major funding source is Medicaid.

Therapeutic Community (TC): Residential Treatment Services for men and women may be free-standing or hospital-based. A residential treatment facility operates twenty-four (24) hours per day, seven (7) days per week. It offers evaluation and a planned regimen of treatment

services, including the staff-monitored administration of prescribed medication. The goal of residential treatment is to provide a protective environment that includes support and therapy for addictive and co-occurring disorders and supervision. The residential treatment program shall consist of services such as therapy groups, case management, and individual therapy, which are provided a minimum of one (1) time per month.

Financials: In FY26, 10718 bed days were provided to 444 unduplicated clients. The gross revenue was approximately \$828.1k for TCM and \$414.4k for TCW. Major funding source for both is BHR.

Women's Addiction Program (WAP): A variable-stay, residential SUD treatment program for pregnant women and/or women and their children. Program provides 24-hour supervised setting and includes group and individual counseling; case management; peer support; and medical and psychiatric assessment and management, if needed. Daycare is provided for the children to attend while their mothers are in treatment during the day. Homemaking and parenting skills are also taught in this program. Other services are provided at the Jonah building. Clients may be self-referred, or referred by the courts, Department of Probation, or Department of Family Services (DFS).

Financials: In FY26 1475 bed days were provided to 61 unduplicated clients. Gross revenue was approximately \$172.5k. Major funding source is BHR.

Medication Assisted Treatment (MAT): now known as Medications for Opioid Use Disorder (MOUD) MOUD provides individuals with Opioid Use Disorder access to FDA-approved medications—including buprenorphine, methadone, and naltrexone—in combination with appropriate behavioral health and recovery support services. Through SAMHSA's State Opioid Response (SOR/STR) funding, these services are designed to expand access to treatment, reduce unmet treatment needs, improve engagement and retention in care, reduce illicit opioid use, and help prevent opioid-related overdose deaths. Enrolled individuals receive at minimum one individual and one group monthly and follow their individual treatment recommendations. The STR Opioid grant pays for medical visits and medications. This grant is a per-member-per-month reimbursement.

Financials: The grant cycle is on the Federal calendar. Since October 2025, the average number of slots filled is 40 for MOUD, four for Meds Only, six for non- med only, and 18 for stimulant use disorders. SCS is exceeding this grant draw down and will have an amendment to the agreement to move money from another center to SCS. For the period, gross revenue from the PMPM totals \$841K.

Sweetwater County Treatment Court: A specialized 21-month court program that combines judicial supervision, treatment services, and accountability measures to help individuals address substance use disorders and reduce criminal justice involvement. The number of unduplicated clients served in FY26 total 36.

Financial:

Social Detox: A clinically managed, residential detoxification program that provides 24-hour supervision, observation, and support for adults who are experiencing severe psychological distress or are intoxicated or experiencing withdrawal and have been medically cleared by a healthcare provider. Once stable, these clients are offered tailored services based on their needed level of care to assist with their recovery process.

Financials For FY 26, 361 beds days were provided to 24 males and 12 female clients for a total of 36 unduplicated clients. Revenue was approximately **\$62.2k**. Major funding source is BHR.

Crisis Stabilization: A clinically managed, residential program that provides 24-hour supervision, observation, and support for adults who are experiencing severe psychological distress. Once stable, these clients are offered tailored services based on their needed level of care to assist with their recovery process.

Financials For FY 26, 626 bed days were provided to 38 unduplicated clients under the State contract BHR funding. In addition, a second grant for additional sub-acute beds provided 653 bed days to 24 unduplicated clients. . Revenue was approximately \$137.9k. Major funding source is BHR and the additional sub-acute residential contract.

Transitional SUD (Sober Living) Residential: Is a clinically managed, low-intensity, peer-supported therapeutic environment. Services include substance use counseling for at least five (5) hours per week, provided in-house or through a local certified program, with access to peer support through case management. Services may also include education and monitoring in personal health and hygiene, community socialization, job readiness, problem-resolution counseling, housekeeping, and financial planning.

Financials: In FY26, 4,844 beds were provided to 186 unduplicated clients. Gross revenue generated under BHR totals \$276,858 with additional revenue from client rent in the amount of \$33,736.

Outpatient SUD Services

Jail-based Treatment: This is for inmates with Mental Health, SUD, or co-occurring disorders at the Sweetwater County Detention Center. We provide assessments, individual counseling, and group therapy.

Financials For FY 26, 72 unduplicated clients were served with gross revenue in the amount of \$114K. Funding is BHR and County funds.

Recovery Skills: This is a once-a-week, 14-week, group for lower level out-patient program clients in the first phase of treatment or early recovery that lasts one and a half hours. It focuses on communication, healthy socialization, social skills, recognizing triggers, developing a

healthy social environment, addressing self-worth, mental health, as well as SUD symptoms while working on a recovery plan. Clients are referred through the assessment process.

Financials For FY 26, the program treated 2-9 monthly with an average of 8 clients.

Relapse Prevention: This is a once a week, 24-week out-patient program for clients who have completed treatment but have relapsed and need a refresher. It lasts an hour and a half. Clients are referred through the assessment process.

Financials For FY 26, the program treated 4-14 monthly with an average of 10 clients.

Continuing Care: This is an ongoing 6-month program that reinforces recovery for clients who have successfully completed a substance use program, specifically IOP, or other inpatient and residential treatment programs of higher intensity. Clients are referred upon completion of program or through another higher intensity program referral.

Financials For FY 26, the program treated 3-13 monthly with an average of 9 clients.

DUI Class: This is a one day, eight-hour Prime for Life Course. This class is held once a month to every other month, and is an out-patient program designed to change beliefs, attitudes, risk perceptions, motivations, and knowledge around alcohol and drug use risk factors of driving. Clients are referred through assessment, other treatment centers, or court involvement.

Financials For FY 26, the program treated 24 male and nine female clients. The only funding source for this program is self-payment.

Smoking Cessation: This is a structured, educational, and supportive program to help individuals quit using tobacco products through the prevention program. Clients are referred through adolescent probation, legal system, staff, self-referral

Corrective Thinking: This is a 24-week class for cognitive-behavioral intervention to help individuals identify, challenge, and replace irrational or behavioral social thought patterns with constructive ones. Clients are typically self-referred. Services are provided by appointment at the College Hill building.

Financials For FY 26, the program treated 1- 9 clients monthly with an average of 3.

Gross revenue generated for the Outpatient SUD Recovery services total \$1,055K in FY26.

Prevention Services

Prevention Services: This is a multi-faceted program designed to reduce the risks of underage drinking and use of marijuana, adult over consumption of alcohol, preventative use of tobacco, opioid and stimulants mental health, suicide prevention, shared risk protective factors, community coalitions and work force development, and to promote a healthier community. The program employs two full-time prevention specialists.

Financials For FY 26 funding is provided by Prevention grant and provides 2% of SCS annual revenue.

Mental Health Services

Individual, Marital, and Family Therapy: Services are for adults, children, and adolescents. Services include individual, marital, family, and play therapy. Treatment plans are based on the client's needs, clinical assessment, and treatment goals. Clients may be self-referred, referred by the courts, Department of Probation, or Department of Family Services (DFS), schools, medical providers, or family. Clients are screened for Behavioral Health Redesign (BHR), Wyoming's state-funded behavioral health eligibility program, and then placed on a sliding fee scale when applicable. Services are provided at the College Hill building. Open Access (OA) service offers immediate mental health and substance use services without the need for appointments. Individuals can walk in for assessments and receive appropriate care. Service is provided at the College Hill building. Hours are Monday – Thursday: 1:00 pm - 5:00 pm

Financials For FY 26, the program treated 553 male and 704 female adult clients with 35-39 years old being the majority. Revenue was approximately \$699.6k. Major funding source is BHR.

Early Childhood Intervention: This program provides mental health services to children ages three to six within their natural school environment. It supports young children as they adjust to new settings, develop relationships with peers, and cope with being separated from caregivers for the first time. The program teaches parents and school personnel on how to treat emotional, social, and/or behavioral concerns. Children are referred to program by family, pre-school, or physician. Services are provided at the respective school buildings.

Financials For FY 26, the program treated 131 male and 150 female children. Gross revenue was approximately \$520k. Major funding source is Medicaid and BHR

Summer Therapeutic Youth Program: This eight to ten-week program provides intensive therapy in a summer camp-like environment for youth ages eight to 13 who face mental health challenges such as ADHD, Oppositional Defiant Disorder (ODD), depression, anxiety, or behavioral difficulties at home or school. Children are referred to the program by staff, family, and community agencies. This program is provided at the Rosen building.

Financials For FY 26, the program did not meet summer of 2025.

Emergency Services: This service is designed to respond in a timely manner as the situation requires, assess and stabilize the acute symptoms, and refer to appropriate SCS service or other agencies for further care. Emergency services are required to be provided twenty-four (24) hours per day, seven (7) days a week, 365 days a year. Clients are triaged according to risk. Those in imminent danger to self or others are first priority; second priority are adults with

serious mental illness (SMI) and children/adolescents with serious emotional disturbances (SED); and third priority are specialty populations as defined by state contract. Clients may be referred by court-order and other community agencies; such as the hospital, the client's family, or self-referred.

During normal office hours (Monday through Friday, 8:00 am - 5:00 pm) services are provided at one of the SCS offices, by phone, or at Memorial Hospital of Sweetwater County, and are provided 24/7. After normal office hours, Emergency Services are typically provided by phone or at the local hospital.

Financials For FY 26, the program treated 23-43 clients monthly with an average of 33. Revenue was approximately \$294kk. Major funding source for this program is BHR and a significant amount through the County funding allocation.

Mental Health Outpatient Groups

Domestic Violence (DV) Group: This is a once a week, 24-week on-going, professional-led group, offering a safe space for individuals committed to changing harmful relationship behaviors and developing skills important for healthy relationships. This group is held at the College Hill building.

Clients Served: For FY 26, the program treated 2-6 clients monthly with an average of five.

Dialectical Behavior Therapy (DBT) group: This is an open, ongoing, structured, class-like setting where individuals learn concrete skills to manage intense emotions, navigate relationships, and cope with distress. Rather than processing personal feelings in a circle, attendees focus on learning, practicing, and reviewing specific mental health tools.

Clients Served: In FY 26, the program treated 2-8 clients monthly with an average of five.

Youth Skills Group: This group services clients ages eight to 13 years of age. This office-based group will focus on teaching and strengthening coping skills, emotion regulation, healthy relationships, effective communication, and social skills. Structured group activities and discussion will promote emotional awareness, positive peer interactions, healthy expression of feelings, and development of age-appropriate behavioral and interpersonal skills within a therapeutic setting.

Clients Served: For FY 26, the program treated 2-6 clients monthly with an average of three.

Psycho-Social Services or **Services for Seriously Mentally Ill**

Bridges: Residential program for adults with serious mental illness (SMI) who need 24/7 supervision, help with daily living skills, and medication management. Clients are given the proper level of support and opportunities to increase their independence, so they may have a meaningful life in the community and achieve their full potential. Services are tailored to meet the intensity of the client's needs and may include group therapy, individual therapy, psychiatric assessment and medication management, case management, peer support, individual rehabilitation services, daily living skills, and job coaching. Clients may be referred by the state hospital, local hospital, court order, the client's family, or self-referred. Clients can be housed in one of SCS's residences, supported independent apartments or independent housing in the community and receive treatment at the Ankeny building.

Pathways: This is a drop-in community center for adults with SMI. It provides weekly social, leisure, and recreational activities for adults. The program is housed at the Ankeny building. Hours are Monday – Friday, 9am to 3pm.

Financials For FY 26, the program treated 29 male and 33 female clients. Revenue was approximately \$646k. Major funding source for this program is BHR.

Psychiatric/Medical Services

Psychiatric Services are provided by a child and adolescent psychiatrist via telehealth, advanced psychiatric nurse practitioners via telehealth, and an on-site advanced psychiatric nurse practitioner. Both psychiatrists and advanced psychiatric nurse practitioners are trained to assess and treat mental, emotional, behavioral, and substance use problems. Psychiatrists are medical doctors who have more extensive training and can handle more complex psychiatric problems. Advanced psychiatric nurse practitioners are advanced practice nurses with specialized training. Whenever psychotropic medication is part of a client's treatment plan, the medication is prescribed and monitored by either the psychiatrist or an advanced psychiatric nurse practitioner.

A child psychiatrist is available by appointment through telehealth. The client receives service at the SCS location via a tele-health visit from the remote provider. The child and adolescent psychiatrist is available for appointments on Monday, Wednesday and Thursdays. This service is available at the College Hill building.

Financials For FY 26, the telepsychiatry treated 56-76 clients monthly with an average of 64. Revenue was approximately \$584.9k. Major funding source for this program is BHR with the second source as commercial insurance.

Medical Services are provided by an on-site Family Practice Nurse Practitioner. This primary care service is available to SCS clients, many of whom do not have a primary care provider. The

service is also open to the public. Patients are seen by appointment at the Ankeny building. Appointments are available Monday – Thursday from 7am-5pm.

Financial: Gross revenue in FY26 totals \$180k.

SCS Employee Benefits

Employee Assistance Programs (EAP): EAP's are employer-funded service provided by SCS that offers short-term support for personal, family, or work-related challenges to improve employee well-being and productivity.

Financials For FY 26 SCS had contracts with 4 local organizations with 3 actively participating in services. Between the 3 local EAPs, 16 clients used EAP funding.

Medical Services – Employees and the community are able to access services from SCS' APRN medical provider. Employees may see the provider with a \$10 co-payment.



Policy Title Annual Board Self-Assessment

Policy Number	4304
Origin Date	5/26
Revision Dates	
Reviewed Dates	
Approval Authority	Board of Directors

Purpose: The purpose of the annual Board self-assessment is to provide a documented process for the Board to follow when assessing its own performance and providing feedback regarding opportunities for improvement.

Scope: This policy applies to the Board.

Definition: BOARD SELF-ASSESSMENT is a reflective process where Board members evaluate their own performance, and the effectiveness of the Board as a whole, aiming to improve governance, accountability, and strategic effectiveness.

Policy:

It is the duty of the Board to annually assess its own performance in order to assess its performance as a whole, including how well it fulfills its own roles and responsibilities; the effectiveness of its meetings and its relationship with the Executive Director; and its oversight and strategic effectiveness.

Procedure:

- At the regular November Board meeting, the Governance Committee shall distribute a self-assessment survey form to each member and to the Executive Director. The form shall be one suggested by an accrediting body and consistent with the survey form used in previous years.
- By the end of the first week of December, the survey shall be returned to Governance.
- The Committee will analyze the responses to identify trends, strengths, and areas for improvement and makes a report to the Board.

- At the December meeting, the Board shall discuss the results in Executive Session and set priorities, or create an action plan to address identified issues, enhance skills, and improve overall governance practices.
- The action plan shall be approved by the Board in open session and become part of the December meeting minutes.

Links to other policies:

References:

Commission on Accreditation of Rehabilitation Facilities, Governance

Approved by:

Board Chair

Date



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Links to other policies:

References:

Commission on Accreditation of Rehabilitation Facilities, Governance

Approved by:

Board Chair

Date

**2026-27 BUDGET AGREEMENT
BETWEEN
THE SWEETWATER COUNTY BOARD OF COUNTY COMMISSIONERS AND
SOUTHWEST COUNSELING SERVICE BOARD**

1. PARTIES.

The parties to this Agreement are the Board of County Commissioners for Sweetwater County (“COUNTY”), 80 West Flaming Gorge Way, Green River, Wyoming 82935 and Southwest Counseling Service Board (“RECIPIENT”), 2300 Foothill Blvd., Rock Springs, WY 82901. The responsibilities, terms and conditions herein apply to the Board and Southwest Counseling Service employees.

2. PURPOSE.

The goal is first to provide for the programs identified as a direct county need by using the COUNTY provided infrastructure to identify revenue streams for the COUNTY identified direct program needs. Secondly, using the same infrastructure, RECIPIENT may provide for other programs approved by the COUNTY that are a benefit to the COUNTY.

A. **PROPERTY.** COUNTY is the sole owner of the real property, attachments, additions, alterations, improvements and grounds located at:

- i. 2300 Foothill Blvd., Rock Springs, WY 82901,
- ii. 2601 Century Blvd., Rock Springs, WY 82901,
- iii. 158 Washakie Drive, Rock Springs, WY 82901,
- iv. 795 Duran, Rock Springs, WY 82901,
- v. 1901 Churchill, Rock Springs, WY 82901,
- vi. 2706 Ankeny Way, Rock Springs, WY 82901,
- vii. 2708 Ankeny Way, Rock Springs, WY 82901,
- viii. 1414 9th Street, Rock Springs, WY 82901,
- ix. 1124 College Drive, Rock Springs, WY 82901,
- x. 3416 White Mountain Blvd., Rock Springs, WY 82901,
- xi. 3310 Sweetwater Drive, Rock Springs, WY 82901, and
- xii. 916 Continental Street, Rock Springs, WY 82901 (hereinafter referred to as the “Property”).

This Agreement provides for the operation, maintenance and care of the Property (W.S. § 18-3-504(a)(v)); and in determination that services herein described are in the best interest of the citizens of Sweetwater County (W.S. § 18-3-504(a)(v)), pursuant to the terms herein, the COUNTY authorizes the use of the Property for the performance of the herein described services and RECIPIENT functions.

B. **PROGRAMS.** This Agreement provides for behavioral health services of outpatient and residential services and the COUNTY's direct need for services for the following five (5) programs:

- i. Sweetwater County 23-hour stabilization beds,
- ii. emergency and Title 25 services,
 - a. counseling and suicide prevention (W.S. § 18-2-112),
- iii. adult crisis stabilization,
- iv. adult social detoxification, and
- v. jail based treatment services.

3. TERM.

This Agreement shall commence on July 1, 2026, or the date last executed by the duly authorized representatives of the parties to this Agreement, whichever is later, and shall remain in full force and effect until June 30, 2027. There is no right or expectation of extension, and any extension will be determined at the discretion of the COUNTY.

4. INFRASTRUCTURE AND CONSIDERATION PROVIDED.

- A. During the term of this Agreement, COUNTY shall appropriate a total of \$391,800.00. The COUNTY will appropriate the amount necessary to prior realized RECIPIENT mill dedications and revenues from taxes such that the total budget dedication is \$391,800.00. Said total appropriation shall satisfy all statutory requirements and the total number of mills dedicated to RECIPIENT with no amounts owing.

RECIPIENT authorizes the COUNTY to receive prior RECIPIENT dedications and revenues from taxes. Revenues from the fund will be distributed in twelve (12) equal monthly payments totaling \$391,800.00.

- B. The COUNTY authorizes the use of the above-identified Property for the performance of the herein described services and RECIPIENT functions in lieu of lease agreements.
- C. The COUNTY will provide property insurance for the above-identified properties.
- D. The COUNTY sponsored the application for the two-year Community Prevention Project Grant in the amount of \$462,058.00 for fiscal years 2027 and 2028.
- E. The COUNTY will grant authority to RECIPIENT as a designated signer of contracts and grants.

- F. The COUNTY will recognize RECIPIENT as a community board which impacts federal income tax exemption.
- G. Industrial Siting:
 - i. The COUNTY will distribute \$227,156.27 to RECIPIENT for the Ciner Wyoming, LLC Industrial Siting Project as funds are made available.
 - ii. The COUNTY will distribute \$674,505.48 to RECIPIENT for the Project West Industrial Siting Project as funds are made available.
 - iii. The COUNTY will distribute \$1,000,000.00 to RECIPIENT for the Pacific Soda/Dry Creek Industrial Siting Project as funds are made available. The distribution will be for residential services (\$730,520.00) and outpatient services (\$269,480.00).
- H. The COUNTY authorizes RECIPIENT staff to participate in the COUNTY insurance program.
- I. RECIPIENT staff shall participate in the Wyoming Retirements System (WRS) as required or to the degree participation is permitted, in the event such is not mandatory, as established by WRS rules and regulations.
- J. In consideration of the recitals, mutual promises, covenants, obligations, the receipt and sufficiency of which is hereby acknowledged, and the terms, covenants and conditions hereof, and intending to be bound by the same, RECIPIENT may have access to the Property subject to the terms and conditions that follow.

5. RESPONSIBILITIES OF SOUTHWEST COUNSELING SERVICES.

- A. As identified in section 2B PROGRAMS, the COUNTY has a direct need for services for five (5) programs: 23-Hour Stabilization, Title 25, Adult Crisis Stabilization, Adult Social Detoxification, and Jail Based Treatment Services.
- B. **23-HOUR STABILIZATION.** RECIPIENT shall continue developing a plan for the 23-Hour Stabilization bed program by July 1, 2027. In further developing a 23-Hour Stabilization plan, RECIPIENT shall take, but not be limited to, the following steps: 1. Discuss funding with the Department of Health by and between November 2026 and February 2027 which is the due date for State of Wyoming 2027-2028 mental health funding requests; 2. have a follow-up meeting with the Sweetwater County Memorial Hospital (Hospital) to discuss the program being located in the same facilities used for Title 25; 3. Discuss the ability to access RECIPIENT beds from law enforcement or Hospital contacts, 23-Hour Stabilization processes or Title 25 processes; 4. develop a means of communication

between law enforcement and RECIPIENT. The plan shall include reasonable measures for staff and stakeholder training and data collection.

C. **TITLE 25.** RECIPIENT shall operate 24/7 on-call Emergency Services by Master Level Clinician(s) who responds to the Memorial Hospital of Sweetwater County, Sweetwater County Detention Center, as well as other crisis calls in the community. On-call clinicians “duties shall include, but are not limited to, providing guidance on issues of detention and involuntary treatment and monitoring and coordinating timely, efficient and effective patient treatment prior to, during and after any emergency detention or involuntary treatment.” W.S. § 25-10-112.

i. Quality Management: Deliverables and Measurements.

- a. Stakeholder Training: RECIPIENT will continue to provide training for Title 25 stakeholders;
- b. On-call Counselor Training: RECIPIENT on-call counselors will participate in said Title 25 training;
- c. RECIPIENT will maintain a list of counselors who are granted Allied Health Privileges at Memorial Hospital of Sweetwater County who have received Title 25 training;
- d. RECIPIENT’S on-call counselors will be trained to utilize and will utilize all county services for Title 25 detainees that are not mentally ill so that a continuum-of-care exists in Sweetwater County including, but not limited to the Youth Home Inc. Juvenile Crisis, RECIPIENT Adult Crisis Stabilization, and RECIPIENT Adult Social Detoxification.
- e. RECIPIENT shall identify a medical provider for medication management or efforts to identify the same for Title 25 detainees.
- f. RECIPIENT will meet with the COUNTY designated representative two (2) times a year so that the COUNTY may communicate feedback for RECIPIENT to address. County Attorney’s Office and the Sweetwater County Sheriff’s Office shall be the COUNTY representative for this purpose. The elected officials may assign responsibility for this purpose at their discretion.

D. **ADULT CRISIS STABILIZATION.** RECIPIENT shall provide Adult Crisis Stabilization which is an intense supervised residential service covering a myriad of circumstances ranging from suicidal ideation, observation and de-escalation, diversion prior to Title 25 holds or a step down from the initial 72 hours of Title 25

when appropriate as to provide a less restrictive placement option. Crisis Stabilization is utilized for acute behavioral health crisis which directly impacts the County's budget as it relates to Title 25.

i. Quality Management: Deliverables and Measurements.

- a. RECIPIENT will provide a report of Title 25 diversions to Adult Crisis Stabilization, Juvenile Crisis Stabilization and other treatment providers.
- b. RECIPIENT shall develop a plan for increasing law enforcement, on-call clinician, and hospital access, referrals and use of RECIPIENT residential beds in an effort to enhance the continuum-of-care available in Sweetwater County and meeting the needs of the COUNTY by July 1, 2027. The plan shall include a means of communication for law enforcement and training for the hospital, RECIPIENT on-call clinician staff and stakeholders and data collection.

E. **ADULT SOCIAL DETOXIFICATION.** RECIPIENT shall provide Adult Social Detoxification which assists persons with detoxification from alcohol or drugs in a safe, supportive environment. This service provides a continuum of care to Sweetwater County.

i. Quality Management: Deliverables and Measurements.

- a. RECIPIENT will meet with the COUNTY designated representative two (2) times a year so that the COUNTY may communicate feedback for RECIPIENT to address. County Attorney's Office and the Sweetwater County Sheriff's Office shall be the COUNTY representative for this purpose. The elected may assign responsibility for this purpose at their discretion.

F. **DETENTION CENTER TREATMENT:** RECIPIENT shall provide treatment services in the Sweetwater County Detention Center to the male and female inmates that meet the therapeutic criteria for enrollment into the jail-based treatment programs. RECIPIENT will provide a monthly report for the previous month of the dates, duration and number of attendees participating in the men's and women's jail-based treatment services. Additional reports will be provided as requested by the Sweetwater County Sheriff's Office as long as they do not unnecessarily interfere with the regular discharge of duties of RECIPIENT.

i. Quality Management: Deliverables and Measurements.

- a. RECIPIENT will meet with the COUNTY designated representative two (2) times a year so that the COUNTY may communicate feedback for RECIPIENT to address. The Sweetwater County Sheriff's Office

shall be the COUNTY representative for this purpose. The elected officials may assign responsibility for this purpose at their discretion.

- G. RECIPIENT will meet with the COUNTY designated representative two (2) times a year so that the COUNTY may communicate feedback for RECIPIENT to address. The Sweetwater County Sheriff's Office shall be the COUNTY representative for this purpose. The elected may assign responsibility for this purpose at his discretion.
- H. Pursuant to W.S. § 35-1-619, RECIPIENT will ensure that these programs are developed, trained and executed to meet the COUNTY's needs and to meet the State standards.
- I. Unless otherwise agreed, RECIPIENT shall be responsible for and shall pay for or repair any damage to the Property and to any fixtures and equipment in or on the premises caused by RECIPIENT employees, agents or events. RECIPIENT shall be responsible for the operation, maintenance and care of the Property. ~~including, but not limited to maintaining liability insurance for the Property and indemnifying the County as to the property and services provided.~~ The County will have property insurance through WARM. The COUNTY will maintain Property content insurance.
 - i. ~~The COUNTY has approved capital funding in the amount of \$80,000 from the COUNTY Facilities/Maintenance department for the Jonah Ankeny facility remodel. This additional COUNTY appropriation is to meet the requisites of and authorize the \$250,000 ARPA (American Rescue Plan Act) funding explicitly allowing for the exterior parking lot construction in addition to the facility remodel. The COUNTY did not approve capital funding for FY 2027.~~
 - ii. In order to provide RECIPIENT access to the expertise of the COUNTY Engineer and Maintenance Department, to achieve economies of scale, and in light of the condition of the Property, the COUNTY agreed to provide care and maintenance of the Property beginning January 1, 2026, on behalf of RECIPIENT while RECIPIENT retains financial responsibility.

The intent was for RECIPIENT to deposit \$16,000.00/month into a COUNTY maintained and controlled care and maintenance fund/account while the costs were more accurately determined. The amount to be deposited would be subject to future adjustment once the actual care and maintenance cost was more accurately determined. The care and maintenance account would, *inter alia*, provide contemporaneous reimbursement of Property costs and enable the COUNTY to charge maintenance materials for RECIPIENT work orders.

RECIPIENT shall have the care and maintenance account set up or a plan for it to be set up as soon as reasonably possible, but not later than June 30,

2027, unless the parties agree to another mechanism, methodology or a different term to address maintenance.

- J. RECIPIENT is authorized to provide services and functions for the citizens of Sweetwater County consistent with their purposes.
- K. Provide a list of all human services programs provided by RECIPIENT. W.S. § 35-1-618(a).
- L. RECIPIENT shall, at its sole cost and expense insure ~~the Property contents and~~ all activities with General and Professional Liability, Directors and Officers, and cyber security in connection with this Agreement, and shall obtain, keep in force and maintain insurance that complies with all state, county, municipal or other insurance regulations required to perform the activities on the Property. RECIPIENT shall indemnify, hold harmless and defend COUNTY as to said property and activities. The County as the sole owner of the properties occupied by Southwest Counseling Service will cover and comply with insurance requirements of owned properties per state, county, municipal or other insurance regulations.
- M. RECIPIENT shall identify any and all capital construction projects. W.S. § 35-1-618(a)(vi). Recipient shall submit capital construction requests to the COUNTY Capital Committee prior to funding requests or implementation.
- N. RECIPIENT shall cooperate with COUNTY, COUNTY agencies and stakeholder to meet COUNTY needed programs.
- O. **OTHER FUNDING:** RECIPIENT will develop a sustainability plan/comprehensive plan for independent grants or funding for the five (5) programs herein identified. W.S. § 35-1-619(a)(ii).
 - i. RECIPIENT will review the fees charged in light of said plan.
 - ii. RECIPIENT will explore State or other funding for the five (5) programs herein identified. RECIPIENT will explore reorganization and state funding for said programs between November 2026 and February 2027 which is the due date for State of Wyoming 2027-2028 mental health funding requests. The purpose herein is to allow the opportunity for the 2027-2028 state funding to be designated for the programs and thus priority populations herein identified in an effort to enhance the efficacy of the same.
 - iii. RECIPIENT shall identify viable uses of County Opioid Settlement funding for the five (5) programs herein identified and for other eligible programs prior to submitting their 2027-2028 budget request.

P. RECIPIENT is under and shall continue its efforts toward reorganization.

6. COUNTY'S RESPONSIBILITIES

- A. COUNTY shall make payments as described herein.
- B. COUNTY shall allow RECIPIENT to use the Property for events and functions and providing for the COUNTY'S needs described herein.
- C. COUNTY may assist in grant funding and industrial siting projects.
- D. COUNTY's only obligations to RECIPIENT are contained in the express language of this Agreement and COUNTY has no obligation to provide RECIPIENT with any additional services or equipment.
- E. COUNTY will have the Property insurance through WARM. The County's insurance policy covers personal property located in real property used by RECIPIENT.

7. SPECIAL PROVISIONS

- A. RECIPIENT shall not, without COUNTY's prior written approval, with the exception of minor maintenance, and at RECIPIENT's own expense, make alterations, additions, or improvements in and to the buildings or grounds. Any alterations shall be performed in a workmanlike manner and shall not weaken or impair the structural strength or lessen the value of the building. Any improvements to the Property made by RECIPIENT shall become part of the Property and the sole property of COUNTY.
- B. RECIPIENT shall not use or occupy the buildings, grounds or any part thereof for any unlawful or ultra-hazardous purpose. RECIPIENT agrees to use the buildings and grounds in full compliance with all state, federal and local laws, rules and regulations and with all City ordinances.

8. GENERAL PROVISIONS

- A. **Independent Entity:** The services to be performed by RECIPIENT are those of an independent entity and not as an employee of COUNTY. RECIPIENT is not eligible for COUNTY benefits and will be treated as an independent entity for federal tax filing purposes. RECIPIENT assumes responsibility for its personnel who provide services pursuant to this contract and will make all deductions required of employers by state, federal and local laws and shall maintain liability insurance for each of them. RECIPIENT is authorized to perform the same or similar services for others.
- B. **Acceptance Not Waiver:** No waiver by COUNTY of any breach or default by RECIPIENT in the performance of any of the provisions, agreements or covenants

hereunder shall be construed as a waiver of such provision, agreement or covenant or of any other or subsequent breach thereof.

- C. **Termination:** This Agreement may be terminated (a) by either party at any time for failure of the other party to comply with the terms and conditions of this Agreement; (b) by either party, with thirty (30) days prior written notice to the other party; or (c) upon mutual written agreement by both parties.
- D. **Entire Agreement:** This Agreement (11 pages) represents the entire and integrated agreement and understanding between the parties and supersedes all prior negotiations, statements, representations and agreements, whether written or oral and serves as written notice of termination of any prior Agreements.
- E. **Assignment:** Neither this Agreement, nor any rights or obligations hereunder shall be assigned or delegated by a party without the prior written consent of the other party.
- F. **Amendments:** Any changes, modifications, revisions, or amendments to this Agreement which are mutually agreed upon by the parties to this Agreement shall be only by written agreement, duly executed by all parties hereto.
- G. **Invalidity:** If any provision of this Agreement is held invalid or unenforceable by any court of competent jurisdiction, or if the COUNTY is advised of any such actual or potential invalidity or unenforceability, such holding or advice shall not invalidate or render unenforceable any other provision hereof. It is the express intent of the parties that the provisions of this Agreement are fully severable.
- H. **Contingencies:** RECIPIENT certifies and warrants no gratuities, kickbacks or contingency fees were paid in connection with this Agreement, nor were any fees, commissions, gifts or other considerations made contingent upon the award of this Agreement.
- I. **Discrimination:** All parties agree they will not discriminate against any person who performs work under the terms and conditions of this Agreement because of race, color, gender, creed, handicapping condition, or national origin.
- J. **ADA Compliance:** All parties agree they will not discriminate against a qualified individual with disability, pursuant to a law as set forth in the Americans With Disabilities Act, P.L. 101-336, 42 U.S.C. § 12101, *et seq.*, and/or any properly promulgated rules and regulations relating thereto, and each party further agrees to indemnify, defend, release, save and hold harmless the other and their officers, agents and employees from any causes of action or claims or demands arising out of the failure of that party in performing this Agreement to comply with the requirements, responsibilities and/or duties as such are set forth in the Americans With Disabilities Act and/or properly promulgated rules and regulations related thereto.

- K. **Governmental/Sovereign Immunity:** the COUNTY does not waive its Governmental/Sovereign Immunity, as provided by any applicable law including W.S. § 1-39-101 et seq., by entering into this Agreement. Further, the COUNTY fully retains all immunities and defenses provided by law with regard to any action, whether in tort, contract or any other theory of law, based on this Agreement.
- L. **Indemnification:** To the fullest extent permitted by law, RECIPIENT agrees to indemnify, hold harmless and defend the COUNTY, their elected and appointed officials, employees and volunteers from any and all liability for injuries, damages, claims, penalties, actions, demands or expenses arising from or in connection with this Agreement or arising from RECIPIENT use of the Property. RECIPIENT shall carry liability insurance sufficient to cover its obligations under this provision and provide the COUNTY with proof of such insurance. Further, RECIPIENT shall notify the COUNTY ten (10) days prior to termination or any change to its liability insurance.
- M. **Third Parties:** The parties do not intend to create in any other individual or entity the status of third-party beneficiary, and this Agreement shall not be construed so as to create such status. The rights, duties and obligations contained in this Agreement shall operate only between the parties to the Agreement and shall inure solely to the benefit of the parties to this Agreement.
- N. **Conflict of Interest:** COUNTY and RECIPIENT affirm, to their knowledge, no RECIPIENT employee has any personal beneficial interest whatsoever in the Agreement described herein. No staff member of RECIPIENT, compensated either partially or wholly with funds from this Agreement, shall engage in any conduct or activity which would constitute a conflict of interest relative to this Agreement.
- O. **Force Majeure:** Neither party shall be liable to perform under this Agreement if such failure arises out of causes beyond control, and without the fault or the negligence of said party. Such causes may include, but are not restricted to, Act of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes, and unusually severe weather. In every case, however, a failure to perform must be beyond the control and without the fault or the negligence of said party.
- P. **Notices:** All notices required and permitted under this Agreement shall be deemed to have been given, if and when deposited in the U.S. Mail, properly stamped and addressed to the party for whom intended at such party's address listed herein, or when personally delivered to such party. A party may change its address for notice hereunder by giving written notice to the other party.
- Q. **Counterparts:** This Agreement may be executed in two or more counterparts, each of which will together be deemed an original, but all of which together shall constitute one and the same instrument. If any signature is delivered by

facsimile transmission, electronic mail of a PDF format data file, or electronic signature, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such signature were an original thereof.

- R. **Audit and Access to Records:** COUNTY and its representatives shall have access to any books, documents, papers, electronic data, and records of RECIPIENT which are pertinent to this Agreement. RECIPIENT shall immediately, upon receiving request from the COUNTY, provide said documents to the COUNTY or its representative or independent auditor for review and cooperate fully with the same.

**2026-27 BUDGET AGREEMENT
BETWEEN
THE SWEETWATER COUNTY BOARD OF COUNTY COMMISSIONERS AND
SOUTHWEST COUNSELING SERVICE BOARD**

Signature Page

SWEETWATER COUNTY, WYOMING

By: _____ Date _____
Keaton D. West, Chair, Sweetwater County Commissioners

ATTEST:

By: _____ Date _____
Cynthia L. Swenson, Sweetwater County Clerk

SOUTHWEST COUNSELING SERVICE

By: _____ Date _____
Southwest Counseling Services

SOUTHWEST COUNSELING SERVICE BOARD

By: _____ Date _____
Chair

This Agreement is effective the date of the last signature affixed to this page.

REVIEWED AND APPROVED AS TO FORM ONLY:

By: _____ Date _____
Sweetwater County Attorney or Deputy



Request for an Additional Clinical Supervisor

Southwest Counseling Service is respectfully requesting approval to add an additional Clinical Supervisor. Currently, SCS is approved for three Clinical Supervisors supporting the Psychosocial, Mental Health, and Recovery programs. Due to the size, complexity, and continued growth of the Recovery program, we believe an additional supervisor is necessary to provide appropriate clinical oversight and support.

This request also represents an opportunity to restructure and strengthen existing supervisory capacity within Recovery. Historically, the Recovery program has not operated with all of these clinical supervisory responsibilities under a single supervisor. The outpatient recovery supervisory function has previously been a separate responsibility, including the long-standing structure in which Thomas served as the Outpatient Recovery Supervisor under Laura. As part of this proposed structure, the Outpatient Recovery Supervisor function would be eliminated and the Emergency Service Supervisor responsibilities would be absorbed into the Clinical Supervisor structure.

Additionally, several supervisory positions and associated costs have changed because of recent retirements and staffing transitions. Rather than simply replacing positions as they become vacant, this proposal allows SCS to realign existing supervisory resources to better meet the current and future needs of the Recovery program. In essence, we are maintaining the necessary supervisory capacity while creating a structure that better aligns with the services, we provide and the direction in which the program is growing.

Adding a Clinical Supervisor will provide greater capacity for clinical supervision, staff support, case consultation, quality assurance, treatment planning, documentation, compliance, and coordination of care. It will also allow for greater continuity and accessibility of clinical leadership for our employees and clients.

Most importantly, this position will provide the clinical infrastructure necessary for us to broaden and improve our services and community partnerships. Additional clinical leadership will allow us to pursue and strengthen services involving jail-based care, Medication-Assisted Treatment (MAT), outpatient services, probation, court referrals, and Veterans. These areas have been identified by Board members and community stakeholders as important opportunities to improve access to behavioral health and substance use services and better serve individuals in our community.

The additional supervisory capacity will allow us to expand these services responsibly while maintaining appropriate clinical oversight, quality, safety, accountability, and compliance. It will also allow us to better coordinate with community partners and referral sources, creating

stronger continuity of care for individuals entering services through the courts, probation, Veterans services, and other community systems.

Financial Impact

The anticipated financial impact of the position is:

	Minimum	Maximum
Annual Salary	\$75,420.80	\$110,000.00
Monthly Benefits	\$4,522.00	\$5,119.47
Total Monthly Cost of Employment	\$10,807.07	\$14,286.13
Total Annual Cost of Employment	\$129,684.79	\$171,433.61

We recognize that adding this position represents a significant financial investment. However, this request is not simply an addition of supervisory capacity. It is part of a broader restructuring of existing supervisory functions and responsibilities designed to better support Recovery, improve services, and position SCS for responsible growth.

Ultimately, this request is about ensuring that our employees, our clients, and our community are taken care of to the best of our ability. A Clinical Supervisor will strengthen our current clinical structure while creating the capacity to expand services, strengthen community partnerships, and improve access to care.

We respectfully request approval to add one full-time Clinical Supervisor position.

Southwest Counseling				
New Position-Cost Summary Sheet				
Board Meeting Date:	8/26/2026			
Department:	Recovery			
Position:	Clinical Supervisor			
Vacancy Date:				
Reason For Vacancy:	New Position			
Department Request:	We are requesting to restaff position immediately.			
Anticipated Restaff Date:				
	Clinical Supervisor			
	Previous Costs to Staff Position	Anticipated Costs to Staff Position		
Job Title	Clinical Supervisor-Minimum	Clinical Supervisor-Maximum		
Full/Part Time	Full Time	Full Time		
Hire Date				
Grade	64	64	Net Difference	
Monthly Salary	\$ 6,285.07	\$ 9,166.67	\$ 2,881.60	
Retirement	\$ 1,206.73	\$ 1,760.00	\$ 553.27	
Health Insurance	\$ 3,218.86	\$ 3,218.86	\$ -	
LTD	\$ 20.99	\$ 30.61	\$ 9.62	
Worker's Comp.	\$ 75.42	\$ 110.00	\$ 34.58	
Total Benefits	\$ 4,522.00	\$ 5,119.47	\$ 597.47	
Total Monthly Cost of Employment	\$ 10,807.07	\$ 14,286.13	\$ 3,479.07	
Total Annual Cost of Employment	\$ 129,684.79	\$ 171,433.61	\$ 41,748.82	
Net Difference				
	Potential decrease due to EE Health Insurance Coverage.			

PROFESSIONAL SERVICES AGREEMENT

TWO-YEAR RENEWAL | SEPTEMBER 2026 - SEPTEMBER 2028

Southwest Counseling Service | Community Centered Consulting LLC

THIS AGREEMENT (the “Agreement”) is made this ___ day of September 2026, by and between Sweetwater County Community Mental Health Board, d/b/a Southwest Counseling Service , 2300 Foothill Blvd, Rock Springs, WY 82901 (the “Client”), and Community Centered Consulting LLC, 540 Blue Shutters Road, Roaring Brook, PA 18444 (“Contractor”); collectively, “the Parties”.

RECITALS

WHEREAS, the Client desires to engage Contractor to perform comprehensive grant writing services (the “Services”) for the Client as more fully described below; and

WHEREAS, Contractor wishes and agrees to provide such Services;

NOW, THEREFORE, in consideration of the mutual promises and covenants hereinafter provided and intending to be legally bound hereby, the sufficiency of which is acknowledged by the Parties, the Client and Contractor covenant, promise and agree to the following terms and conditions:

ARTICLE 1: TERM

1.01 The term (the “Term”) shall commence on September ___, 2026, and conclude on September ___, 2028, subject to any prior termination of this Agreement as provided herein.

ARTICLE 2: SCOPE OF WORK

2.01 The Contractor shall provide the Services described in the proposal attached hereto as “Exhibit A.”

ARTICLE 3: COMPENSATION & INVOICE TERMS

3.01 The Contractor shall be compensated with an annual fee of \$49,500, paid in monthly installments of \$4,125.00 each month. The Client agrees to pay within thirty (30) days of receipt of the monthly retainer invoice, which will be billed on the fifth (5th) day of each month.

3.02 Any post-award compensation awarded to the Contractor that is paid through grant funding for evaluation services of grant implementation requirements will be paid within thirty (30) days of receipt of the grant funds by the Client. The Contractor and Client will mutually agree upon the rate of evaluation services of the grant, and typical fees range between five percent (5%) and ten percent (10%) of the total grant award. This contractor compensation is paid only with awarded grant funds and at no cost or liability to the Client.

ARTICLE 4: WAIVER OF CONSEQUENTIAL DAMAGES

4.01 Contractor waives claims against the Client for lost profits, lost expected profits, consequential damages, and/or incidental damages arising out of or relating to this Agreement or termination thereof.

ARTICLE 5: TERMINATION

5.01 The Client may terminate this Agreement with sixty (60) days' written notice to Contractor of the intent to terminate the Agreement. This Agreement can be terminated for failure to perform or for convenience, except where otherwise stated. The Client may not terminate this Agreement if the Client and the Contractor are within forty-five (45) days of the submission of a mutually agreed upon grant application.

Such written notice shall be sufficiently given if delivered in person or if mailed by certified United States mail, return receipt requested, addressed as follows:

IF TO CLIENT	IF TO CONTRACTOR
Sweetwater County Community Mental Health Board Attention: Executive Director 2300 Foothill Blvd Rock Springs, WY 82901	Community Centered Consulting LLC Attention: Bill Drazdowski 540 Blue Shutters Road Roaring Brook, PA 18444

ARTICLE 6: INDEMNIFICATION

6.01 The Contractor agrees to indemnify, defend, release, and hold harmless the Client and its board members, directors, employees, agents, and servants, from any losses, claims, demands, actions, suits, judgments, injuries, liabilities, expenses, including reasonable attorneys' fees and court costs, arising from the Contractor's negligence in the performance of the Services or breach of this Agreement.

ARTICLE 7 : Sovereign and Other Immunities

7.01 Sovereign and Other Immunities and Defenses not Waived:

The Parties hereby acknowledge that SCS, as a governmental entity and political subdivision of Sweetwater County, Wyoming, is subject to and protected by the Wyoming Governmental Claims Act, Wyo. Stat. Ann. § 1-39-101 *et. seq.* SCS hereby expressly reserves all immunities and defenses which may be available to it as a governmental entity, including but not limited to sovereign immunity. By executing this *Agreement*, the Parties acknowledge the nature of SCS as a governmental entity and its reservation of such immunities and defenses.

Choice of Laws and Venue Selection:

In the event that a dispute should arise between SCS and Mr. Mower relating to duties and obligations described herein, such dispute shall be resolved pursuant to the laws of the State of Wyoming. The Parties further agree that this document shall be construed pursuant to the laws of the State of Wyoming. In the event that litigation arises between SCS and Mr. Mower, the Parties agree that the proper venue for such litigation shall be the Courts of the Third Judicial District, Sweetwater County, Wyoming.

EXHIBIT A: SCOPE OF WORK

The Contractor agrees to provide the following professional services for the Client:

Scope of Services:

- Provide professional grant writing services to assist the Client in preparing and submitting grant applications for a minimum of ten (10) and a maximum of twenty (20) mutually agreed upon grants.
- Actively research available grants, for which Client might qualify, provide grant identification services on behalf of the Client and present to the Client potential funding opportunities.
- Conduct a thorough needs assessment and project analysis specific to Southwest Counseling Service to align the grant proposals with the organization's goals.
- Research and gather relevant data, statistics, and supporting documentation required for all grant applications.
- Draft comprehensive and compelling grant proposals that clearly articulate the project's objectives, methods, outcomes, and budget in accordance with grant guidelines.
- Collaborate with the Client to review and finalize the grant proposals, incorporating feedback and making revisions as necessary.
- Provide comprehensive evaluation reporting services for each grant awarded, including the development of evaluation plans, data collection methodologies, analysis, and reporting in compliance with grantor requirements.

Communication:

The Contractor and Client will maintain open and regular communication throughout the term of this contract. Meetings, updates, and feedback will be communicated via email.

Post Award Grant Services:

Upon acceptance of any grant submitted with approved evaluation services, the Contractor will perform all post-award obligations in accordance with grant guidelines until the grant's official closing date to ensure the Client is in grant compliance. These duties include all performance and financial reporting obligations per the award notification and any consulting services to assist the Client execute the terms of the grant.

SIGNATURES

EXECUTION OF THE PROFESSIONAL SERVICES AGREEMENT

IN WITNESS WHEREOF, Contractor and the Client cause this Contract to be signed, sealed, and delivered as of the day and year first above written.

CONTRACTOR**Community Centered Consulting LLC**

SIGNATURE

PRINT NAME

TITLE

Owner

DATE

CLIENT**Sweetwater County Community Mental
Health Board**

SIGNATURE

PRINT NAME

TITLE

DATE

Executive Director's Report

Executive Director Report

I met with Clerk Swenson and Rebecca Romero regarding the possibility of SCS purchasing certain items used by the organization directly from the County Purchasing Warehouse. This initiative is intended to reduce costs to the agency. Clerk Swenson will be discussing the matter with the County Commissioners to determine whether this is a viable option for SCS.

The Community Advisory Board met and provided additional valuable feedback regarding ways to improve services for clients. The Board continues to assist SCS in identifying opportunities to make the organization more efficient and effective while maintaining a strong focus on client needs.

Financial Director Wray-Marchetti, Prevention Specialist Gatley, and I attended the Sweetwater County Board of County Commissioners meeting, where the 2027–2028 Prevention Grant was presented. The grant was approved by the BOCC and signed by the Chairman.

I attended a meeting with community stakeholders to address concerns regarding an incident at Sweetwater Memorial Hospital involving a patient in crisis. As a result of the discussion, SCS will review and strengthen its procedures to help identify and address any gaps that may arise when coordinating services for individuals experiencing a crisis.

Clinical Director Robbins, Financial Director Wray-Marchetti, members of Central Wyoming Behavioral Health, and I met with the executive staff of Aspen Medical Center regarding the potential development of medical detoxification services. This was an initial discussion, and additional meetings will take place as we continue to explore the feasibility of developing this service.

SCS has begun utilizing a digital format for initial client paperwork through tablets and cellular devices. This change appears to be helping streamline the intake process for both clients and staff while reducing the amount of paperwork required.

The roundtable discussion presentation for the Police, Treatment and Community Collaborative in Tucson, Arizona, has been approved. I will travel to Tucson in December as a member of a three-person panel to discuss rural mental health challenges and diversion programs. This will provide an opportunity for SCS to share our experiences and highlight the unique challenges faced by rural communities.

The carpet in the living room at the Sweetwater House needs to be replaced due to a significant odor. KillX will be applied to the subfloor before the new carpet is installed. We will utilize carpet remaining from a previous project, which will significantly reduce the cost. Only a small amount of additional carpet will need to be purchased to complete the project.

The Transitions House experienced some flooding as a result of a thunderstorm that produced a significant amount of rain in a short period of time. The situation will continue to be monitored, and any necessary repairs or follow-up will be addressed.

Interviews for the Director of Operations position were held on August 24 and 25, with three candidates interviewed. We anticipate filling this position soon.

We continue to work on several CARF plans to update them to the current year and ensure they remain current and aligned with organizational requirements.

The annual report is currently being prepared to provide the Board with an overview of SCS outcomes and accomplishments.

Financial Director Wray-Marchetti worked with Vice-Chair Sowada to complete the Scope of Services information for presentation to the Board.

Clinical Director Robbins, Financial Director Wray-Marchetti, HR Supervisor Schwartz, and I have continued working on an organizational structure designed to ensure effectiveness and efficiency. We anticipate being able to implement the new structure shortly.

We have been in communication with WeSoda regarding September being Suicide Prevention Month. We are working together to provide educational literature and potentially offer several presentations focused on suicide prevention. Logistics are still being discussed. This collaboration represents another opportunity to strengthen our partnerships within the community and expand our collective efforts to support our community members.