



Board of Directors Meeting Agenda

Thursday, February 26, 2026, 6:30 pm

- 1) Call to Order
- 2) Roll Call & Welcome
- 3) Approval of Consent Agenda Items

----- CONSENT AGENDA -----

- 4) Approval of Minutes
 - a. December 2025 SWCAP Board Minutes
 - b. Committee Minutes
 - i. Personnel Committee
 - ii. Planning & Review Committee
 - iii. Membership Committee
 - iv. Finance Committee

- 5) Action Items

- a. (USDA) Child and Adult Care Food Program Report November 2025
 - b. (USDA) Child and Adult Care Food Program Report December 2025
 - c. Head Start Enrollment Reduction Request, Grant #05CH013431
 - d. Resolution for the sale of Darlington Property

- 6) Other Items

-----END OF THE CONSENT AGENDA-----

----- REGULAR AGENDA -----

- 7) Board Discussion & Training Items

- a. Items moved from the Consent Agenda
 - b. Financial Reports for January 2026
 - c. Actions Taken by the Executive Committee
 - d. 2026 Budget
 - e. Updated Personnel Policies
 - f. Job Description
 - g. SWCAP Logo Redesign
 - h. Discussion Item: LIFT

- 8) Program Reports & Executive Staff Reports

- a. Senior Directors Report
 - b. Executive Directors Report

- 9) Next Board Meeting

- a. March 26, 2026, 6:30PM

- 10) Adjournment

Mission:

“We work to mitigate the causes and conditions of poverty in Southwestern Wisconsin, building resilience and self-sufficiency by providing supportive services and collaborating with partners.”



Board of Directors Meeting Agenda

Thursday, December 4, 2025, 6:30 pm

1) Call to Order

The meeting of the Southwestern Wisconsin Community Action Program was called to order by the Board Chair, Carol Beals at 6:32 pm.

2) Roll Call & Welcome

Shyanne Cushman, Assistant Executive Director, called the roll.

Present: Carol Beals, Michael Britt, Bob Frank, Mike Furgal, Amy Hardy, Roger Lange, Robert Laeser, Donna Peterson, Mark Pinch, Brandi Riechers, Paula Schoenberg and Adam Stucki and Michael Windle; quorum present.

Absent: Martha Boyer

Others present: Brett White, Chris Frakes, Courtney Messer, Shyanne Cushman, Tawny Hardyman of Head Start, Ronda Christensen of Foods/Thrift, Sheryl Brokopp of Opportunity House, Liani McCarthy of Wegner CPAs, Craig Woodhouse of Neighborhood Housing Security, Clarissa Aide, Kelly Logan and Susan Nelson as new board appointees.

3) Approval of Consent Agenda Items

Carol Beals requested to pull out 5c, 5d, 5e and 5f for Tawny Hardyman to discuss and motion for Head Start. Brett White asked to amend the agenda by adding a closed session at the end of the meeting.

A motion was made to approve 4a, 4b, 5a, 5b, 6a, 6b and 6c of the SWCAP Board of Directors Consent Agenda Items by Paula Schoenberg, second by Roger Lange; all present voted in favor; the motion was carried.

----- CONSENT AGENDA -----

4) Approval of Minutes

a. October 2025 SWCAP Board Minutes

b. Committee Minutes

- i. Personnel Committee
- ii. Planning & Review Committee
- iii. Membership Committee
- iv. Finance Committee

5) Action Items

a. Financial Reports for October 2025

b. (USDA) Child and Adult Care Food Program Report October 2025

6) Other Items

a. Head Start Enrollment and Attendance

b. Group Health Insurance Plan Premiums for Furloughed Employees

c. Strategies to Stabilize the Head Start Workforce

-----END OF THE CONSENT AGENDA-----

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----- REGULAR AGENDA -----

7) Board Discussion & Training Items

a. Items moved from the Consent Agenda

5c) Head Start Selection Criteria for the 2026-2027 Program Year

- i. Tawny Hardyman reviewed the Head Start Selection Criteria for determining, verifying and documenting eligibility for the 2026-2027 Program Year
- ii. A motion was made to approve the Head Start Selection Criteria for the 2026-2027 Program Year by Mike Britt, second by Mark Pinch. All present voted in favor; the motion was carried.

5d) Head Start Recruitment Plan

- i. Tawny Hardyman presented the ERSEA Plan revisions on the Recruitment Roles and Responsibilities.
- ii. A motion was made to approve the Head Start Recruitment Plan, with the addition of Family Advocates added to the list of organizations, by Donna Peterson, second by Paula Schoenberg. All present voted in favor; the motion was carried.

5e) Policy—Insurance Benefit Continuance

- iii. Courtney Messer discussed using an insurance benefit continuance in retaining staff during the furlough by using retention dollars to cover the employee benefit costs until the furlough is expired. Fortunately, staff was brought back December 2, 2025. One employee chose to part ways during the furlough.
- iv. A motion was made to approve the Head Start Insurance Benefit Continuance Policy by Roger Lange, second by Donna Peterson. All present voted in favor; the motion was carried.

5f) SWCAP Head Start Short-Term Retention Incentive Policy

- v. Tawny Hardyman presented the Head Start Short-term Retention Incentive to retain qualified staff in the childcare field who are providing high-quality care for children in local communities. Short-term retention incentives will be calculated quarterly.
- vi. A motion was made to approve the Head Start Short-Term Retention Incentive Policy by Mike Windle, second by Roger Lange. All present voted in favor; the motion was carried.

b. New Board Member Appointment

- i. Carol Beals announced the appointment of new board members, Clarissa Aide a member of the Head Start Policy Council, Ben Gruber, Kelly Logan and Susan Nelson.
- ii. A motion was made to approve the appointment of Clarissa Aide, Ben Gruber, Kelly Logan and Susan Nelson by Donna Peterson, second by Mark Pinch. All present voted in favor; the motion was carried.

c. Head Start Eligibility Board Training

- i. Tawny Hardyman presented the Head Start Eligibility Training for the Board members.

d. Discussion Item: Foods Security Program

- i. Ronda Christensen presented on the SWCAP Foods Security Program, explaining the locations of SWCAP's Food Pantries, our Pop Deliveries and other TEFAP Pantry Partners. She walked through the Choice Pantry, Senior Food Delivery, Pop-Up Food

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Truck, Kids First program, and the Backpack program. She presented our mission and explained what the Board can do to help spread the word about Food Security.

8) Program Reports & Executive Staff Reports

a. Senior Directors Report

- i. Chris Frakes shared that we are very delighted to have Head Start back, and everyone is excited to be back in the classrooms. Students will return Monday, December 8, 2025.
- ii. Courtney Messer presented the final snapshot of insurance renewals for SWCAP employees. The negotiations for insurance renewals ended up at a 4.59% increase of Health Insurance. We are increasing the employer contribution and are able to lower the employee rates. Dental came in at a -7.90% increase (2 years), Vision at a -12.5% (4 year). Short term disability is now in-house. Long Term came in at -7% (2 years guarantee). Life Insurance, AD&D -64% increase (2 years), Voluntary Life 0% (2 years)

b. Executive Directors Report

- i. Brett White motioned to move into a closed session.

9) Motion to enter closed session

A motion was made to enter closed session by Michael Britt, second by Adam Stucki; all present voted in favor; the motion was carried.

Courtney Messer, Senior Director, called the roll.

Present: Clarissa Aide, Carol Beals, Michael Britt, Bob Frank, Mike Furgal, Amy Hardy, Roger Lange, Robert Laeser, Kelly Logan, Susan Nelson, Donna Peterson, Mark Pinch, Brandi Riechers, Paula Schoenberg and Adam Stucki and Michael Windle; quorum present.

Absent: Martha Boyer & Ben Gruber

Others present: Brett White, Chris Frakes, Courtney Messer, Shyanne Cushman, Liani McCarthy of Wegner CPAs, and Craig Woodhouse of Neighborhood Housing Security.

a. Matters related to contracts that require confidentiality

10) Motion to end closed session

A motion was made to end closed session by Adam Stucki, second by Mark Pinch; all present voted in favor; the motion was carried. Closed Session.

11) Next Board Meeting

- a. January 22, 2026, 6:30PM

12) Adjournment

- a. A motion to adjourn the meeting was made by Donna Peterson, second by Michael Britt. All present voted in favor; the motion was carried, meeting adjourned at 8:19 pm.

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WISCONSIN DEPARTMENT OF Public Instruction

[Home-
Day
Care
Program](#)
[School
Nutrition
Program](#)
[Community
Nutrition
Program](#)
[Summer
Food
Program](#)
[Special
Milk
Program](#)
[Review](#)
[Other
Services](#)
[Logout](#)
[Community Nutrition Program >](#)
[Claim Reimbursement >](#)
[Child and Adult Care Food Program >](#)
[View-Print Claim](#)

Child and Adult Care Food Program (CACFP)
[Participation Reimbursement Information]

Expansion Meals: 891
Expansion Reimbursement: \$2,605.23
Reimbursement per Meal: \$2.92

256801 - Southwest Wisconsin CAP INC

General Information		Payment	Amount
Program	Child Care Food Program (CCI)	+ Meal Reimbursement	2,511.90
Claim Date:	11/01/2025	- Advance	0.00
Non-needy Category:	0	- Meal Overpayment Rec.	0.00
Reduced Category:	0	= Meal Reimb. bal. due.	2,511.90
Free Category:	26	+ Cash in Lieu (CIL)	93.33
Total Number of Enrolled Children:	26	- CIL Overpayment Rec.	0.00
Number of Days of Service:	17	= CIL Reimb. bal. due.	93.33
		Total	2,605.23
		Voucher No.	2026000883
		Date Submitted:	12/16/2025
		Date Processed:	
		Date Paid:	

Total Reimbursable Meals Summary Based on Site(s) Participation Information

Total Breakfasts	Total AM Snack	Total Lunches	Total PM Snack	Total Suppers	Total Additional Snack	Total Lunches 2nd	Total Supper 2nd	Total Meals
306	0	306	279	0	0	0	0	891

Site Participation Information

Site No.	Non-Needy	Reduced Price	Free	Total Enrollment	Days Operating	ADA	Breakfasts	AM Snack	Lunches	Lunches 2nd	PM Snack	Suppers	Supper 2nd	Additional Snack
6319	0	0	9	9	16	6	95	0	93	0	79	0	0	0
7521	0	0	9	9	17	7	100	0	103	0	90	0	0	0
8509	0	0	8	8	16	7	111	0	110	0	110	0	0	0

[CERTIFICATION]

I HEREBY CERTIFY to the best of my knowledge that this claim is true, correct, and in accordance with the terms of existing agreement, that records are available to support this claim, and that payment has not been received. Meal counts have been reviewed and analyzed to ensure accuracy. I acknowledge that failure to submit accurate claims will result in recovery of an over claim and may result in the withholding of payments, suspension, or termination of the program. I understand that the information on this claim is being given in connection with the receipt of federal funds and that deliberate misrepresentation or withholding of information may result in prosecution under applicable State and Federal statutes.

Preparer Name and Telephone No.: Crystal Peterson 608-935-3379

BACK



WISCONSIN DEPARTMENT OF Public Instruction

Total Meals: 2,465
 Head Start Meals: 1,464
 Infant-Toddler Meals: 1,001
 Total Reimbursement: \$7,304.74
 Reimbursement per meal: \$2.96
 Head Start Reimbursement: \$4,309.80
 Infant-Toddler (Expansion) Reimbursement: \$2,994.94

Home-
Day
Care
ProgramSchool
Nutrition
ProgramCommunity
Nutrition
ProgramSummer
Food
ProgramSpecial
Milk
Program

Private

Other
Services

Lunch

[Community Nutrition Program >](#)[Claim Reimbursement >](#)[Child and Adult Care Food Program >](#)[View-Print Claim](#)

Child and Adult Care Food Program (CACFP) [Participation Reimbursement Information]

256801 - Southwest Wisconsin CAP INC

General Information		Payment	Amount
Program	Child Care Food Program (CCI)	+ Meal Reimbursement	7,036.04
Claim Date:	12/01/2025	- Advance	0.00
Non-needy Category:	0	- Meal Overpayment Rec.	0.00
Reduced Category:	0	= Meal Reimb. bal. due.	7,036.04
Free Category:	147	+ Cash in Lieu (CIL)	268.70
Total Number of Enrolled Children:	147	- CIL Overpayment Rec.	0.00
Number of Days of Service:	19	= CIL Reimb. bal. due.	268.70
		Total	7,304.74
		Voucher No.	2026001038
		Date Submitted:	01/20/2026
		Date Processed:	
		Date Paid:	

Total Reimbursable Meals Summary Based on Site(s) Participation Information

Total Breakfasts	Total AM Snack	Total Lunches	Total PM Snack	Total Suppers	Total Additional Snack	Total Lunches 2nd	Total Supper 2nd	Total Meals
823	0	881	761	0	0	0	0	2,465

Site Participation Information

Site No.	Non-Needy	Reduced Price	Free	Total Enrollment	Days Operating	ADA	Breakfasts	AM Snack	Lunches	Lunches 2nd	PM Snack	Suppers	Supper 2nd	Additional Snack
1854	0	0	13	13	5	9	42	0	42	0	0	0	0	0
6319	0	0	26	26	17	19	196	0	213	0	177	0	0	0
7521	0	0	28	28	19	18	230	0	234	0	210	0	0	0
8509	0	0	40	40	18	18	188	0	203	0	198	0	0	0
8516	0	0	15	15	9	11	85	0	91	0	80	0	0	0
801607	0	0	8	8	4	3	4	0	9	0	8	0	0	0
801620	0	0	17	17	9	10	78	0	89	0	88	0	0	0

[CERTIFICATION]

I HEREBY CERTIFY to the best of my knowledge that this claim is true, correct, and in accordance with the terms of existing agreement, that records are available to support this claim, and that payment has not been received. Meal counts have been reviewed and analyzed to ensure accuracy. I acknowledge that failure to submit accurate claims will result in recovery of an over claim and may result in the withholding of payments, suspension, or termination of the program. I understand that the information on this claim is being given in connection with the receipt of federal funds and that deliberate misrepresentation or withholding of information may result in prosecution under applicable State and Federal statutes.

Preparer Name and Telephone No.: Crystal Peterson 608-935-3379



BACK

SWCAP Head Start

SWCAP Head Start

Grant #05CH013431

Enrollment Reduction Request

SWCAP Head Start requests a reduction in funded enrollment for the Head Start Preschool program. Current funded enrollment is 145 children, ages three and four. Due to chronic underenrollment the program is requesting to reduce funded enrollment from 145 preschool age children to 103. The program requests funding levels to remain the same and will use funding to increase staff wages and benefits.

BOARD RESOLUTION

SOUTHWESTERN WISCONSIN COMMUNITY ACTION PROGRAM, INC.

By the Board of Directors of the Southwestern Wisconsin Community Action Program, Inc. (hereafter "SWCAP") whose principal place of business is located at 201 South Iowa Street, Dodgeville, Wisconsin 53533.

RESOLVED, that, **Brett White**, SWCAP's Executive Director, is authorized, pursuant to the HOME Affordable Rental Program, NSP Program, Market unit development fund and other applicable SWCAP housing and service programs, for and behalf of SWCAP:

1. To sell and convey the following Property owned by SWCAP located at:

435 Main Street, Unit 100, Darlington, WI 53530

2. To perform the obligations of SWCAP under and Offer to Purchase ("Offer") between SWCAP and a duly qualified Buyer ("Buyer") as determined by the Executive Director.
3. To amend the Offer at the discretion of the Executive Director.
4. To provide purchase support to the Buyer, including but not limited to Seller financing on such terms and conditions as the Executive Director may determine in their discretion.
5. To pledge, sign, mortgage, grant or accept a security interest in the Property, fixtures, and personal property located on the Property and to take any other as needed for furtherance of the Property being using in compliance with and SWCAP Housing Program, market unit development fund, and any other applicable program(s) affecting the Property that have been heretofore approved by the Board of Directors for SWCAP;

And

6. To do all other things necessary or appropriate to the authority granted by this Resolution.

I certify that the foregoing is a true and correct copy of resolutions duly adopted in accordance with law and the Articles of Incorporation and Bylaws of said Corporation at a meeting of a quorum of the Board of Directors, and that said resolution, not being in conflict with those Articles or Bylaws, are not in full force and effect.

Dated _____, 2026

Authorized Signature, Carol Beals Board Chairperson, Southwestern Wisconsin Community Action Program, Inc.

SOUTHWESTERN WISCONSIN COMMUNITY ACTION PROGRAM, INC.

Financial Statements

November 30, 2025 and 2024

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Interim Financial Statements

Statements of Financial Position

Statements of Activities

Statements of Functional Expenses

Financial Overview

SWCAP, Inc.
Statements of Financial Position
As of November 30, 2025 and 2024

	11/30/2025	11/30/2024
Assets		
Current Assets		
Cash and Cash Equivalents	\$ 3,969,639	\$ 3,257,420
Accounts Receivable, Net	130,451	81,492
Grants Receivable	1,643,194	2,125,623
Pledges Receivable	-	5,220
Lease Receivable - ST	1,515,549	1,593,212
Employee Advances / Loans	-	1,583
Prepaid Expenses	144,564	165,952
Inventory	378,782	224,263
Intercompany Receivable	88,491	-
Total Current Assets	<u>7,870,670</u>	<u>7,454,765</u>
Long-term Assets		
Right of Use Asset	85,926	163,120
Property & Equipment, Net of Accumulated Depreciation	4,758,108	5,310,395
Total Long-term Assets	<u>4,844,034</u>	<u>5,473,515</u>
Intangible Assets, Net	23,167	50,967
Loans Receivable	<u>6,796,776</u>	<u>6,448,190</u>
Total Assets	<u><u>\$ 19,534,647</u></u>	<u><u>\$ 19,427,437</u></u>
Liabilities and Net Assets		
Liabilities		
Short-term Liabilities		
Accounts Payable	\$ 410,586	\$ 613,967
Accrued Liabilities	333,398	514,070
Short-term Lease Liability	39,903	48,895
Grant Advances	440,788	359,270
Other Short-term Liabilities	693,397	523,075
Total Short-term Liabilities	<u>1,918,072</u>	<u>2,059,277</u>
Long Term Liabilities		
Long-term Lease Liability	45,615	113,737
Loans Payable - Long Term		
Notes Payable	2,321,658	2,704,782
Revolving Loans Payable	4,562,375	4,125,374
Total Loans Payable - Long Term	<u>6,884,033</u>	<u>6,830,156</u>
Total Long Term Liabilities	<u>6,929,648</u>	<u>6,943,893</u>
Total Liabilities	<u>8,847,720</u>	<u>9,003,170</u>
Net Assets	<u>10,686,927</u>	<u>10,424,267</u>
Total Liabilities and Net Assets	<u><u>\$ 19,534,647</u></u>	<u><u>\$ 19,427,437</u></u>

These financial statements are presented for management use only. They have not been audited, reviewed, or compiled, and no assurance is provided on them.

SWCAP, Inc.
Statement of Activities - Two Year Comparative
For the Years to Date Ended November 30, 2025 and 2024

	Year to Date 11/30/2025			Annual 2025 Budget	Prior Year To Date 11/30/2024
	Actual	Budget	Under/(Over) Budget		Actual
Revenues					
Contributions	\$ 74,522	\$ 21,438	(53,084)	\$ 23,387	\$ 39,489
Grant Revenues	9,620,724	9,364,305	(256,419)	10,215,605	11,448,386
Program Fee for Service Revenue	996,990	1,031,976	34,986	1,125,792	986,086
Contract Revenue	30,400	21,259	(9,141)	23,191	287,086
Net Investment Income	26,977	22,592	(4,385)	24,647	22,438
Other Revenue					
Rental Income	223,992	262,341	38,349	286,190	270,196
Gain on Extinguishment of Debt	-	3,063	3,063	3,341	-
Gain (Loss) on Disposal of Asset	394,407	-	(394,407)	-	536,141
Other Revenue	290,136	524,645	234,509	572,340	258,756
In Kind Contributions	1,123,086	1,242,380	119,294	1,355,323	1,335,623
Match-In Kind	19,164	221,556	202,392	241,698	52,542
Total Other Revenue	<u>2,050,785</u>	<u>2,253,985</u>	<u>203,200</u>	<u>2,458,892</u>	<u>2,453,258</u>
Total Revenues	12,800,398	12,715,555	(84,843)	13,871,514	15,236,743
Operating Expenses					
Personnel					
Salary and Wages	4,656,323	4,945,391	289,068	5,394,972	5,368,802
PR Taxes	406,737	413,849	7,112	451,471	441,317
PR Benefits	1,117,888	902,244	(215,644)	984,265	901,333
Total Personnel	<u>6,180,948</u>	<u>6,261,484</u>	<u>80,536</u>	<u>6,830,708</u>	<u>6,711,452</u>
Program Expenses	2,100,476	1,750,959	(349,517)	1,910,137	2,042,439
Occupancy	251,609	276,417	24,808	301,546	326,453
Professional Fees	1,131,262	1,211,076	79,814	1,321,174	1,162,686
Grants Awarded Expense	68,459	-	(68,459)	-	92,688
Other Operating Expenses	1,744,931	2,139,999	395,068	2,334,543	2,170,728
Other Expenses	<u>1,174,364</u>	<u>1,273,867</u>	<u>99,504</u>	<u>1,389,673</u>	<u>1,438,407</u>
Total Operating Expenses	<u>12,652,049</u>	<u>12,913,802</u>	<u>261,754</u>	<u>14,087,781</u>	<u>13,944,853</u>
Total Changes in Net Assets	<u>\$ 148,349</u>	<u>\$ (198,247)</u>	<u>(346,596)</u>	<u>\$ (216,267)</u>	<u>\$ 1,291,890</u>
+ Net Assets - Beginning	<u>10,538,578</u>				<u>9,132,377</u>
Net Assets - Ending	<u>\$ 10,686,927</u>				<u>\$ 10,424,267</u>

These financial statements were prepared by Wegner CPAs LLP. The statements were not subject to an audit, review, or compilation engagement, and no assurance is provided on them. Substantially all disclosures required by accounting principles generally accepted in the United States are not included.

SWCAP, Inc.
Statement of Functional Expenses
For the Year to Date Ended November 30, 2025

	Family Development 11/30/2025	Health & Wellness 11/30/2025	Household Stability 11/30/2025	Energy Services 11/30/2025	Transportation 11/30/2025	Buildings 11/30/2025	Affiliates 11/30/2025	Total Program Programs	Management & General 11/30/2025	Total
Expenses										
Salary and Wages	\$ 1,634,636	\$ 697,325	\$ 330,093	\$ 536,637	\$ 572,192	\$ -	\$ 131,470	3,902,353	\$ 26,666	3,929,019
PR Benefits	437,900	150,935	101,196	118,963	136,952	-	19,047	964,992	859	965,852
PR Taxes	134,130	56,303	26,005	43,670	49,626	-	11,759	321,494	28,343	349,836
Program Expenses	61,391	133,748	765,999	1,127,548	497	-	11,282	2,100,465	10	2,100,475
Occupancy	137,035	32,521	23,125	10,861	2,162	20,779	15,124	241,607	1,722	243,329
Professional Fees	324,009	26,525	259,569	345	62	800	7,574	618,884	2,387	621,271
Grants Awarded Expense	-	-	58,000	-	-	-	10,459	68,459	-	68,459
Advertising and Promotion	150	3,839	2,364	674	685	-	5,415	13,127	-	13,127
Business Licenses and Permits	604	413	17,956	-	-	12,911	1,198	33,082	4,000	37,083
Conferences, Conventions, and Meetings	66,916	1,773	2,772	3,065	1,161	-	16,750	92,438	8,030	100,467
Depreciation	119,180	45,627	28,116	20,482	96,885	20,287	-	330,576	68,176	398,752
Dues and Subscriptions	35,381	23,882	4,568	1,509	17,928	-	4,508	87,776	5,145	92,921
Finance Charges	-	-	1,271	-	-	313	-	1,584	-	1,583
Insurance	62,706	20,309	7,225	22,557	32,304	1,189	-	146,290	527	146,818
Interest Expenses	6,054	6,998	5,340	3,395	1,270	72,831	-	95,888	1,750	97,639
Office Supplies	20,729	10,391	1,509	4,028	1,650	207	4,507	43,021	1,756	44,776
Postage and Delivery	2,801	1,934	106	1,209	79	-	-	6,127	403	6,531
Repairs and Maintenance	94,766	26,211	9,773	7,581	86,838	3,907	-	229,077	(1,074)	228,002
Taxes	-	-	-	-	-	13,864	-	13,864	-	13,864
Telecommunication	30,972	17,239	4,999	6,553	2,545	123	1,950	64,384	4,225	68,609
Travel Expenses	42,598	28,124	17,659	15,403	150,005	-	4,537	258,323	8,732	267,055
Allocated Indirect Costs	(6,575)	295	175	129	326	-	60	(5,589)	1,688,365	1,682,776
Bad Debt Expense	-	354	(1)	-	-	-	-	353	-	353
Staff Retention	164	-	-	-	-	-	-	164	-	164
Other Operating Expense	202,695	81,214	9,081	151,733	2,214	(419,527)	1,913	29,322	1,863	31,185
In Kind Expense	-	-	-	-	104,908	-	-	104,909	-	104,909
In Kind Volunteer Time	809,472	-	-	-	-	-	-	809,472	-	809,472
In Kind Space/Utilities	96,478	-	-	-	-	-	-	96,478	-	96,478
Match-InKind	98,509	-	-	-	-	-	-	98,509	-	98,508
In Kind Travel	1,124	-	-	-	-	-	-	1,124	-	1,125
In Kind Other	12,594	-	-	-	-	-	-	12,594	-	12,593
Closed Project Transfer	214,176	(880,663)	471,682	(89,845)	408,758	78,592	43,101	245,800	(226,511)	19,290
Suspense	-	-	-	-	-	-	-	-	(273)	(272)
Total Expenses	<u>\$ 4,640,595</u>	<u>\$ 485,297</u>	<u>\$ 2,148,582</u>	<u>\$ 1,986,497</u>	<u>\$ 1,669,047</u>	<u>\$ (193,724)</u>	<u>\$ 290,654</u>	<u>11,026,947</u>	<u>\$ 1,625,101</u>	<u>12,652,049</u>

These financial statements are presented for management use only. They have not been audited, reviewed, or compiled, and no assurance is provided on them.

SOUTHWESTERN WISCONSIN COMMUNITY ACTION PROGRAM

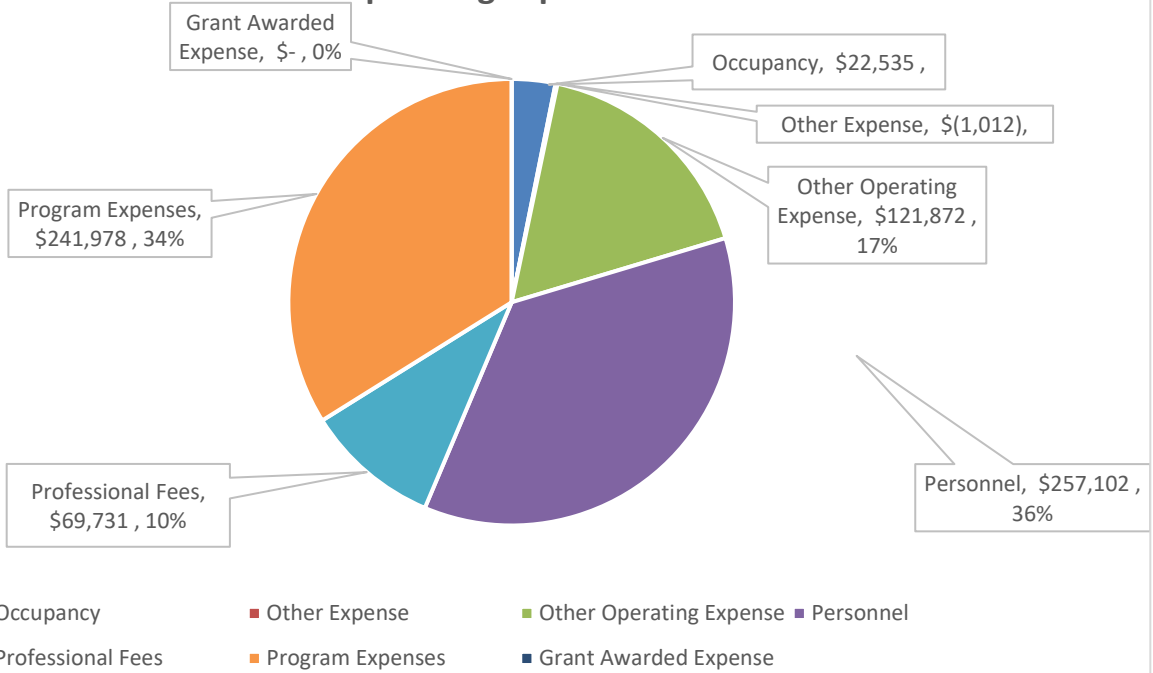
Financial Statement Brief Overview – November 2025

Below is a very high overview of the financials, along with visual graphics. The more granular details are provided to just the finance committee, but available to the board upon request.

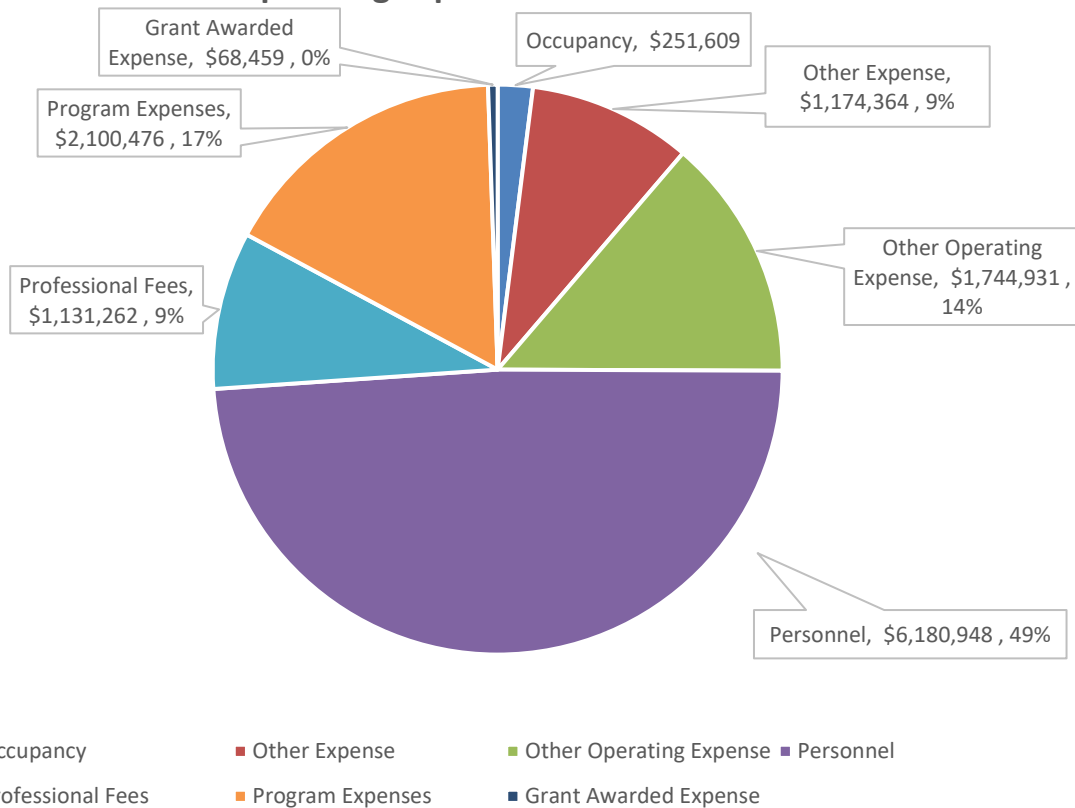
- Surplus year-to date is approximately \$148,000
 - Sold 1017 17th Street Monroe for a gain of approximately \$121,000
 - Sold 29 Temple Ave for a gain of approximately \$41,560
 - Sold 445 Park Street Livingston, WI for a gain of approximately \$91,990
 - Sold a vehicle for a gain of approximately \$7,000
 - Insurance proceeds from hail damage resulted in a gain of approximately \$21,000
 - The transfer of a 929 W Seminary Street resulted in a net gain of approximately \$53,000
 - Without the gains, the deficit would be approximately (\$188,000)
- The federal shutdown caused the Head Start classrooms to close for several weeks in November. The month of November, only \$11,664 of expenses and corresponding grant revenue was incurred for the Head Start grants that were impacted by the shutdown. For comparison purposes, November of 2024 had \$216,864 of expenses and corresponding grant revenue. Some of the November 2025 expenses were charged to other grants, but a lot of expenses also didn't happen, as many staff were temporarily laid off during this time. The grant award did come through in November for 100% funding.

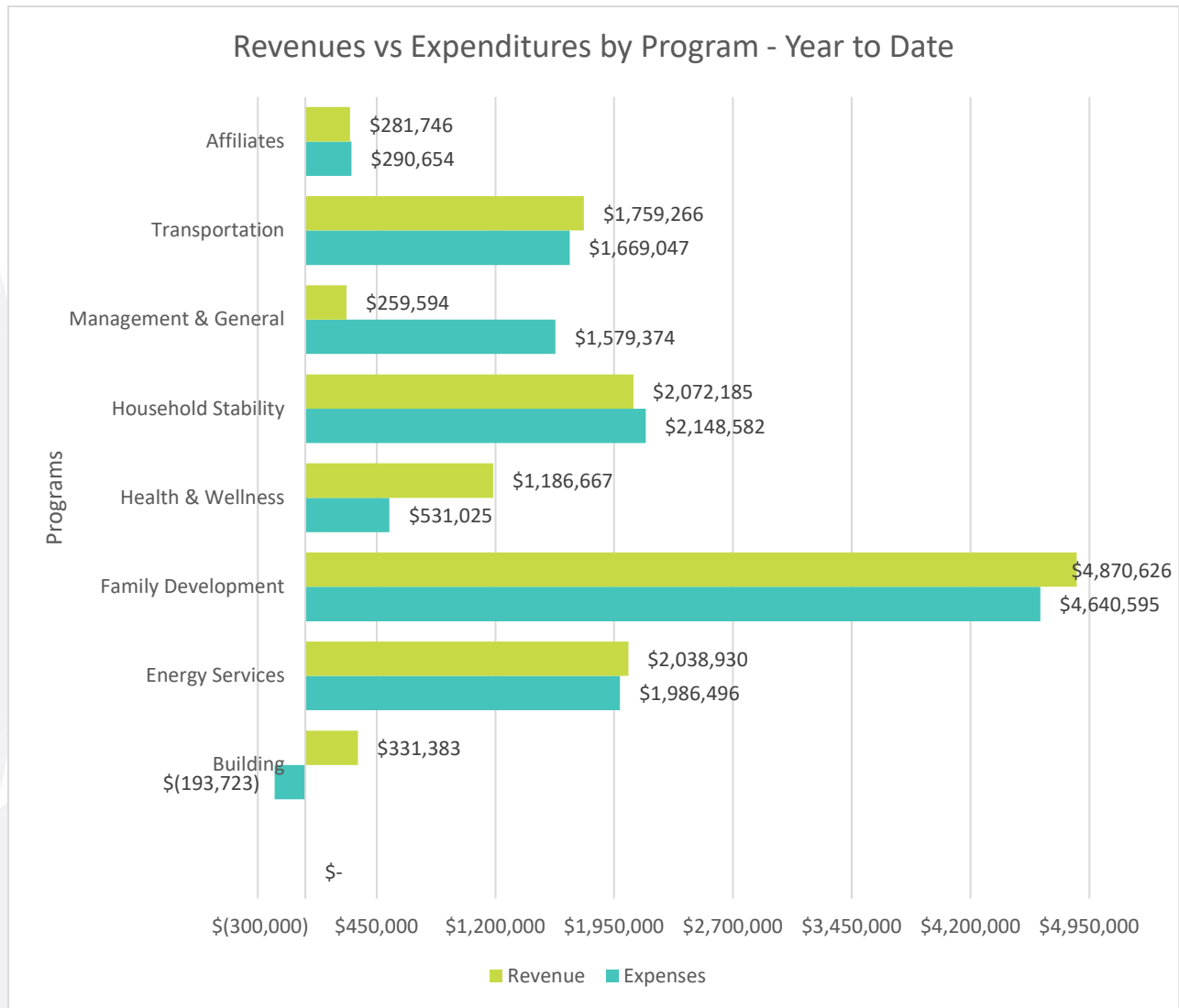
Cash \$3,969,639  This month +2.13% vs. prior month	Cash PM     \$3,886,824  prior month +8.82% vs. prior period	Cash PY     \$3,257,420 one year ago month
Net Assets \$10,686K  This month +2.52% vs. 12 months prior	Change in Net Assets CY \$148,349  This year to date -88.52% vs. prior year	Change in Net Assets CM -\$50,724  This month -336.87% vs. 12 months prior
Accounts Receivable     \$1,773,645  This month -18.83% vs. prior month	Accounts Receivable PM     \$2,185,137  prior month +15.3% vs. prior period	Accounts Receivable PY \$2,212,334 one year ago month

Operating Expenses - Month



Operating Expenses - Year to Date





Executive Committee Meeting

Tuesday, February 10, 2026, 3:30 pm

Present: Carol Beals, Donna Peterson, Bob Laeser, Michael Britt, Brett White, Chris Frakes, Courtney Messer, Liani McCarthy of Wegner CPAs

Absent: Martha Boyer, Michael Windel

1. Liani McCarthy requested an Executive Committee meeting to discuss the refinance of 402 Johnson St, Boscobel. Currently the loan is with Farmers, the interest rate is increasing to 7.25%, with a monthly payment of \$1,607.

The Bank of New Glarus has offered two options, both with 6.49% interest rate, the first option with a 20-year amortization, the other option at 15-year amortization. The interest rate at Bank of New Glarus would not change, unlike the Farmers interest rate which changed every 3 years.

- 20 Year Amortization, monthly payment \$1,330
- 15 Year Amortization, monthly payment of \$1, 525

Option	Rate	Amortization	Cash out - Monthly Payment	Total Interest Paid (Remaining Life)
Farmers – Current (after reset)	7.25%	~15 yrs	\$1,607	~\$111,000
BoNG – 20-Year Amortization	6.49%	20 yrs	~\$1,330	~\$137,000
▶ BoNG – 15-Year Amortization	6.49%	15 yrs	~\$1,525	~\$98,000

Motion made by Robert Laeser to refinance the loan with the Bank of New Glarus for a 15-year amortization, Second Michael Britt; all present voted in favor; the motion was carried.

2. Liani McCarthy presented information on 435 Main Street, Unit 100, Darlington, WI currently under lease through 4/27/2034 with Darlington Dental. The current loan balance with BMO Bank is \$620,000. A comparative market analysis has been completed to determine value
 - Exit Professional Real Estate – Recommended listing at \$600,000 to \$700,000, likely accepting \$450,000 to \$600,000 based on a three-to-six-month marketing period.
 - Sprinkman Real Estate – Estimates potential market value just under \$720,000.

Chris Frakes discussed the option of Beloit Community Health Services paying up to \$200,000 to cover the gap between net proceeds on the sale and the loan pay off amount. Beloit CHS has requested the agreement in writing. SWCAP's attorney is drafting an agreement.

The Executive Committee is in support of moving forward, with selling the location as long as the lease agreement isn't broken until the sale of the building is final. A board resolution will be brought to the full board in February for approval.

Southwestern Wisconsin Community Action Program, Inc.
2026 Organizational Budget Modified "Cash"

Board Reporting	Account	Account name	2026 Budget
Revenue	40000	Contributions	50,878
	41000	Grant Revenue	11,156,282
	43000	Program Fee for Service Revenues	1,109,828
	43100	Contract Revenue	145,232
	45000	Interest & Dividend	25,409
	47600	Rental Income	232,958
	48900	Other Revenue	685,237
	49999	Program Transfer	15,291
Revenue Total			13,421,113
Personnel Exps	50000	Salaries and Wages	4,141,578
	50100	Payroll Taxes	298,673
	50115	UI Taxes	35,152
	50120	Life & Disability Insurance	4,980
	50130	Employee Health Insurance	664,180
	50135	Employee Dental Insurance	12,668
	50150	Workers Compensation Insurance	42,527
	50200	Retirement Plan	72,984
Personnel Exps Total			5,272,743
Other Operating Exps			6,088,450
Indirect Exps			1,722,398
Surplus (Deficit)			337,522

Southwestern Wisconsin Community Action Program, Inc.
2026 Organizational Budget

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	50120	Life & Disability Insurance	4,980
	50130	Employee Health Insurance	664,180
	50135	Employee Dental Insurance	12,668
	50150	Workers Compensation Insurance	42,527
	50160	Accrued Vacation Expense	205,573
	50200	Retirement Plan	72,984
Personnel Exps Total			5,478,316
Other Operating Exps			6,515,534
Indirect Exps			1,783,908
Surplus (Deficit)			(356,644)



PERSONNEL POLICIES

Reviewed by Scholz Nonprofit Law, LLC – October 25, 2024

Approved by Southwest Community Action Program Board of Directors on December 5, 2024

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WELCOME STATEMENT

Welcome to SWCAP! Whether you have just joined our team or have been at SWCAP for a while, we are happy you are here!

Together, we are on a mission to mitigate the causes and conditions of poverty in Southwestern Wisconsin, building resilience and self-sufficiency by providing supportive services and programs, and by collaborating with partners. We are grateful to have you on the team.

We are committed to making SWCAP the best it can be, and we use our core values to guide the way. We thrive when we all hold ourselves accountable to these core values.

We consider our employees to be one of our most valuable resources, so we developed this handbook to help you familiarize yourself with our policies. These policies are based on the belief that SWCAP's success is primarily dependent upon its employees. Employees can expect the agency to:

- 1. Live and promote the mission, vision, and core values through all the agency does.*
- 2. Treat our employees with fairness, dignity, and respect.*
- 3. Establish a strong and direct relationship with our employees through open and honest communication.*
- 4. Commit to cultivate and preserve a culture of inclusion and connectedness.*
- 5. Provide opportunities for employees to develop personally and professionally.*

We encourage you to read this handbook fully and keep it on hand as an ongoing reference.

Thank you again for joining and being a part of the SWCAP team. We can't wait to see what we can accomplish together!

Mission, Vision, and Core Values

SWCAP's Mission:

Southwestern Wisconsin Community Action Program, Inc. is a nonprofit organization committed to mitigating the causes and conditions of poverty in Southwestern Wisconsin, building resilience and self-sufficiency by providing supportive services and programs, and by collaborating with partners. In this handbook, the organization will be referred to as "SWCAP," the "Agency" or "we."

SWCAP's Vision:

SWCAP is a catalyst for building communities of hope, inclusion, and social justice, where poverty is overcome, and all people are empowered and thrive.

SWCAP's Core Values:

Integrity

As an organization, we believe integrity is our most valuable asset. Individually, it is the choice of doing the right thing even when no one is watching. We believe in honesty, transparency and commit to being ethical in all our interactions with our colleagues, clients, families and the communities we serve.

Collaboration

We work together in a respectful and cooperative manner in partnership with each other, our clients, and the community to help build strong and successful working relationships.

Innovation

We value the pursuit of new and different ideas, approaches, and solutions as essential to achieving the organization's mission and vision. We encourage experimentation and embrace failure as a learning opportunity as we continuously strive for improvement and growth in all aspects of our endeavors.

Dignity

We uphold the inherent value and worth of every person regardless of their status, beliefs, or background. Dignity means treating oneself and others with honor, understanding, and respect.

Compassion

We demonstrate our genuine care and concern for one another and the community by responding to needs.

Belonging

We believe that everyone should feel accepted and valued as their full selves, and connected to each other, the community, and our organization.

Equitable Leadership

We focus on promoting fairness, equal opportunity, and inclusion by addressing systemic inequalities and ensuring everyone has equal access to opportunities, resources, and support. We prioritize diversity, equity, inclusion, and belonging in decision-making processes and work to dismantle barriers that prevent individuals from reaching their full potential.

Definitions

For the purpose of this handbook, the following terms have been defined to achieve clarity without repetition.

- Because SWCAP understands the concept of family extends beyond traditional definitions and that families come in many forms, “family members” include, but are not limited to (i) spouses, partners of civil unions and life partners, (ii) legal, biological, adoptive, step and foster children (iii) parents, siblings, grandparents, grandchildren and extended family (aunts/uncles/cousins), (iv) LGBTQIA and families, same sex partners and non-binary partners and (iv) other family structures not legally recognized and vital to employee’s personal life/well-being.
- “Workplace harassment” is inappropriate conduct, including, but not limited to, comments, pictures, actions, writing, or gestures, that are unwelcome, intimidating, humiliating, hurtful, disrespectful, malicious, or otherwise offensive to an individual or group of individuals. Workplace harassment also includes behavior which creates a work environment that might be reasonably expected to cause embarrassment, offense, or humiliation to another person or group.
- “Name Usage” Individuals may choose to be addressed by a name that differs from their legal name. While the agency respects individual’s preferences for how they wish to be identified in day-to-day interactions, legal names must be used in all official documents and communications where required by law or regulatory standards, including government-issued identification and other legal documents.
- “Controlled Substance” includes (i) substances which are illegal in the United States or the State of Wisconsin, (ii) substance not legally obtainable in the United States or the State of Wisconsin and (iii) substances that are legally obtainable in the United States and the State of Wisconsin but used in a manner different from that prescribed by a physician or other medical provider licensed to prescribe those substances.

SECTION 100 INTRODUCTION

101. Purpose of Policies

This handbook summarizes some of the personnel policies, employment policies, rules, and regulations established for SWCAP employees (the “personnel policies”). The handbook has been prepared to acquaint all volunteers, interns, board of directors, employees, and representatives of SWCAP with the personnel policies and to provide for the agency’s orderly and efficient operation. It is your responsibility to read and become familiar with this handbook and to follow the personnel policies contained in it.

The personnel policies are established:

- a. To provide consistent personnel practices and to effectively use the human resources of the agency in the achievement of its goals and objectives;
- b. To provide a work climate of justice and dignity; and
- c. To clarify the roles of people responsible for personnel administration.

To answer some of the questions you may have concerning the agency and its policies, we have written these personnel policies. This handbook is designed to acquaint you with SWCAP’s personnel policies and generally describe benefits available to SWCAP employees. Most of your questions should be answered in this handbook, however, if you have questions regarding the handbook or matters not covered, please direct them to your immediate supervisor and/or human resources.

This handbook supersedes any previous employee handbook, manual, and other written or verbal statement of policy, which may have been issued by the agency. Personnel policies set forth in this handbook can be modified, revoked, or added to at any time, with or without notice, at the sole discretion of the agency through its HR Director, Personnel Committee and Board of Directors. No other employees have the authority to alter this handbook or any personnel policies. Any revisions will substitute and replace prior personnel policies and become a part of this handbook. All employees will automatically be subject to the addition, deletion or change, regardless of date of hire. Neither the text of this handbook, nor that of any personal policy is intended to be, or should be construed as, a contract guaranteeing continued employment, a guarantee of any rights or benefits, or a contract of employment, either expressed or implied. As stated later in this handbook, unless otherwise provided in writing, all employees of SWCAP are employees “At Will.”

102. Responsibility for Policy Development and Implementation

102.1 The Board of Directors and Head Start Policy Council

SWCAP's Board of Directors is responsible for adopting personnel policies and policy revisions. In fulfilling this responsibility, the Board may initiate action or may accept or reject recommendations of the Personnel Committee and staff. All employees are under the policy authority of the Board of Directors. In addition, employees working on Head Start programs are also subject to and required to abide by Head Start procedures, rules and regulations. Further some employees may be required to follow procedures, rules and regulations established by funders of one (1) or more SWCAP programs. Employees shall abide by all policies, procedures, rules and regulations required by SWCAP, Head Start or any other funders. The Board delegates

to the Executive Director the responsibility for hiring employees to carry out its policies.

Certain obligations are imposed on SWCAP by state and federal laws, rules, regulations and court decisions. Many of these have implications for SWCAP's personnel policies. For this reason, a summary of the agency's rights and responsibilities are listed below. These rights and responsibilities include, but are not limited to:

1. Managing employees, including the hiring, promotion, scheduling, transfer, assignment, and retention of employees in positions within SWCAP.
2. Establishing work rules.
3. Establishing and altering employment policies and procedures, including those set forth in these personnel policies.
4. Suspending, discharging, or taking other appropriate disciplinary action against employees, when necessary.
5. Scheduling overtime work as required, consistent with SWCAP's requirements.
6. Developing job descriptions.
7. Fulfilling the agency's obligations in contracting out for matters relating to its operation as needed.
8. Exercising any other right or responsibility SWCAP may have by law or otherwise.

102.2 The Personnel Committee

The Personnel Committee, in consultation with the Human Resources Director, develops and recommends personnel policies to the Board of Directors, so as to enable SWCAP to employ and retain competent staff to accomplish the work and fulfill the agency's responsibility to the community. The Personnel Committee works with the Human Resources Director on the implementation of personnel policies and confers on exceptional situations not covered in established personnel policies. The Personnel Committee is responsible, together with Human Resources Director (i) for the establishment and frequency of review of a system of job descriptions, position classifications, salary ranges, and wage scales consistent with community standards and (ii) for establishing recruitment policies designed to ensure equal employment opportunities to individuals regardless of race, religion, creed, color, ethnic or national origin, citizenship, sex, gender identity, age, non-job related physical or mental limitation, sexual orientation, marital or parenthood status, veteran status, membership in the National Guard or Reserve, arrest or conviction records not relevant to the position being filled, use or non-use of lawful products off the agency premises during non-working hours, physical characteristics, economic status, or other categories listed under the state or federal law.

102.3 The Executive Director

The Executive Director administers approved personnel policies and interprets them to the Board and staff members. The Executive Director acts as the agent of the Board of Directors in the selection, employment, and termination of employees in compliance with the personnel policies. Except as otherwise provided in this handbook or by Board action, Head Start Policy Council, or applicable laws, rules or regulations, the Executive Director and the Executive Director's designees may develop and implement such policies and procedures as deemed necessary. Personnel Policies will not supersede the law and individual program regulations and funding source guidelines.

102.4 Authority Vested by Board in Executive Director

The Board of Directors vests in the Executive Director the authority to and responsibility for directing the operations of the agency to achieve SWCAP's objectives. To that end the Executive Director and the Executive Director's designees may develop and implement such personnel policies, procedures and work rules as are deemed necessary except where regulated otherwise in these policies or by Board of Directors action. Employee actions governed by such personnel policies, procedures and work rules are subject to employee conduct (309) and disciplinary (700) sections of these personnel policies.

103. Employee Orientation and Receipt of Personnel Policies

Each SWCAP employee should receive an electronic copy of and have access to this handbook on SWCAP's INOVA Dashboard in the company documents section and will be oriented to the policies and procedures within 20 working days of their date of hire. SWCAP retains final authority to alter or delete current personnel policies and/or to implement a new personnel policy. All employees are asked to acknowledge receipt of this handbook by signing the acknowledgment form attached hereto or by signing electronically via the INOVA system and forwarding it to the Human Resources Department.

104. At Will Employment

EMPLOYEES OF SWCAP ARE EMPLOYED "AT WILL." THIS MEANS THAT EITHER THE EMPLOYEE OR THE AGENCY MAY TERMINATE EMPLOYMENT AT ANY TIME, WITH OR WITHOUT REASON OR NOTICE.

An employment contract for a specified duration may be entered into only in writing and is only valid if signed by the Executive Director. SWCAP makes no assurances, either expressed or implied, concerning either the duration of any employee's employment with this agency or any possible reason for termination of an individual's employment.

This statement of policy contains all terms relative to termination of employment, and no representations to the contrary, express or implied, are valid unless in a written document signed by the Executive Director. Nothing in this handbook or any other document (e.g., benefits descriptions, performance appraisal forms, etc.) shall be construed to create an employment agreement for a specified time period.

105. Policy Changes

The personnel policies and statements contained in this handbook may be changed at any time, with or without notice, at SWCAP's discretion and any such change shall be binding on all existing and new employees. It is the agency's intention to periodically review these personnel policies for the purpose of updating them to better fit the needs of the agency. Every effort will be given to distribute changes/updates 15 working days prior to the implementation of the new policy(s).

SECTION 200 EMPLOYMENT

201. Equal Employment Opportunity

The agency is committed to the belief that each individual is entitled to equal employment opportunities in employment and program delivery without regard to characteristics protected under state or federal law, and it pledges itself to apply this commitment to recruiting, hiring, compensation, fringe benefits, staff development and training, promotions, transfers, discipline, demotions, terminations, layoffs, access to benefits and all other conditions of employment, as well as to selection of volunteers and vendors and provision of services.

SWCAP is committed to providing equal employment opportunities to all individuals based on qualifications, experience, and ability to perform the essential functions of the job. The agency's hiring and promotion practices are guided by commitment to fairness, professional excellence, and compliance with all applicable federal and state equal opportunity laws. We support inclusive outreach and hiring strategies that help ensure a broad pool of qualified applicants are considered for employment.

Except in cases where there are compelling reasons for demanding a specific level of education achievement for a position, all positions will stipulate a preferred educational level, but equivalent experience, both paid and volunteer, will be given every consideration. This policy applies to all employment practices, personnel actions, and program delivery.

202. Disability and Reasonable Accommodation

SWCAP prohibits discrimination against qualified employees and applicants with disabilities as established by the Americans with Disabilities Act, as well as state and local laws. SWCAP programs, activities and opportunities are extended to all qualified persons in all aspects of the employment relationship in accordance with the law and SWCAP's non-discrimination policy.

203. Job Descriptions

Human Resources shall be responsible for working with departmental managers and directors to prepare written job descriptions for all positions at SWCAP. Each employee shall receive a copy of their job description. Job descriptions may be revised whenever a change in tasks, duties, or responsibilities is appropriate. Employees and managers should use annual performance evaluations as opportunities to suggest job description modifications.

204. Advertising

All advertising will contain the statement: "Equal Opportunity Employer." Advertising channels, particularly relevant for the recruitment of qualified minorities, women, low-income residents, and other target groups will be identified and utilized. Job postings will identify the requisite job qualifications and duties of the position.

205. Recruitment

The agency is committed to an open recruitment process that emphasizes merit-based selection, focusing on the qualifications and competencies of all applicants. Our career development plan is designed to provide equitable opportunities for advancement to all employees, ensuring that promotions and professional growth are based solely on individual performance and merit. Consequently, the recruitment process places a responsibility on management to provide staff with career advancement opportunities and responsibility on staff to demonstrate their abilities and interests in career advancement when participating in the recruitment process.

205.1 Opportunity for Area Residents, Groups Served

Recruitment of personnel will be designed to provide the maximum employment opportunity for area residents and groups served. Current employees, including those who have been on laid off status for up to four months, will receive notification of all vacancies.

The application packages from all applicants who are not selected for employment will be held by SWCAP for 12 months. These applications will be reviewed for similar positions that become available in that 12 month period.

In exceptional circumstances the Executive Director can fill vacancies from among the existing staff without needing to complete the recruitment process. Performance evaluations and supervisory recommendations will serve as the major criteria for selection.

205.2 Expenses

a. Interview Expenses

When an applicant is invited for an interview for an Executive, Senior Director or Director position, travel and per diem for that interview (up to a maximum amount of \$500.00) may be paid by SWCAP. Such payment must be in accord with established funding source regulations and requires advance approval by the Executive Director.

b. Relocation Expenses

When a person is employed as a Director and must move from a community outside SWCAP's seven -county program area, the actual costs of moving household goods may be paid. Such payment must be in accord with established funding source regulations and requires advance approval by the Board of Directors.

205.3 Selection

It is the policy of the agency to fill vacancies with persons who best meet the agency-wide programmatic, and functional requirements of the position. Opportunity for employment will be open to any person who can present satisfactory evidence of qualifications for the position. Consideration will be given to individuals who demonstrate the necessary skills and qualifications for the position, including those who may not have had access to formal education but possess relevant experience or proven ability to perform the job.

205.4 Application for Employment

The following statement will be placed on the agency's application for employment forms to ensure accurate information: "A false, incomplete, or dishonest answer to any question on this application will be grounds for rating an applicant ineligible for employment with this agency, or for dismissal after employment. All statements on this application are subject to investigation. All information will be considered in determining an applicant's eligibility for employment with this agency."

205.5 Screen Procedures

The screening of applicants will be based on task competency (or the ability to learn the task within a reasonable length of time) and experience (both paid and unpaid) in fields related to the requirements of the job. Uniform screening techniques will be used for all candidates competing for the same position at any one point in time. Caution will be exercised to screen a representative number of applicants. Any examinations or tests of skills and competencies are to be directly related to the requirements of the position for which the test is administered.

205.6 Nepotism

No employee will hold a job with this agency while they or any family members serves on the Board of Directors or any committee of the Board that set policies that relates to their job, or which, by rule or by practice, regularly nominates, recommends, or screens candidates for the agency or program by which they are employed.

No board member may apply for any position within the agency unless absenting themselves from the hiring process in every way, to prevent the exercise of undue influence during the hiring process. If a board member is selected for a position, they will resign from the board.

No board member may serve on the Board of Directors while any family member is employed by the agency. Before a potential board member is appointed to the Board of Directors they will disclose potential areas of nepotism with respect to current employees of the agency.

Notwithstanding the foregoing, family members of employees may be hired, however, no family member may be within the chain of supervision of another family member. In the case of two employees who become family members, when one employee has a supervisory relationship with the other, the employees will have the option to decide who will maintain their position and who will not. Otherwise, the family member with the most seniority will maintain their position. In the case of two current employees who are family members, if one wishes to advance into a position, but this position puts them within the chain of supervision of the other family member, the employees will have the option of deciding who will maintain their position and who will not. Otherwise, the family member with the most seniority will maintain their position.

It is every employee's responsibility to annually review the agency's organizational chart to determine if their employment constitutes nepotism, which must be reported to the Senior Directors and Human Resources.

205.7 Notification

a. Notification of Candidate Selected

The final decision to hire any individual for a position as Director or Senior Director must be approved by the Executive Director before a formal offer of employment is extended. All persons selected will receive written notification of appointment. Said notifications will include position title, starting salary, immediate supervisor, reporting date and location, schedule of working hours, and orientation schedule.

b. Notification of Candidates Not Selected

Candidates not selected will be notified in writing after the selected candidate has accepted the position that the position has been filled.

205.8 Criminal Background Check

Driving record and criminal background checks may be required for volunteers, interns, all new and current employees, temporary assignments, Interns, and employees placed at the agency through work experience programs. In addition, current employees may be required to undergo a criminal background check when moving to a different position within the agency. Driving and criminal background checks will be conducted every five years to provide information of any potential risk for the agency.

Head Start conducts (i) a sex offender registry check, (ii) a FBI criminal history record check (including fingerprints) and (iii) a child abuse and neglect state registry check for all employees (whether hired directly by the agency, or working by contract) at hire and annually thereafter. Head Start has 90 days to complete the background check process. Employees may not have unsupervised access to children until the process is complete.

Due to the confidential nature of background checks, only Human Resources or members of Senior Management are authorized to conduct the background checks or review the results. Human Resources will review all results of the background checks and keep the program director informed of any findings. In the case of the Executive Director, the Civil Rights Compliance Officer (HR Director) and Chairperson of the Board will review the results.

Records gathered as the result of a background check will be securely maintained by Human Resources in a secure location, not within the personnel file, and accessed only on a need-to-know basis or as required law. These records may include:

- a. Information collected from the background check;
- b. Analysis and decision whether criminal activity, if any, was substantially related to position; and
- c. Correspondence related to the background check.

All records will be maintained for a period of not less than seven years after employee's termination of employment.

In accordance with Wisconsin's Fair Employment Law, Wisconsin Statutes 111.31-111.395, SWCAP will not refuse employment to a person with a not relevant to the position being filled

or pending charge unless the conviction or pending charge substantially relates to the circumstances of the job. However, if an applicant attempts to withhold information or falsify information pertaining to previous convictions, the employee will be disqualified from further employment consideration in any position with the agency due to falsification of an application.

205.9 References

SWCAP maintains a neutral reference policy, under which SWCAP verifies date of hire, date of separation, position, and salary at time of separation.

All requests for employee references should be referred to or submitted to the Human Resources department, whether issued from a prospective employer or by a former or current employee.

205.10 Rehires

Former employees applying for rehire may be considered for employment. However, special consideration will be given to past job performance and circumstances surrounding termination of previous employment.

Eligibility for rehire will be determined by the Human Resources Department. Employees rehired within 6 (six) months of their separation date will be reinstated within their original date of hire. Employees rehired after the 6 (six) months of break in service will be considered the same as new employees.

205.11 Board's Agent

The Executive Director acts as the agent of the Board in the selection, employment, and termination of staff in compliance with SWCAP's personnel policy, hiring procedure, classification and pay plan. SWCAP has a "Head Start Policy Council" that must approve the hiring of all Head Start program employees.

SECTION 300 CONDITIONS OF EMPLOYMENT

301. Employment Classification/Status

301.1 Employment Classification

Using tests mandated in the Fair Labor Standards Act, each position will be designated:

Exempt

Salaried employees employed in a bona fide executive, administrative, or professional capacity and meeting the required criteria are exempt from the minimum wage and overtime provision of the Fair Labor Standards Act.

Non-Exempt

All hourly and certain salaried employees who do not qualify as exempt from overtime or minimum wage under the Fair Labor Standards Act. Non-exempt employees are paid by the hour for all time worked and are entitled to overtime pay for all time worked in excess of forty (40) hours per work week, at a rate of one and one-half times their regular rate of pay.

301.2 Employment Status

a. Full Time Regular Employees

Employees hired to work 30 hours or more per week. Full Time Regular employees are eligible for all employee benefits.

b. Part-Time Regular Employees

Employees hired to work 20-29 hours per week. Part Time Regular employees are not eligible for medical benefits but are eligible for all other employee benefits.

c. Part-Time Non-Eligible Employees

Employees hired to work less than 20 hours per week. Part Time non-eligible employees are not eligible for ~~employee-insurance~~ benefits but are eligible for paid time off.

d. As-Scheduled Employees

Employees hired to work on an as-needed basis, working less than 20 hours per week on average, with hours varying from week to week based on program needs. As-Scheduled employees are not eligible for benefits but are eligible for 4 hours of fixed leave pay if they work in the week of an agency observed fixed leave day.

e. Limited-Term Employees

Employees hired to work for a period of six months or less into a position with a set end date and for which there is no expectation of continued employment beyond the specified end date. Limited Term employees are not eligible for employee benefits.

f. Temporary Assigned Employee

Where the need for an immediate filling of a position exists, the Executive Director may make a temporary assignment, of no more than a 12-month duration, from among present staff. Employees in temporary assignment position earn the normal rate of pay for temporary position. Regular employees may accept temporary assignments without losing status for benefits and without going through a probationary period.

302. Period of Orientation

The intent of the period of orientation is to provide enhanced support and training to any person hired into a position, whether that person is a new hire or an existing employee. This period will be characterized by training and close association between the employee and supervisor while necessary skills are being defined and learned. All employees who are hired into a new position will have a period of orientation of twelve months.

After the employee has been employed for six months in their current position, the employee will have an evaluation. This evaluation is meant to note the employee's progress, to define and address any further training needs which may exist, and to plan for rectification of any deficiencies that may exist.

After the employee has been employed for twelve months in their current position, the employee's performance will be reviewed and evaluated by the supervisor according to established procedures. If performance has been satisfactory, the employee's orientation period will be completed.

The supervisor may recommend to the Senior Director that an employee's period of orientation be extended for three months in cases where performance is not sufficiently satisfactory to merit regular status, nor sufficiently lacking to merit dismissal. Upon concurrence of the Senior Director, the employee's period of orientation may then be extended for a period of three months. If a period of orientation of an employee is extended three months beyond the original period of orientation, the employee's performance will be reevaluated at the end of that time, and the employee will be advanced to regular status or dismissed as the performance indicates.

Employees terminated within their period of orientation do not have the right to reasons for termination, nor do they have the right to appeal personnel actions. The period of orientation is intended to prepare the employee for successful performance in their position but should not be construed as or inferred to abrogate the at will statue of any employee, because every position of employment within SWCAP is at will and can be terminated at any time, by either the employee or SWCAP, with cause or with no cause, and either with notice or without notice.

303. Regulation of Work Schedules/Hours

303.1 Breaks

Employees may take the following breaks in their work period:

Meal break. Employees who work more than four hours per day may take a 30-minute unpaid meal period, to be scheduled according to departmental needs, and to divide the working day into two equal segments, insofar as it is possible and desirable to do so.

Work break. For every continuous four hours of work, employees may take one paid 15-minute work break within the four-hour period. Employees working fewer than four hours per day are not entitled to a work break.

Employees may not elect to omit work breaks to leave work before the normal quitting time or to extend meal breaks.

303.2. Regular Work Hours

SWCAP's standard hours of public-facing operations are 8:00 a.m. to 4:30 p.m., Monday through Friday. Department and program managers are responsible for ensuring coverage through assignment of employee work schedules.

All employees are expected to work their assigned work schedule. Hours of work include time spent on planning, preparation, direct service, recording, attending meetings, conferences, training sessions, institutes, conventions and other activities attended as an official representative of the agency, and the time spent on official agency travel.

Employees who are absent during scheduled work time ~~must be expected~~ use available paid leave to account for the absence. When necessary, SWCAP ~~will~~ may adjust the employee's timesheet to ~~add~~ adjust available paid leave up to the scheduled hours. Sick leave will be used first, if the absence meets sick leave criteria, then vacation, then floating leave. Any remaining time not accounted for is unpaid and may require involvement by SWCAP's human resources department.

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303.3 Variations to Regular Work Hours

The "regular" day described in policy 303.2 may be changed to suit the needs of the agency or the employee when the change is feasible given the duties of the position. Changes to accommodate agency needs should be preceded by a week's written notice to employees whenever possible. Changes at the request of the employee require a week's advance approval by the employee's immediate supervisor whenever possible. Permanent and temporary changes require written approval.

303.4 Four-Day Work Week

To promote a better work-life balance and increase overall employee wellness, the standard SWCAP workweek for Full Time Regular Employees is a 36-hour week comprised of four 9-hour days.

The standard work schedule for Full Time Regular Employees is Monday through Thursday or Tuesday through Friday, with daily schedules of 7 a.m. to 4:30 p.m., 7:30 a.m. to 5 p.m., or 8 a.m. to 5:30 p.m., with a 30-minute unpaid lunch. Other work schedules may be considered and must be approved by the employee's Program Director.

The agency will maintain SWCAP hours of operation as stated in Section 303.2. All departments and programs must ensure employee coverage during the standard hours of operation.

There may be occasional situations when Full Time Regular Employees are required to work more than 36 hours (i.e. All Staff events, any program-specific training, conferences or meetings, etc.) in which case hourly employees will be paid for those mandatory hours.

Employees are encouraged to schedule personal appointments on their day off during the week to promote full staffing capacity while maintaining the overall benefit of a 36-hour workweek.

303.5 Remote Work

SWCAP may (but is not obligated to) allow employees to work remotely (telecommute or “work from home”) to help create a supportive remote work environment, and to achieve multiple goals and objectives that will benefit both our organization and our employees. These goals include improved work-life balance, increased employee satisfaction, collaborative support, and enhanced adaptability.

Employees are not entitled to remote work. Given the range of positions within the agency, there will be many factors affecting the suitability of remote working for both employees and our agency. If an employee wishes to have a remote working arrangement, supervisors will consider each request, understanding that the arrangement should have the least neutral impact on the agency and does not establish any practice that cannot be adapted to the agencies, or the employee’s needs. This policy is not contractual but aims to set out how we normally deal with such issues. The agency may, in the agency’s sole discretion, allow remote work arrangements, adjust remote work arrangements for one or more employees and/or end remote work arrangements for one or more employees.

SWCAP recognizes three types of remote work arrangements:

1. **Occasional:** Limited, short-term (such as for a day, part of a day, or to complete a project arrangements to accommodate a personal request or situation).
2. **Regular, but part-time:** Split time in the office and out-of-the-office, such as Monday, Wednesday and Friday work from home, and Tuesday and Thursday in the office.
3. **Full-Time:** Regularly works from an approved remote site but comes into the office for meetings or special events.

This policy may also apply in instances where a pandemic or natural disaster necessitates remote work arrangements, and as such, SWCAP retains the right to institute a policy of remote work for certain positions or on a staff-wide basis.

This policy does not apply to requests for reasonable accommodation. Employees requesting to work remotely as a reasonable accommodation should follow SWCAP’s procedures on requests for a reasonable accommodation.

Eligibility for Remote Work Arrangement

A SWCAP employee is eligible to request a remote work arrangement if, within the discretion of the Employee’s manager (i) the employee’s essential job functions may be performed remotely, and (ii) the employee has a satisfactory performance record. Managers may assess and approve remote work requests on a case-by-case basis, based on the specific requirements of the department involved and the needs of the team and organization. SWCAP is not required to approve or allow remote work and any remote work shall be approved and/or allowed in the agencies sole discretion.

Employees may request remote work arrangements by submitting a completed remote work request form in writing to their direct supervisor. The supervisor may contact the Employee for additional information.

Before entering into any remote working arrangement, the employee's supervisor, in consultation with the appropriate Directors and Senior Director and with SWCAP's Human Resources Department, shall evaluate a number of factors to determine the suitability of such an arrangement, including (but not limited to) a review of the following areas:

- **Employee suitability.** Assess the needs and work habits of the employee (including in relation to supervision) to determine whether the employee can adequately carry out their essential job functions in a remote work arrangement.
- **Job responsibilities.** Consider the employee's job responsibilities and determine if the job is appropriate for a remote work arrangement.
- **Equipment and technology needs, workspace design considerations and scheduling issues.** Review the physical workspace needs, the appropriate location for the employee to conduct work, and any scheduling changes necessitated by the employee's remote work environment.

SWCAP May Approve Requests to Work Remotely for a Trial Period

SWCAP may choose to approve a request to work remotely for a trial period of 5 days. Evaluation of the employee's performance during the trial period will include regular interaction by phone and e-mail between the employee and the employee's supervisor, and weekly face-to-face meetings via videoconferencing or other technological means to discuss work progress and problems. At the end of the trial period, the employee and supervisor will each review the trial period and make a recommendation for continuance, modification(s), and/or termination of the arrangement. The Department Head will review the recommendation and will decide, in conjunction with the HR Department, whether the remote work arrangement may be withdrawn or approved for a longer period of time. Evaluation of the employee's performance beyond the trial period will be consistent with that received by employees working at the office in both content and frequency, but it will also include a general assessment of the employee's remote work arrangement. If an employee is placed on a developmental or performance improvement plan, the remote work arrangement may be temporarily or permanently discontinued.

SWCAP's Policies Remain in Effect

Employees permitted to work remotely must continue to abide by all of SWCAP's personnel policies and all other applicable employee policies. Failure to follow SWCAP's personnel policies and other direction may result in termination of the remote work arrangement and discipline, up to and including termination of employment.

Employees are prohibited from engaging in work for third parties and all other unauthorized work during their remote work hours.

Remote Workplace Arrangement

Employee Responsibilities:

- Employees working remotely are in a position of trust and are expected to work their full scheduled hours, as required to support the employee's program.
- Employees needing to flex schedules will need supervisor approval prior to flexing.
- Employees must ensure that their work maintains quality and is unhindered by domestic concerns and suitable care arrangements must be in place to allow the employee to work free from distractions.
- Employees will keep in regular contact with their supervisor to ensure that updates on the work being undertaken are discussed and agreed. Supervisors will determine the frequency of contact.
- Employees in a remote work environment will notify their supervisor if they are unable to work on a day they normally would (e.g., illness).
- Employees will need to be available to travel when requested, if this is a requirement of their job, and to attend all staff meetings and trainings as required.

Equipment and Technology: To enable efficient remote work, the Employee shall provide all furniture and equipment necessary for their remote work arrangement. SWCAP is not responsible for any damage to Employee's furniture or equipment suffered in connection with Employee's remote work arrangement.

SWCAP shall loan the following equipment, as needed, to employees approved for remote work arrangements:

- Computer/Laptop
- Anti-virus software
- Office supplies

Equipment that SWCAP provides is SWCAP property. SWCAP retains ownership of the property and reserves the right to monitor the property even when used at a remote location. Any equipment supplied by SWCAP shall be used by the employee for business purposes only. The employee must keep SWCAP property safe and avoid any misuse, damage, or theft.

SWCAP will be responsible for repairing any equipment supplied by SWCAP. However, the employee is responsible for any intentional damage. All SWCAP equipment must be returned when the remote work arrangement ends or upon request by SWCAP.

SWCAP's technology support is available to assist the employee while working remotely from 8:00 am – 4:30 pm CST. SWCAP's technology support may be contacted at support@swcap.org

The employee agrees that access and connection to SWCAP's network(s), even if through a personal device, may be monitored.

Security: The employee is responsible for securing from theft any SWCAP property. Employees shall use SWCAP's secure remote access procedures, regular password maintenance, and any other measures appropriate for the job and the remote work environment.

The employee agrees to maintain confidentiality by using passwords and maintaining regular anti-virus protection and computer backup. The employee shall not download SWCAP or client confidential information onto a non-secure device. The employee shall not share any passwords with anyone outside of SWCAP. If any unauthorized access or disclosure occurs, the Employee shall inform SWCAP immediately.

Injuries and Workers' Compensation: In the event of a job-related injury, the employee shall report the incident to the employee's supervisor as soon as possible pursuant to the procedures outlined in SWCAP's Workers Compensation Policy and Procedure. Note that workers' compensation does not apply to injuries to any third parties or members of an employee's family on employee's premises. Furthermore, workers' compensation does not apply to injuries incurred outside of working hours/outside of the remote workspace.

Termination of remote work environment:

If the agency or the employee feels that the arrangement is not working satisfactorily, a return to previous working arrangements may be required, i.e., returning to an office-only work environment. Notice of termination of a remote work environment will be made in writing. All equipment must be returned at the end of employment in good working order, normal wear excluded. SWCAP may terminate any remote work arrangement, at any time, with or without cause or notice.

306. Lay-Off Situations

- a. Definition: A laid-off employee (except limited term employee or a person hired to fill a temporary position) is defined as an employee who is taken off the payroll through no fault of their own. Laid-off employees are responsible for notifying the agency of address changes. A decision to lay-off is not an adverse decision and may be taken by SWCAP for any reason, including, without limitation, a reorganization, budget cuts, or programmatic changes. Layoff decisions must be approved by the Executive Director. Layoffs due to program changes and/or funding circumstances may be based on any combination of the following: budget capabilities, employee's skills required, talent management and assessment of employee performance including a review of disciplinary action, seniority, and location.
- b. Notice: Employees who are facing lay-off by the agency will be given notice or pay in lieu of notice as follows: Executive leadership, three months; exempt staff, one month; non-exempt staff, two weeks. Such notice or pay in lieu of notice is in addition to any unused, earned vacation time to which the employee is entitled, unless the employee has been given a recall date.
- c. Recall: The Executive Director may choose to recall a laid-off employee in lieu of open recruitment. Recall can only be for a position at the same or lower grade from which the employee was laid-off, for which they are qualified.
- d. When hiring/offering hours to SWCAP employees, factors that may play a role in making this decision include but are not limited to: the status of the work environment, supervisory discretion, hiring the best employee for the agency position, training needs of SWCAP staff who

could fill it, position/department/program capacity/location considerations, staff cuts coinciding with available hours, and unemployment compensation.

e. Seniority date retention: A seniority date is defined as the time an employee is hired except for temporarily assigned employees. If an employee is rehired or recalled within four months of layoff date, they will retain their prior seniority date. Employees who resign their positions are not eligible for the retention of their seniority date.

1. If an employee is rehired or recalled to the same position within four months they will resume employment at the same step as they were when they left. They also retain their prior seniority date and anniversary date.
2. If an employee is rehired or recalled to a different position within four months, the employee cannot retain the same step but can retain their prior seniority date and anniversary date.

307. Gifts and Gratuities

Employees are prohibited from soliciting gifts, money, and/or gratuities for personal benefit. However, employees may accept occasional (as opposed to routine) non-cash gifts with a value up to \$30.00. Any non-food item gift must be reported to the employee's supervisor. Employees are never allowed to accept cash or checks as a gratuity, a gift, or for personal use.

308. Employee Conduct

Reasonable standards of employee conduct are necessary to provide the best possible atmosphere and service for our clients and other employees. Evidence of any of, but not limited to, the following will constitute a violation of these standards and may result in disciplinary action up to, and including, termination. This covers employees conduct onsite and off agency premises during the entire time on agency business, including but not limited to visiting clients or customers, at conferences or meetings, while in travel status or while on agency business. Travel status is defined as from the time of departure to the time of return. Employees also need to behave in alignment with this code of conduct before, during, and after in area events.

- a) Failure to comply with the explicit requirements of this handbook or personnel policies, procedures, work rules, and behavioral expectation of the agency;
- b) Substantiated failure to perform according to one's job description and requirements;
- c) Failure to follow instructions provided by supervisor;
- d) Falsification of employment application or agency records;
- e) Conduct endangering the welfare of a client, the general public, or fellow employee;
- f) Intentional or persistent refusal to respect gender identity, declared name, and declared pronouns;
- g) Absence from employment without notice;
- h) Damage to agency property or reputation;
- i) Theft of property belonging to the agency, a client, or a fellow employee;
- j) False claims for salary and/or reimbursement for job expenses;
- k) Disclosure of confidential information regarding the agency, a client, an employee, or volunteer without proper authorization;
- l) Use of agency equipment and/or supplies for personal benefit without approval,

- m) Conviction for an offense that would have precluded employment or conviction or pending charge for an offense that substantially relates to the circumstances of the job for which the employee is hired;
- n) Sleeping on the job;
- o) Purchasing items from (or otherwise collaborating with) clients, contractors, vendors with the intent to make a personal profit;
- p) Representing the agency negatively inside or outside of work;
- q) Inflicting harm on others, or violating the agency's anti-discrimination policies;
- r) Participating in illegal activity in any manner;
- s) Use of the employee's position to plan, initiate, participate in, or otherwise aid or assist in the conduct of any unlawful activities;
- t) Participation, in connection with the performance of job duties, in any form advocacy or lobbying that would cause SWCAP to be in violation of the advocacy and lobbying limitations set for in Section 5019(c)(3) of the Internal Revenue Code;
- u) Failure to secure advance written approval to work overtime, except in an emergency;
- v) Failure to follow standard safety procedures;
- w) Failure to notify agency of lapse/loss of personal vehicle insurance if it is a condition of employment;
- x) Failure to notify agency of loss of driving privileges if possessing license is a condition of employment;
- y) Use of discriminatory language, actions, or interactions.
- z) Harassment of co-workers, employees, board members, contractors, volunteers, or program recipients through language or actions intended to bully, intimidate, provoke, or otherwise create a hostile or unwelcoming work environment;
- aa) Unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance in the workplace.
- bb) Factors a. – bb. are intended as examples only and this list is not exhaustive.

309. Code of Ethics

The Code of Ethics has been established to address the conduct of SWCAP employees. These parameters relate to right and wrong behavior toward internal and external customers while on the job either onsite or off agency premises during the entire time on agency business, including but not limited to visiting clients or customers, at conferences or meetings, while in travel status or while on agency business. Travel status is defined as from the time of departure to the time of return. Employees also need to conduct themselves professionally before, during, and after in area events. The Code of Ethics also applies to Agency Board members.

I will:

- Adhere to Agency's Mission, Vision, and Core Values.
- Adhere to Agency policies and procedures.
- Exhibit self-control and professionalism in the words and behaviors I choose.
- Be honest and trustworthy.
- Be cooperative.
- Be responsible and accountable.
- Be supportive and intentional; respect diversity; respect privacy, belongings, and personal space.
- Uphold confidentiality.

I will not:

- Discriminate.
- Use language or actions which have the purpose, or effect, of bullying, intimidating, provoking, or harassing.
- Provide religious counseling and proselytizing at work.
- Make unauthorized commitments.
- Practice fraudulent or deceptive behavior.
- Exploit relationships for personal gain.
- Lend money to, or borrow money from, program participants.
- Waste or misuse Agency assets.
- Use Agency resources or assets for personal benefit or gain.
- Misrepresent the Agency, professional qualifications, education, experience, or affiliations.

310. Dress Code Attire

SWCAP's dress code promotes inclusivity and respects diverse expressions. SWCAP does not currently require employees to follow a specific dress code but may ask employees to dress in specific attire for special events. Employees are expected to use good judgement in determining whether or not their own apparel is acceptable work attire. Supervisors may coach employees regarding attire if the need should arise.

311. Political Activity

While SWCAP encourages employees to exercise their civic duty by registering and voting, and further encourages political debate and discussion, SWCAP prohibits the use of agency resources to

support any political, advocacy or lobbying efforts that would cause the agency to be in violation of the advocacy and lobbying limitations in Section 501(c)(3) of the Internal Revenue Code. In addition, SWCAP prohibits the following activities:

1. Employees are not permitted to devote work time or utilize agency resources to endorse or support political candidates. This includes the use of SWCAP letterhead, postage, e-mail accounts, message boards, agency time, telephone, fax, copy machines, or other agency resources.
2. Employees cannot post political statements, wear buttons or other clothing, display signs promoting candidates for office, or distribute campaign materials while at work.
3. Campaign contributions from SWCAP are prohibited.
4. Political fundraising by SWCAP employees is prohibited while at work.
5. Employees cannot hold or be a candidate for a partisan public elective office. An employee planning to be a candidate for partisan public elective office should resign their position prior to announcement of their candidacy or commencement of substantial activities intended directly to promote said candidacy, whichever occurs first.
6. Employees cannot engage in voter registration and get-out-the-vote drives with bias that would favor one candidate over another, oppose a candidate in some manner, or have the effect of favoring a candidate or group of candidates while at work.
7. Employees cannot become involved in any other activities that may be beneficial or detrimental to any political candidate while at work.
8. Any activity for the purpose of influencing legislation, referenda or ballot initiative, or appropriation or budget resolutions must be first approved by the Executive Director. No federal, state, restricted, or temporarily restricted funds may be used for this purpose.

SWCAP allows employees to use personal time and personal resources for the following activities:

1. Registration and voting.
2. Expression of personal opinions on political subjects and candidates.
3. Membership in a political party or club.
4. Voluntary contributions of money to a political campaign or party.
5. Attendance at political meetings and rallies.
6. Candidacies for partisan political party offices (party chairperson, etc.) are permitted, but employees cannot devote work time to such an office or campaign.
7. Nonpartisan candidacies are permitted, but employees cannot devote work time to such an office or campaign. A nonpartisan office is not connected with a political party and candidates do not need to declare a party affiliation.

312. Harassment-Free Workplace

It is the policy of SWCAP that all people have the right to freedom from discrimination and harassment. Workplace harassment is a form of offensive treatment or behavior which, to a reasonable person, creates an intimidating, hostile, or offensive work environment. SWCAP is committed to providing a professional, respectful and harassment-free workplace for all employees and clients. All employees are expected to conduct themselves in a manner that promotes a respectful, productive, and inclusive workplace culture. Unlawful discrimination or harassment of any kind – whether by an employee, supervisor, or client – will not be tolerated.

All employees, but most especially supervisory personnel, have a responsibility to see that workplace harassment does not occur and that it is stopped if it does occur. This responsibility is for the protection of all employees, clients, [customers] and of the agency.

Acts of discrimination or harassment will not be tolerated at SWCAP and all alleged acts of discrimination and harassment will be investigated. Employees involved with or participating in workplace harassment or other forms of discrimination or harassment will be subject to disciplinary action. Examples of prohibited conduct include, but are not limited to:

- Physical harassment
- Disrespectful, hostile, intimidating, threatening, humiliating, or violent behavior
- Slurs
- Innuendos, cartoons, print, clothing, and other graphics
- Use of profane and/or offensive language
- Teasing
- Un-consenting information sharing
- Yelling or displaying angry outbursts
- Making jokes at the expense of others or initiating pranks which could endanger others
- Excluding an individual from activities or access to information without cause
- Making comments which are disparaging or disrespectful even if unrelated to a protected status

Sexual harassment may involve pressure from a person of either sex against a person of the opposite or same sex. This may occur in any employment relationship. It is not limited to the traditional supervisor-employee relationship. Sexual harassment may take many forms, including, but not limited to:

- verbal harassment or abuse;
- subtle pressure or requests for sexual activity;
- offensive touching (e.g. patting, pinching, hugging, repeated brushing against another person's body);
- requesting or demanding sexual favors accompanied by implied or overt threats concerning an individual's employment or benefit status;
- requesting or demanding sexual favors accompanied by implied or overt promise of preferential treatment;
- deliberate repeated making of unsolicited gestures or comments;
- deliberate repeated display of sexually graphic materials which is not necessary for business purposes.

312.1 Reporting Discrimination & Workplace Harassment

a. Complaints/Reporting

Any employee who feels they have been the subject of workplace harassment should first make it known to the harasser that the behavior is unwelcome. However, if the person being harassed cannot or will not confront the harasser or if the confrontation does not adequately resolve the situation, further action should be taken.

Complaints of workplace harassment should be made to the affected employee's direct supervisor and SWCAP's Human Resource/Civil Rights Compliance Officer (CRCO) through any verbal or written means. However, if the employee is uncomfortable in discussing the situation with the direct supervisor, the Human Resource/CRCO should be notified instead. If the affected employee is uncomfortable discussing the situation with Human Resources, the Executive Director should be notified instead.

An employee who has been made aware of or witness to harassment of a client or other employee must report such incidents immediately to either their supervisor or the next-in-line supervisor.

Supervisors who receive reports of alleged workplace harassment must notify the Human Resource Director/CRCO to coordinate an investigation. The investigation will be conducted in a confidential manner to the extent consistent with the need to investigate and evaluate the complaint.

b. Investigation of Complaints

When a supervisor and/or the Human Resource Director/CRCO is notified of alleged harassment, an investigation will immediately be initiated. In all instances, and to the greatest extent possible, the complaint and investigation will be handled in a confidential manner.

1. If the complaint concerns workplace harassment, the investigation will include interviews with the directly involved parties, and where necessary, employees who may have observed the alleged harassment or who may be similarly situated with the complaining employee (and therefore may be able to testify to their experiences with the accused party). Suspension of the accused party, as defined in Section 702 of Personnel Policies, may be used during the investigative period.
2. If the complaint concerns a party contracted to provide services on behalf of SWCAP, the Supervisor or Human Resource Director/CRCO will submit the complaint to the owner of the contracted agency stated in the complaint along with the organization's policy concerning harassment. The contracted agency will be instructed to respond to the complaint within an appropriate timeframe.

c. No Retaliation

No retaliatory action will be taken against any person who in good faith reports conduct that she or he believes may violate SWCAP's policy against workplace harassment. No

retaliatory action will be taken against any individual for assisting or participating in an investigation, proceeding or hearing related to a harassment complaint.

d. Disciplinary Action

If an investigation shows that workplace harassment has occurred, appropriate disciplinary action, as defined in the agency's personnel policies will be taken.

e. Training

All employees, supervisors, and management personnel will be required to attend mandatory anti-discrimination, anti-harassment, and/or anti-sexual harassment training as designated by SWCAP.

313. Personnel Records

Personnel records are kept for all employees. These records are confidential and available only to the employee, personnel within the chain of supervision, the employee with personnel responsibilities, or as required by law. In the case of the Executive Director's records, these are available only to the Chairperson of the Board of Directors and Human Resources.

When required, access to employee personnel records will be provided to funders of the agency.

314. Vehicle Operations

314.1 Automobile Insurance

Each employee required to use their personally owned vehicle on official agency business must have their insurance company file a certificate of insurance with the agency certifying that they have at least the state minimum liability and property damage coverage. The employee must immediately notify the agency of changes in coverage that do not meet the state minimum. In those instances where an employee must use a borrowed, rented, or leased vehicle, they must ask the owner the name of the insurance company but need not secure a certificate of insurance.

314.2 Driver's License

Each employee required to drive on agency business must possess a valid driver's license and submit it for inspection by their immediate supervisor on demand. Employees must immediately notify the agency of any loss of driving privileges. Employees must notify the agency within 72 hours of receiving a ticket for Operating While Intoxicated (OWI) or reckless driving.

315. Conflict of Interest

No employee or Board Member shall engage in any business, transaction, have a financial or other personal interest, direct or indirect (i) which is incompatible with the proper fulfillment of their responsibilities, (ii) would tend to impair their independence of judgment, or action in the performance of their responsibilities or (iii) create the appearance of a conflict of interest for the employee, Board Member or agency. Personal, as distinguished from financial, interest includes an interest arising from family, close personal relationship, or close business association.

315.1 Guidance

Activities and conduct away from the job must not compete, conflict with, or compromise agency interests or adversely affect job performance and the ability to fulfill all responsibilities to SWCAP. Employees are prohibited from performing any services for customers on nonworking time that are normally performed by SWCAP. This prohibition also extends to unauthorized use of any agency property or equipment. Employees are not to solicit or conduct any outside business during paid working time.

Family members of employees may not access SWCAP services or programs without prior approval from the Executive Director and subsequent approval from any relevant funding source. Approval from the funding source must be gained in writing prior to delivering goods or services to staff or family members of employees.

No employee shall disclose confidential information concerning the property, administration, or affairs of SWCAP, nor shall they use such information to advance the financial or other private interests of themselves or others not eligible for such benefits.

Employees and Board members cannot be awarded a contract unless the contract has been awarded through public notice, competitive bidding, or any other process provided for by law if the contract will be paid in whole or in part out of agency funds.

Employees and Board members may not lease real property to the agency, unless awarded through a competitive bid process or adequate price/rate comparison.

Employees and Board members may not use agency time, facilities, supplies and equipment, prestige, or influence for private gain or advantage without the approval of the Executive Director or Department Director.

316. Vehicle Safety and Electronic Device Usage

SWCAP prohibits the use of hand-held devices and other electronic devices while driving on agency time. This includes making and receiving calls, texts, and any other use of the phone or device. Employees must pull over and stop the vehicle prior to any use of a cell phone and/or other electronic device. Use of handsfree devices is allowed while operating a vehicle.

317. Drug Free Workplace

The unlawful manufacturing, distribution, dispensing, possession, use, or being under the influence of a controlled substance is prohibited in any workplace of SWCAP. Use of controlled substances by

employees is prohibited. The agency reserves the right to require any employee submit to testing for controlled substances. Use of a controlled substance and/or refusal to submit to testing for controlled substances may result in discipline, up to and including termination. Clothing referencing drugs may not be worn during work time.

317.1 Definition of Workplace

SWCAP workplaces are defined as all places where work is performed for SWCAP, and employees are being paid for their time. This includes all offices, clothing centers, transitional houses, etc. It also includes clients' homes, vehicles, and training or conference sites when an employee is earning wages or salary and is present at that location.

317.2 Personnel Action

Employees who violate SWCAP's drug-free workplace policies may be disciplined, up to and including termination. Depending on the seriousness and circumstances of the offense, and at the agency's sole discretion, an employee who violates SWCAP's drug-free workplace policies may be referred to a counseling, rehabilitation, or employee assistance program, at the employee's expense. Refusal to cooperate in any such program may result in discipline, up to and including termination.

317.3 Funder Notification

Regarding employees who are employed utilizing State of Wisconsin or federal funds, notification must be made to the funder within 10 days of the employee's violation of SWCAP's drug-free workplace policies.

317.4 Drug-Free Awareness

The establishment of a drug-free awareness program for all SWCAP employees is mandated by this policy. Drug-free awareness material will be distributed to all employees at least annually.

317.5 Alcohol Policy

Employees may not consume alcohol while on duty, during breaks, or during lunch periods with the following exception: Employees can, on a limited basis, consume alcohol during conference receptions, banquets, or social events. Employees are expected to use good judgment and must act professionally while on duty and are prohibited from wearing clothing referencing alcohol. Employees should not consume alcohol and then drive on agency business. An employee who observes a violation of the alcohol policy is expected to notify their supervisor.

317.6 Tobacco Free Policy

All SWCAP owned or rented office buildings, vehicles, or work-related meetings are tobacco free. This includes e-cigarettes, vapes, and chewing tobacco. Additionally wearing clothing referencing tobacco use is prohibited.

Employees working in or outside clients' homes are not permitted to use tobacco products even with the client's permission.

Employees using personal vehicles on agency time during agency work hours are not permitted to use tobacco products if they are transporting clients.

All agency entrances are tobacco free. Employees are permitted to use tobacco products during allowed break times as defined in Personnel Policy 303.1, in agency designated areas only but must be at least ten feet from any door or windows. Employees are permitted to use tobacco outside on breaks during work-related meetings in designated areas. Employees who use tobacco are expected to clean up all debris.

318. Computer, Laptop, Tablet, iPad, Mobile and Electronic Device Policy

To maximize the benefits of its electronic resources and minimize potential liability, SWCAP has created this policy. All employee are obligated to use these resources responsibly, professionally, ethically, and lawfully. Passwords to access employee computers and network files must be kept confidential and must be used on every device.

You are given access to SWCAP electronic devices to assist you in performing your job. You should not have an expectation of privacy in anything you create, store, send, or receive on the agency system. The system--hardware, software, and any work performed on it-- belongs to SWCAP and may only be used for business purposes, unless otherwise stated in this policy. Without prior notice, SWCAP supervisors may review any material created, stored, sent, or received on its agency system and hardware.

The use of the e-mail and messaging systems are reserved primarily for business purposes at SWCAP. All electronic messages composed, sent, or received on a SWCAP device or system are, and remain, the property of SWCAP. No hardware, software, content or data contained on any device owned by SWCAP is the private property of any employee and SWCAP has the absolute right to access any such hardware, software, content or data at any time.

SWCAP reserves and intends to exercise the right to review, audit, intercept, access, and disclose all messages created, received, or sent over the e-mail system for any purpose. The contents of email properly obtained for legitimate business purposes may be disclosed within SWCAP without the permission of the employee.

Activities Permitted During Work Hours:

- Performing your job.
- SWCAP business purposes.
- Exchange of humor with staff.
- Streaming music.

Activities Permitted Outside Work Hours (Before/After Hours, Lunch, or Breaks):

- Non-work-related use of the internet.
- Playing computer games.
- Non-work-related use of agency software.

Activities Strictly Prohibited:

- The intentional removal of company files or records from electronic devices.

- Solicitation or proselytizing for commercial ventures, religious or political causes, outside organizations, or other non-work-related solicitations (unless approved by agency management).
- Creation or disbursement of any offensive, fraudulent, or disruptive messages (including any messages which offensively address racial slurs, someone's age, sexual orientation, religious or political beliefs, national origin, or disability).
- Retrieval or reading of any e-mail messages sent to someone other than oneself (unless with prior approval by the Executive Director).
- Sending, receiving, downloading, displaying, printing, or otherwise disseminating material that is sexually explicit, profane, obscene, harassing, fraudulent, racially offensive, defamatory, or otherwise unlawful.
- Disseminating or storing commercial or personal advertisements, solicitations, promotions, destructive programs (that is, viruses or self-replicating code), political information, or any other unauthorized material.
- Using computer resources for sending non-work-related mass mailings or chain letters, engaging in online chat rooms and printing multiple copies of non-work-related documents unless the employee reimburses SWCAP for the copies.
- Using or copying software in violation of a license agreement or copyright.
- Use for personal business ventures.
- Violating any state, federal, or international law.
- Sending sensitive data via email, including attachments, to external contacts. Sensitive data includes social security numbers, names in conjunction with birth dates, or any other information in which the loss, misuse, unauthorized access to, or modification of could adversely affect the agency, its employees, clients, or funders.

If you become aware of someone using electronic resources for any activity that is strictly prohibited, you are obligated to report the incident immediately to your supervisor.

Violations of this policy will be taken seriously and may result in disciplinary action including possible termination, and civil and criminal liability.

319. Social Media Policy

SWCAP recognizes that social media provides unique opportunities for the agency and its employees to share information and participate in interactive discussions online. For purposes of this policy, "Social Media" includes all means of sharing or posting information or content through virtual communities and networks, including personal blogs and websites, social networking platforms such as Facebook, TikTok, Snapchat, X, YouTube or Instagram, and other interactive media technologies.

Whether for personal or business reasons, an employee's use of social media involves certain risks and requires the employee to exercise certain responsibilities. Any conduct that adversely affects the employee's job performance or the performance of colleagues or others who work on behalf of or for SWCAP, such as contractors, suppliers, and vendors, may result in disciplinary action up to and including termination.

To assist employees in making responsible decisions about the use of social media and to protect SWCAP's programs, clients, and communication systems, SWCAP has established the following

guidelines for the appropriate use of social media. This policy covers both an employee's personal and business use of social media.

This social media policy is not to be applied or interpreted in a manner that interferes with any activity protected by state or federal law, including the National Labor Relations Act. Employees should feel free to discuss wages, benefits, or other terms and conditions of their employment with each other, to form, join, or support labor unions, to bargain collectively, or to raise complaints about working conditions for their own and their fellow employee's mutual aid and protection.

Personal Use – Not Related to SWCAP Business

An employee's personal use of SWCAP's computer or communications equipment, such as computers, tablets, cell phones or networking infrastructure, to access social media must be minimal, occasional, limited to non-work times, may not be at the expense of an employee's job performance or interfere in any way with the business needs and operations of SWCAP, and may not impose costs of SWCAP. An employee may not use their SWCAP email address to register for an account on any social media website for personal use or for any other purpose.

SWCAP IT resources and communication systems are the property of SWCAP, and employees should have no expectation of privacy whatsoever in any information or communication transmitted to, printed from, stored, or recorded on SWCAP's electronic information and communication systems.

SWCAP reminds employees that if their social media activity would violate any of SWCAP's personnel policies in another form, it will also violate them online. Employee's use of social media must be consistent with all other applicable SWCAP policies, including, but not limited to, SWCAP's anti-harassment policy, SWCAP's anti-discrimination policy, SWCAP's information and confidentiality policies, SWCAP's IT and communications policies, and SWCAP's political activity policy.

Employees should refrain from posting anything on personal social media accounts that might reasonably create the impression that they are communicating on behalf of SWCAP. When creating social media content related to SWCAP and its programs or operations, employees must be clear and open that their views do not represent those of SWCAP, e.g., *"The views and comments stated are personal and do not necessarily reflect the views of my employer."*

Employees should be honest and accurate when posting information or news on social media and promptly correct any mistakes. An employee should never post any information or rumors that they know to be false about SWCAP, clients, or people working on behalf of SWCAP.

Employees may choose to connect with their coworkers on social media, but they are not obligated to do so.

SWCAP – Related Business Use

Some employees have job responsibilities that include posting information to SWCAP maintained websites or social media accounts. Individuals who do *not* have such job responsibilities must obtain written authorization from the Program Manager before posting on any SWCAP maintained website or social media account.

All employees understand and agree the content, login credentials, and followers of SWCAP

maintained website or social media accounts belong exclusively to SWCAP and employees must provide SWCAP with any information required to log into a SWCAP maintained website or social media account.

Employees who post messages and content on SWCAP maintained websites or social media accounts understand that they are posting on behalf of SWCAP and must adhere to SWCAP's professional standards, values, policies, and applicable laws at all times. Posted content must be current, accurate, and professional. If an employee makes an error, they should quickly take responsibility for it and correct it. Employees should understand and abide by the terms of use of any internet or social media platforms used for business-related purposes. They should be mindful of the intellectual property rights of others and may not infringe on the copyright or trademark of another individual using a SWCAP maintained website or social media account. For example, employees may not repost copyrighted material, including text, images, or videos, without the written authorization of the copyright owner.

When posting for authorized, business-related purposes, employees may not post, share, or express a viewpoint on another's post, such as by "liking" a Facebook post, regarding anything that SWCAP, its employees, clients, funding sources, or partners would find offensive, including racial or ethnic slurs, sexist comments, discriminatory comments, profanity, abusive language, or obscenity. Further, employees may not post or express any information that is defamatory, libelous, threatening, harassing, or intimidating to another person or entity. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment based on race, sex, disability, religion, or any other status protected by law or SWCAP policy. Individual employees may be held personally liable for such remarks.

When posting for authorized, business-related purposes, employees should refer to SWCAP's political activity policy to ensure that they do not engage in prohibited political campaign intervention. Additionally, any posts related to public policy should be reviewed in advance by the Executive Director. If you are unsure or have any questions about whether specific content would fall into this category, please contact the Executive Director.

Before posting any content soliciting charitable donations, employees should consult with the Executive Director to ensure that such activity will not violate state charitable solicitation laws.

Employment References

Requests for employment recommendations on social media websites from former employees of SWCAP should be treated like any other employment reference. If a current SWCAP employee is contacted by a former SWCAP employee for a reference or "endorsement" on LinkedIn or any other social media platform, the current SWCAP employee should refer the former SWCAP employee to the Human Resources Director. The former SWCAP employee must submit a reference release before the current SWCAP employee may provide the reference.

General Implementation of Policy

Employees who violate this policy are subject to discipline, up to and including dismissal or legal action. SWCAP prohibits taking negative action against any employee for reporting a possible deviation from this policy or for cooperating in an investigation. Any employee who retaliates against another employee for reporting a possible deviation from this policy or for cooperating in an

investigation will be subject to disciplinary action, up to and including termination.

320. Confidentiality

Our clients, donors, employees and funders entrust SWCAP employees with important information relating to their personal lives and/or businesses. It is SWCAP's policy that all information considered confidential will not be disclosed to external parties without a signed Release of Information document or to employees without a reason to know. All confidential materials must be disposed of properly to ensure confidentiality is maintained at all times. If there is a question whether certain information is considered confidential, the employee should first check with their supervisor. This policy is intended to alert employees to the need for discretion always and is not intended to inhibit normal business communications.

321. Whistleblower

SWCAP requires employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations. Each employee has an obligation to report, in accordance with the Whistleblower policy, any questionable or improper violations or suspected violations of laws, regulations, or the SWCAP policies and procedures.

A whistleblower as defined by this policy is an employee of SWCAP who reports an activity they consider to be illegal, unethical, dishonest, or in violation of SWCAP policies and procedures. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures. Appropriate management officials are charged with these responsibilities.

Examples of reportable activities include, but are not limited to, violations of federal, state, or local laws, violations of the SWCAP policies or procedures, violations of grant or funding requirements, billing for services not performed or for goods not delivered and/or other fraudulent activities.

Whistleblower protections are provided in two important areas – confidentiality and retaliation. To the extent possible, the confidentiality of the whistleblower will be maintained. SWCAP will not retaliate against a whistleblower, however, the right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing committed by the whistleblower.

All reports of illegal, unethical, and dishonest activities will be promptly investigated. If the allegation is found to have merit, the discipline policies and procedures will be followed.

SECTION 400 COMPENSATION

401. Wages and Salaries

The agency will maintain a wage and salary program, which objectively classifies a job and sets rates of compensation.

402. Wage and Benefit Classification & Comparability

Wage classification will be assessed at the time of a position creation or reclassification. A wage and benefit comparability study will be completed approximately every two years.

403. Minimum Wage

At least the State or Federal minimum wage will be paid to all employees, whichever is higher.

404. Salary Ranges and Schedules

Starting salaries will be determined for each job description, then reviewed by the Personnel Committee, and then reviewed by the Board of Directors.

405. Changes in Compensation

Salary increases/decreases will be given under the conditions outlined in the classification and salary plan.

406. Compensation for Hours in Addition to Schedule

The nature of the services offered by the agency requires that employees sometimes work flexible hours to meet the needs of the agency and its constituents. Any non-exempt employee who works hours in excess of that employee's regular schedule must have the advance written or electronic approval of their immediate supervisor. Non-exempt personnel whose positions require holiday or overtime work are entitled to compensation for those hours in the form of overtime pay. Employees may not volunteer hours that are part of their regular job duties.

407. Overtime

Overtime pay is subject to all applicable provisions of state and federal wage and hour laws for non-exempt employees. Overtime must be approved by your supervisor in advance and should be included on the time sheet in your total hours worked. Working unauthorized overtime hours may lead to corrective action, up to and including termination. In the case of emergency situations, busy periods, and/or unanticipated needs, employees may be required to work overtime at the discretion of the department director.

408. Language Differential Pay

We are committed to ensuring good communication between employees and individuals who depend on our services. We are also committed to supporting staff in the development and use of

abilities that increase their ability to communicate with the communities we serve. We are fulfilling this commitment through a language differential pay policy which aims to recognize and compensate employees for their language skills that are essential to the organization's operations in a fair and equitable manner.

408.1 Eligibility

Employees eligible for language differential pay must meet one or more of the following criteria:

1. Proficiency in a language other than the primary language of the agency.
2. Regularly required to use language skills in the performance of their job duties, as defined in the job description.
3. Assigned to positions where bilingual or multilingual abilities are identified as a critical component of job performance.

408.2 Criteria for Language Differential Pay

1. Proficiency Assessment: Employees must undergo a language proficiency assessment managed by the HR department and provided by an accredited language assessment provider. Proficiency levels will be determined based on standardized criteria.
2. Job Requirement: The job description must cite a consistent need to use language skills as part of their job responsibilities.
3. Criticality of Language Skills: The agency will evaluate the importance of language skills based on the impact on operations, customer interactions or internal communication.

408.3 Pay Differential

Employees who meet eligibility and criteria requirements will receive the pay differential as a flat rate added to their hourly rate in accordance with the established guidelines.

408.4 Review Process

Language proficiency policies, including pay differential, will be periodically reassessed to ensure accuracy and relevance to job duties.

408.5 Documentation Requirements

Employees must provide documentation or evidence of their language proficiency, such as test scores or certifications to be paid the language differential.

408.6 Occasional Application of Language Differential

Employees who possess language proficiency that is not a requirement of their job may occasionally be assigned work that relies upon their language skills. In these situations, the language differential will be added to the employee's hourly rate for the applicable assigned hours.

409. CDL Driver Differential Pay

Employees who are required to possess a commercial driver's license (CDL) and may be required to

operate equipment/vehicles requiring CDL may be eligible to receive CDL Driver Differential Pay.

409.1 Eligibility

Employees eligible for CDL Driver differential pay must meet one or more of the following criteria:

1. Hold a valid and current CDL with all necessary endorsements, as required by the program or by SWCAP.
2. Regularly required to use the CDL in the performance of their job duties, as defined in the job description.
3. Assigned to a position where having a CDL is identified as a critical component of job performance.

409.2 Pay Differential

Employees who meet eligibility and criteria requirements will receive the pay differential as a flat rate added to their hourly rate, in accordance with the established guidelines.

409.3 Review Process

CDL requirement policies, including pay differential, will be reviewed periodically to ensure its effectiveness and relevance.

409.4 Documentation Requirements

Employees must provide documentation or evidence of valid and current CDL possession.

409.5 Occasional Application of CDL Differential

Employees who possess a CDL that is not a requirement of their job may occasionally be assigned work that requires upon the possession of a CDL. In these situations, the CDL differential will be added to the employee's hourly rate for the applicable assigned hours.

410. Pay Arrangements

410.1 Payroll Period

Payroll periods are bi-weekly unless otherwise required by law and are adjusted as needed to comply with the Davis Bacon Act. The workweek begins at 12:01 AM Sunday morning and ends at 12:00 midnight on Saturday.

410.2 Pay Day

Payroll will be direct deposited into the employee's bank account and payroll stubs will be available electronically by the pay date. If a holiday falls on Friday, payroll checks will be deposited the last working day following the end of the payroll period.

410.3 Payroll Deductions

Deductions from paychecks will include:

- a. Mandatory: federal and state taxes, social security, child support orders, garnishments.
- b. Voluntary (upon written authorization of employee): Health insurance, payroll savings, etc.

411. Reimbursement for Job Related Expenses

411.1 Mileage

The purpose of mileage reimbursement is to compensate employees for actual, necessary work-related travel expenses over and above the employee's normal personal expense to get to and from work. Transportation to and from work is the responsibility of the employee in all work variations including hybrid. Home to work mileage is not reimbursable. When it is more efficient for a trip to start or end at the employee's home, mileage shall be measured to/from the home or to/from the workstation. The agency will reimburse employees at the federal reimbursement rate, or at the rate indicated by the funder. Within 60 days of published effective dates, allowable reimbursement levels will be amended and announced to staff. The agency will also reimburse employees for parking fees incidental to official agency business away from the usual worksite. Employees will use agency-owned vehicles whenever practical.

411.2 Meals and Lodging

While on official agency business, within the continental United States, approved by the employee's supervisor, actual, necessary, and reasonable expenses for employees will be reimbursed. Specific reimbursement guidelines will be made available to all employees by the immediate supervisor.

411.3 Registration Fees

Registration fees will be paid for employees who attend seminars, classes, meetings, conferences, training sessions, and other such functions with prior approval and at the request of the agency.

411.4 Professional Organization Membership

- a. The agency is committed to supporting staff's voluntary participation in professional organizations. While any such participation is not required for any employment position, the agency may help defray the cost of professional organization memberships in the following ways:
- b. The agency may pay up to \$300 per employee per year for dues in a recognized group appropriate to the employee's position or to the agency's mission. Memberships above the listed amount may be approved by a Senior Director, at the Senior Director's discretion.
- c. Active participation in the group is expected such as attendance at meetings and participation in group activities that may further employee's professional development.
- d. The request for dues payment must be approved annually when the dues are due.

Requests for payment must be approved by the appropriate supervisor and based on funding availability.

- e. The agency will not cover the cost of mileage, time, or other associated costs.
- f. Time away from work will need supervisory approval.

411.5 Other Expenses

Expenses not previously mentioned but essential to job performance which are incurred by an employee with the prior approval of the Senior Director will be paid by the agency within the framework of the budget.

SECTION 500 EMPLOYEE BENEFITS

501. Eligibility

Employee benefits are available to employees based on their employment status.

- Regular Full Time and ~~Regular~~ Part Time employees will accrue vacation and sick time benefits based upon a percentage of paid hours, per Section 502.
- Regular Full-Time employees will be eligible for all insurance benefits.
- Regular Part Time employees will not be eligible for medical insurance, but will be eligible for all other insurance benefits.
- Limited Term employees are not eligible for employee benefits.
- As-scheduled employees are eligible for 4 hours of fixed leave if they work in the week of an agency observed fixed leave day. ~~not eligible for employee benefits.~~

502. Vacation

502.1 General Terms

Vacation leave begins accruing on the date of hire and can be taken at any time subject to the approval of the employee's immediate supervisor.

502.2 Accrual

Vacation is accrued at the following rate as described in 501:

- 5% of paid hours up to the ~~7280~~-hour base from 0 through 4 years of service
- 7.5% of paid hours up to the ~~7280~~-hour base from 5 through 9 years of service
- 10% of paid hours up to the ~~7280~~-hour base at 10+ years of service and thereafter.
- Vacation is cumulative to a maximum of 208 hours.
- ~~Accrual will be adjusted for non-standard work schedules.~~

502.3 Use

Vacations are scheduled in consultation with the supervisor in relation to job responsibilities and are approved by the immediate supervisor. Vacation cannot be used until it has been accrued. Earned vacation may be taken during orientation. Every effort will be made to schedule vacations at the time desired by the employee. Paid vacations are in addition to fixed leave days, which may fall within a vacation period. Vacation is cumulative to a maximum of 208 hours. A request for the scheduling of vacation should be made as many days in advance as the number of days requested. If an employee is mistakenly paid for unearned vacation time, that employee will have that number of hours deducted from their next check.

502.4 Termination, Retirement, or Disability

Vacation may not be scheduled during the employee's period of notice. A supervisor may decline prescheduled vacation time that takes place in an employee's period of notice. Employees who separate from the organization in good standing, retire, or become disabled are eligible to be paid for accrued vacation hours. Employees in the initial orientation period as defined in Section 302 will not

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be paid accumulated vacation hours upon separation.

503 Sick Leave

503.1 General Terms

Sick leave begins accruing on the date of hire and can be taken at any time subject to the approval of the employee's immediate supervisor.

503.2 Accrual

Sick leave is accrued by eligible employees as defined in 501 at the rate of 5% of paid hours up to the ~~7280~~ 480-hour base. Sick leave is cumulative to a maximum of 480 hours. Accrual will be adjusted for non-standard work schedules.

503.3 Use

Sick Leave that is used due to illness may include employee illness, attending to ill family members, medical and dental appointments, employee physical, ~~financial, spiritual, cultural~~ and mental wellness, or other related reasons deemed justifiable by the immediate supervisor. Pre-scheduled sick time must be pre-approved by the supervisor.

Employees using leave time for themselves, or family members may be allowed up to three days sick leave time at one time, after which they will be required to provide certification from a health care provider.

An employee who is taking sick leave must notify the immediate supervisor as close to the beginning of the regular work time as possible. Failure to do so is cause for disciplinary action. Sick leave taken must be recorded according to established procedures. A physician's statement must be submitted in the absence of three days or less when the immediate supervisor requests one. The agency will pay that portion of the cost of obtaining said statement which is not covered by insurance.

503.4 Termination, Retirement

The number of sick leave hours used in one day shall not exceed the number of hours the employee normally works per day. Employees will not be compensated for unused accumulated sick leave at termination. If any employee is mistakenly paid for unearned sick time, that employee will have that number of hours deducted from their next check.

504 Fixed Leave

504.1 Fixed Leave Days

The following paid leave days will be granted:

- New Year's Day
- 4th of July
- Memorial Day
- Thanksgiving Day

- Christmas Day

504.2 Use

Additional paid company fixed leave days may be observed upon board of director's approval.

- Full-time Regular and Full Time Limited term employees as defined in 301.2 will receive either eight or nine hours of fixed leave pay for "Days," depending on assigned work hours in 303.2.
- Part-time Regular and Part Time Limited term employees as defined in 301.2 will receive four hours of fixed leave pay for "Days."
- As-Scheduled EEs and Part Time Non-Eligible EEs are not eligible.

504.3 Adjusted Fixed Leave Days

When a fixed leave day falls on a Sunday, it will be observed on the following Monday. When a fixed leave day falls on a Saturday, it will be observed on the preceding Friday.

505 Floating Leave

505.1 General Terms

Floating leave is given in addition to the above-listed fixed leave days to allow Full-Time Regular and Part-Time Regular employees to observe events of their choosing upon approval of the supervisor. Floating leave is issued at the start of each calendar year. Programs may require staff to utilize floating leave for specific days the program will be closed. These days may be determined at the discretion of the program and change from year to year.

505.2 Accrual

Accrual of floating leave is based on SWCAP's standard Full Time 36-hour workweek and is prorated for part time and non-standard work schedules.

- Full-time regular employees scheduled for a standard 36-hour work week will receive 90 hours of floating leave.

~~b. Full-Time regular employees scheduled to work a non-standard work week will receive pro-rated floating leave.~~

~~e.b.~~ Part-time regular employees will receive 40 hours of floating leave days.

~~d-c.~~ New full-time regular employees and part-time regular employees will be issued floating leave hours at a prorated amount based on their start date.

- If the start date falls into the first quarter (January through March)
 - Full-Time regular employees hired for a standard 36-hour work week will receive 90 hours. Pro-rated for non-standard work schedules.
 - Part-time regular employees will receive 40 hours of floating leave days.
- If the start date falls into the second quarter (April through June).

- a. Full-Time regular employees hired for a standard 36-hour work week will receive 67.5 hours or 7.5 workdays. Pro-rated for non-standard work schedules.
 - b. Part-time regular employees will receive 30 hours of floating leave days.
- c. If the start date falls into the third quarter (July through September).
 - a. Full-Time regular employees hired for a standard 36-hour work week will receive 45 hours or 5 workdays. Pro-rated for non-standard work schedules.
 - b. Part-time regular employees will receive 20 hours of floating leave days.
- d. If the start date falls into the fourth quarter (October through December).
 - a. Full-Time regular employees hired for a standard 36-hour work week will receive 22.5 hours or 2.5 workdays. Pro-rated for non-standard work schedules.
 - b. Part-time regular employees will receive 10 hours of floating leave days.

505.3 Use

Floating leave days are scheduled in consultation with the supervisor in relation to job responsibilities and are approved by the immediate supervisor. Every effort will be made to schedule floating leave at the time desired by the employee. A request for the scheduling of floating leave time should be completed at least as many days in advance as the number of days requested. Program managers may request floating leave days be scheduled by a specific time frame to lower the risk of scheduling conflicts. Extra pay in lieu of days off will not be granted. Employees will not be compensated for unused accumulated floating leave days at termination, regardless of the circumstances, whether voluntary or involuntary. If an employee is mistakenly paid for unearned time, that employee will have that number of hours deducted from their next check. Floating leave must be used within that calendar year and hours are not carried over year to year.

506 Special Religious Observances

In addition, the employee's supervisor, on special occasions and consistent with religious practices, may excuse an employee from work with pay for a special religious observance.

507 Bereavement Leave

In the event of the death of a family member, an employee may take up to five days leave with pay after notifying the supervisor [for preparation and attendance of funeral services](#). If additional time is needed, the request will be reviewed on a case-by-case basis. Vacation or sick leave may be used retroactively for these additional days. Periods which exceed this time must be requested under the Family Medical Leave Act or may be extended by additional vacation or sick leave.

In the event of the death of a client, an employee may attend services on work time. One day of sick leave may be used if the employee needs additional time for their mental health.

508 Hazardous Weather

In the event of severe weather, a decision to close the agency will be made by the Executive Director or a Senior Director. The decision to close an individual program, department, or work site, may be made by the program manager.

In the event of an emergency closure, or temporary reduction in staffing due to an emergency, as declared by the Executive Director or by a Senior Director, employees may telecommute. If the employee does not have the ability to telecommute or flex their schedule, the employee's immediate supervisor (with notice to the appropriate Senior Director) may approve the use of Hazardous Weather pay. Lost time may be made up within the same week taken, taken without pay, or taken as vacation at the option of the employee subject to the approval of the employee's immediate supervisor.

509 Family Medical Leave

All employees who have been employed by SWCAP for at least 12 months and have worked at least 1,000 hours during the previous 12 months are entitled to 12 weeks of unpaid Family Medical leave during a 12-month calendar period for qualified events. This leave may be taken for the birth of a child, to care for the newborn child, for the employee's own serious health condition, to care for the employee's child, spouse, domestic partner, parent, or parent of a domestic partner with a serious health condition, for the placement of a child for adoption or foster care with the employee, and to care for the newly placed child, as well as for any qualifying exigency arising out of the fact that the spouse, or a child, or parent of the employee is on active duty (or has been notified of an impending call or order to active duty) in the Armed Forces in support of a contingency operation. Employees are entitled to 26 weeks of unpaid leave during a 12-month period to care for a spouse, child, parent, or next of kin who are a member of the Armed Forces who has a serious injury or illness. During a single 12-month period an eligible employee shall be entitled to a combined total of 26 weeks of Family and Medical leave.

An employee is required to inform their supervisor 30 calendar days in advance of the need to take Family Medical Leave, or to give as much notice as feasible if the leave is unanticipated. Complete the Family Medical Leave Act – Employee Request form to request this leave.

Employees may choose to request accrued paid leave to be paid for some or all the Family Medical Leave taken for any of the situations covered by the Family Medical Leave Act. If an employee takes paid time off simultaneously with Family Medical Leave, these paid days shall run concurrently with the Family Medical Leave.

Under certain circumstances, employees may take Family Medical Leave intermittently, which means taking leave in blocks of time, or by reducing the normal weekly or daily work schedule as follows:

- a. Family Medical Leave for the birth and care of placement for adoption or foster care of a child, use of intermittent leave is subject to the company's approval.
- b. Family Medical Leave may be taken intermittently whenever medically necessary to care for a seriously ill family member, or because of the employee's serious health condition. Employees needing intermittent/reduced schedule leave for foreseeable medical treatment

must work with the company to schedule the leave so as not to unduly disrupt the company's operations.

A "serious health condition" means an illness, injury, impairment, or physical or mental condition that involves:

- a. Any period of incapacity or treatment connected with inpatient care in a hospital, hospice, or residential medical care facility; or
- b. A period of incapacity requiring absence of more than three calendar days from work, school, or other regular daily activities that also involves continuing treatment by or under the supervision of a health care provider; or
- c. Any period of incapacity due to pregnancy, or for prenatal care; or
- d. For any period of incapacity for treatment due to a chronic serious health condition; or
- e. A period of incapacity that is permanent or long term due to a condition for which treatment may not be effective; or
- f. Absences to receive multiple treatments including any period of recovery, or on referral by, a health care provider for a condition that likely would result in incapacity of more than three consecutive days if left untreated.

The agency may require employees to provide medical certification supporting the need for leave due to a serious health condition affecting the employee or an immediate family member, a second or third medical opinion (at the employer's expense) and periodic recertification, and periodic reports during Family Medical Leave regarding the employee's status and intent to return to work.

The agency is required to maintain group health insurance coverage, including family coverage, for an employee on Family Medical Leave under the same terms as if the employee continued to work. Arrangements will be made for employees to pay their share of the health insurance premiums while taking unpaid Family Medical Leave.

Upon return from Family Medical Leave, an employee will be restored to their original job, or to an equivalent job with the same rate of pay, benefits, and other terms and conditions of employment.

510 Military Leave

Military leave will be granted pursuant to Federal and State laws. The agency will pay the difference between agency pay (where agency pay is greater) and military pay for up to 15 days of mandatory annual active duty per year but not for extended duty of either voluntary or mandatory nature.

511 Unpaid Personal Leave

A leave of absence without pay for reasons other than those described elsewhere in this handbook may be granted at the discretion of the Executive Director providing that satisfactory arrangements can be made for the employee's responsibilities to be covered during the leave period.

512 Court Appearance

Eligible employees who are subpoenaed for court appearances related to agency business or for jury duty will be given the necessary leave of absence with full pay less any fee paid for the service. Wages allowed the employee will be calculated by the number of hours the employee normally works per day.

Employees who are subpoenaed for a court appearance or summoned for jury duty must inform their supervisor as soon as they receive the notice so that work schedules may be adjusted, as necessary. SWCAP may require employees to present a copy of the subpoena or jury summons mandating an employee's presence at court for their personnel file.

513 Education Leave

The agency, in order to maintain the quality of its programs, will provide its employees with opportunities to attend institutes, seminars, and conferences, which are job-related. Such leave is subject to the advance approval of the immediate supervisor, and the necessity for maintaining the agency's services to the community. In recognition of a professional responsibility to contribute leadership in special areas of competence (i.e. releasing personnel to teach courses, lead institutes, and conduct surveys outside the agency), the Executive Director may grant leaves for specific periods of time, normally not to exceed two weeks in any one year, with pay and without deduction from any honorarium received by the staff member involved. An extended educational leave for study related to the job, of up to three months without pay, may be granted to an eligible employee after completion of two years of continuous employment. Such leave is subject to the advance approval of the Executive Director.

514 Insurance

Below is a brief description of agency benefits. For a more detailed description of these benefits, refer to actual plan documents. The agency reserves the right to amend or terminate any benefit at any time, or to increase employee premium contributions toward any benefit. In any insurance where there is a contradiction or inconsistency in language between this handbook and the plan document, the plan document will control. The agency allows employees entitled to benefits to participate, at the employees own expense, in group insurance for dental, vision, CI, ACC, HI and FSA.

514.1 Health Insurance

Eligible employees may elect to participate in the health insurance plans offered by SWCAP. Employees who do not apply within 30 days of the start date may have to provide evidence of insurability and will need to wait until open enrollment to enroll. If the employee elects to participate, the agency will pay a portion of the premium for the employee's selected tier.

514.2 Short Term Disability

All eligible employees may elect to enroll in SWCAP's short term disability coverage, with the

agency paying the full cost of insurance coverage.

514.3 Long Term Disability

All eligible employees will be enrolled in SWCAP's long-term disability coverage, with the agency paying the full cost of insurance coverage.

514.4 Life Insurance

All eligible employees may obtain term life insurance and accidental death and dismemberment coverage through SWCAP's plan, in the value of \$25,000, with the agency paying the full cost of insurance coverage. Employees may purchase voluntary coverage on themselves, legal spouse, and children at the employee's expense.

514.5 Social Security

All employees are covered by the Federal Social Security Act and its amendments, according to the provisions thereof.

514.6 Workers Compensation

All agency employees are covered by Workers Compensation insurance, which provides for the payment of medical and hospital bills and for treatment, permanent, partial, or total disability and health benefits should an employee be injured while on duty or contract a disease directly traceable to employment. The amount of benefits is determined by the Wisconsin Department of Workforce Development. All injuries must be immediately reported to the supervisor and Human Resources to insure prompt filings of benefit claims. SWCAP reserves the right to provide reasonable accommodation for an injured employee in another department or position. If an employee is unable to work because of an on-the-job injury, they have the choice of using sick leave and vacation time or claiming loss of earning benefits under the Workers Compensation benefits and if the claim is later denied, absence can be charged to sick leave or vacation credits with the permission of the Executive Director.

514.7 Employee Assistance Program

To assist employees and their families with personal or emotional programs, which may affect job performance, SWCAP will offer an Employee Assistance Program. This benefit is available to employees and family members. Costs incurred through initial Employee Assistance Program referral and assessment will be covered by SWCAP. Costs incurred through subsequent referral and/or treatment are the responsibility of the employee.

515 Career Development Plan

All employees who have completed their period of orientation may participate in a Career Development Plan.

All employees are encouraged to further their training and education. Employees wishing to

pursue educational objectives on agency time and/or receive payment for certain educational costs above and beyond current job training must file a Career Development Plan. The employee's supervisor, program manager, or Senior Director will assist the employee.

Employees may be allowed up to 80 hours per calendar year of paid release time and, up to an additional three months of time without pay after two years of employment. This time is for purposes of travel to and from, attendance at, or preparation for classes. This paid release time does not have to occur during normal working hours and will be granted at the discretion of the employee's immediate supervisor and Senior Director after consideration of workload. This paid time should not increase the total scheduled hours to be paid. The paid release time spent working on an approved Career Development Plan must be documented in the employee's personnel file.

Employees may be reimbursed for tuition/registration and material costs, up to \$800 per calendar year based on funding availability, upon proof of successful completion of the course(s) and documentation of costs. Only the portions of a Career Development Plan that relate to SWCAP employment possibilities are eligible for reimbursement. Employees who leave SWCAP within two years after receiving educational reimbursement will be required to repay the reimbursement.

516 Lactation Accommodation

516.1 Support of Breastfeeding Employees

SWCAP provides a supportive environment to enable breastfeeding employees to express their milk during work hours. SWCAP expects that all employees assist in providing a positive atmosphere of support for breastfeeding employees.

516.2 Communication

Supervisors will support and help facilitate each employee's infant feeding goals. Employees that wish to express milk during work time are to keep supervisors informed of their needs so that appropriate accommodations can be made to satisfy the needs of both the employee and SWCAP.

516.3 Milk Expression Breaks

Any employee who is breastfeeding will be allowed flexibility within their workday to express milk for the nursing child. The employee and their immediate supervisor will agree on the changes to the work schedule. Employees may use break time, flex their time, or use sick time if needed to cover time away from work duties. Agency refrigerators may be used to store the expressed milk.

516.4 Location

SWCAP provides a place that is shielded from view and free from intrusion by coworkers and the public, which may be used by an employee to express breast milk.

516.5 Resources

The SWCAP-WIC Program Breastfeeding Coordinator may be contacted for assistance by either supervisors or employees regarding topics such as helping the employee create a plan for

returning to work, selection of a breast pump, locating a place to express milk, managing break time, and general breastfeeding support.

517 Employee Support and Reasonable Accommodation

Any qualified employee may request an employee support measure, also known as reasonable accommodation, to assist them to perform the essential functions of their job. SWCAP will attempt to accommodate a reasonable request that is not unduly costly, extensive, substantial or disruptive, or does not fundamentally alter the nature or operation of the program.

The employee is the primary person consulted when determining accommodation. Both the employee and the supervisor will work with Human Resources/CRCO to arrive at an accommodation that best meets the needs of both the employee and the organization.

An employee cannot be denied an accommodation request without the Executive Director's concurrence and consultation with Human Resources/CRCO. If an employee acquires a disability and the organization is unable to make a reasonable accommodation which will allow the individual to continue in the current position, SWCAP will explore the possibility for placement in other positions within the organization.

SECTION 600 JOB REVIEW AND PERFORMANCE

601 Purpose

Performance evaluation is a process designed to improve the employee's understanding of their job and the standards for work, to encourage development and to acknowledge performance that exceeds standards.

602 Frequency and Format

Each employee's individual job performance will be reviewed and evaluated by the immediate supervisor by the end of the sixth and twelfth month of employment in any new position and at least annually thereafter.

The employee will participate in the evaluation and will have an opportunity to respond in writing to comment on their performance. A copy of the performance evaluation and any employee response will be kept in the employee's personnel record. This policy is not intended to in any way limit timely ongoing feedback on employee performance.

603 Review of Evaluation

Each evaluation will be reviewed by the Senior Director and/or Executive Director of the evaluator.

604 Appeal of Unsatisfactory Evaluation

Any employee dissatisfied with their evaluation may respond through written communication submitted to the Human Resources Director.

SECTION 700 DISCIPLINARY GUIDELINES

701 Policy

SWCAP's performance management and discipline policy is designed to provide corrective action options to improve and prevent a reoccurrence of undesirable behavior. It has been designed consistent with SWCAP's core values, human resource best practices, and employment laws.

SWCAP reserves the right to combine or skip steps to provide options for addressing discipline, depending on the facts of each situation and/or the nature of an offense. The level of disciplinary intervention may also vary. Some factors that may be considered are whether the offense, if repeated despite coaching, counseling, or training, the employee's work record, and the impact the conduct and performance issues have on the agency. It is a supervisor's responsibility to coach, discipline, and document within a reasonable amount of time from the violation. The Human Resources Director should be consulted to assist the supervisor in any disciplinary process. All documentation will be forwarded to the Human Resources Director upon completion.

Behavior that is suspected to be illegal may be reported to local law enforcement authorities. Employees suspected of illegal activity will be suspended without pay pending an investigation and if the employee's activities are found to be illegal, the employee will be terminated.

Other performance and conduct issues may not be subject to discipline and may be grounds for immediate termination. Examples include but are not limited to theft, substance use, intoxication, fighting, and other acts of violence at work, or other actions that impact the agency's reputation negatively.

Employees will be provided copies of all discipline documentation. The employee will be asked to confirm or sign a copy of the documentation attesting to their receipt and understanding of the corrective action outlined in these documents. Copies of these documents will be placed in the employee's official personnel file.

The relationship between SWCAP and its employees is employment at will. Nothing in these personnel policies or in any section of this handbook provides any contractual rights to the employee.

702 Disciplinary Actions

a. Documented Coaching

An employee whose performance, conduct, behavior, or attendance is unsatisfactory may participate in a documented coaching with their supervisor and Human Resources. Expectations shall be clearly described and steps the employee may take to improve performance or resolve the problem.

The employee may submit written comments regarding the coaching within ten working days of the coaching.

b. Documented Verbal Reprimand

An employee whose performance, conduct, behavior, or attendance is unsatisfactory may receive a verbal reprimand from their supervisor and Human Resources. A written notice indicating the employee received a verbal reprimand will be placed in the employee's personnel file. Expectations shall be clearly described and steps the employee may take to improve performance.

The employee may submit written comments regarding the reprimand within ten working days of the reprimand.

c. Written Reprimand

An employee whose performance, conduct, behavior, or attendance is or continues to be unsatisfactory may receive a reprimand in writing with their supervisor and Human Resources. Expectations shall be clearly described and steps the employee may take to improve performance.

The employee may submit written comments regarding the reprimand within ten working days of the reprimand.

d. Performance Improvement Plan (PIP)

If performance has not improved with coaching, the employee may be issued a formal performance improvement plan requiring the employee's immediate and sustained corrective action. The PIP will be issued within five business days of a written reprimand and may include language that the employee may be subject to additional discipline up to and including termination if immediate and sustained corrective action is not taken.

e. Suspension

An employee whose performance, conduct, behavior, or safety is unsatisfactory may be subject to immediate suspension with the direction of Human Resources and Senior Management. Suspensions recommended as part of the normal progression of this progressive discipline policy are subject to approval from senior management and Human Resources.

Depending on the seriousness of the infraction, and whether an investigation may occur, the employee may be suspended with or without pay consistent with federal, state, and local wage and hour employment laws. Non-exempt employees may not substitute or use paid time off in lieu of the unpaid suspension. Due to Fair Labor Standards Act (FLSA) compliance issues, unpaid suspension of exempt employees should be reserved for serious workplace safety or conduct issues and may only be in full day increments. Pay may be restored to the employee if an investigation of the incident or infraction absolves the employee.

f. Final Written Reprimand

An employee whose performance, conduct, behavior, or attendance is or continues to be unsatisfactory may receive a final reprimand in writing with their supervisor and Human Resources. Expectations shall be clearly described and steps the employee may take to improve performance.

The employee may submit written comments regarding the reprimand within ten working

days of the reprimand.

g. Termination

SWCAP is an at-will employer, which means that during employment with the agency, employees are free to terminate their employment at any time, with or without a reason and with or without notice. Correspondingly, the agency has the right to terminate employees at any time, with or without a reason and with or without notice. Although SWCAP may choose to terminate an employee for cause, cause is not required.

SWCAP will try to exercise the progressive nature of this policy by first providing warnings, a final written warning, or suspension from the workplace before proceeding to a recommendation to terminate employment. However, SWCAP reserves the right to combine and skip steps depending on the circumstances of each situation, offense, or job performance. Furthermore, employees may be terminated without prior notice or disciplinary action.

A supervisor's recommendation to terminate employment must be approved by the Human Resources Director and a Senior Director.

703 Termination by Agency

a. Termination of Executive Director

Dismissal of the Executive Director because of unsatisfactory work performance may be based on cumulative written performance evaluations and a review of all factors related to the Executive Director's performance. The dismissal process shall be initiated by the Chair of the Board of Directors after full consultation with those who participate in the Executive Director's performance review and evaluation. The Board Chair and the Executive Director will agree upon a satisfactory period for improvement in performance. If at the end of this designated period, the Board Chair and others who participate in the performance review and evaluation still consider the Executive Director's performance to be unsatisfactory, the Executive Director should be informed by the Board Chair. The Executive Director can request a hearing by a committee of the chairpersons of the Planning, Personnel, Finance, and Executive Committees. This hearing must occur prior to the date of termination. The Executive Director should be given an opportunity to resign, or a notice of at least one month or payment in lieu of notice, in addition to any unused earned vacation, with additional notice at the discretion of the chairpersons. The Executive Committee Chairperson reports the dismissal or resignation to the Board of Directors.

If in the judgment of the Executive Committee of the Board, the conduct of the Executive Director is such as to bring discredit upon the agency, or in any way jeopardizes its position in the community, the Executive Director is advised by the Board Chair and given an opportunity to resign. In such cases, immediate termination of employment may be advisable; payment in lieu of notice and for other earned benefits is at the discretion of the Executive Committee.

704 Separation by Employee

Employees intending to resign from the agency are requested to give advance notice in writing to their immediate supervisor according to the following schedule:

- a. Executive Director – three months
- b. Exempt Staff – one month
- c. Non-exempt Staff – two weeks

Accrued vacation days are not to be included in the period of notice. Terminating employees will complete a termination package containing information relevant to the position, including reason for termination and authorized return of agency tools and/or supplies.

SECTION 800 COMPLAINTS

801 External Complaints

If a client has a complaint, SWCAP staff requests the client fill out a “Client Complaint/Comment Form.” This process helps the consumer clearly state the complaint and what actions the consumer desires for a successful resolution of the complaint. Staff attempt to resolve issues as promptly as possible and at the lowest possible level. The senior management team must be informed of any complaints and updated regularly on the progress. If a complaint cannot be resolved at any of the staff levels, the Executive Committee of the Board holds a review and renders a final decision. Staff will also inform complainants of other avenues open to them.

802 Anonymous Complaints

The board of directors assigns little value to anonymous complaints and the board will not discuss anonymous complaints at board meetings. If any member of the Board of Directors receives an anonymous complaint about the agency, its programs, or staff, the complaint shall be immediately shared with senior management and the Board Chairperson. Senior management shall investigate the complaint and provide a written response to all Board members in a timely manner. Board members can contact senior management at any time for an explanation or discussion. Staff receiving an anonymous complaint are asked to share it with senior management.

803 Other Complaints

Complaints that are not anonymous and are received by Board members shall be referred to senior management. Senior management shall (i) investigate each complaint and (ii) report back to the board member(s) and employee(s) involved, detailing any follow-up steps taken to resolve the complaint.

804 Staff Complaints

It is inappropriate for SWCAP staff to complain directly to members of the board of directors. Board members who receive staff complaints shall refer SWCAP staff to acceptable avenues available for voicing a complaint as defined in this handbook. SWCAP employees who feel existing avenues for voicing complaints are not sufficient or adequate may contact Human Resources for additional guidance.

SECTION 900 AMENDMENTS

This handbook and the personnel policies contained herein supersede and rescind all previous personnel policies.

901 Annual Review

These policies are to be reviewed on an annual basis to determine what amendments, if any, are necessary.

902 Periodic Amendments

While the general policy is that these personnel policies will annually be reviewed and amended as necessary, specific issues needing immediate attention may arise during the year. To address such issues that may arise because of mandated changes in laws or funding source regulations or significant changes in needs or direction, the Board of Directors will act on recommended changes brought to it by the Personnel Committee.

Patient Benefit Specialist



Department	Health & Wellness	Reports to	NHP Program Director
Primary work location	Platteville	Work Schedule	4 days/week
Job Grade	3 Position Classification Pay Plan	Remote Work Status	☒ Eligible ☐ Not Eligible
Classification	☒ Full-Time (36 hrs/wk) ☐ Part-Time ☐ Limited Term		
Social Media Responsibility	☐ Yes ☒ No	FLSA Status	☐ Exempt ☒ Non-Exempt
Personnel Committee Approval	01.22.2026	Review Date	

Summary Description:

The Patient Benefit Specialist serves as a key liaison between patients, healthcare providers, and insurance carriers to ensure accurate benefit verification, authorization, and financial guidance. This role is responsible for reviewing insurance coverage, explaining benefits and financial responsibilities to patients, and supporting timely reimbursement while maintaining compliance with regulatory and organizational standards. The Patient Benefit Specialist plays a critical role in enhancing the patient experience by reducing financial barriers to care and promoting clear, compassionate communication.

Essential Duties and Responsibilities:

The below list is intended as key examples of job duties. The list is not to be taken as defining all possible duties. Other duties may be assigned.

- Maintain accurate knowledge of CPT, ICD-10, HCSPCS coding and is responsible for keeping up to date on Forward Health updates.
- Review enrollment criteria for WI FPOS (and Iowa?) for each family planning patient. Assist qualified patients with signing up for Family Planning Only Services or other Medicaid eligible programs.
- Prepare good faith estimates for all uninsured and private insurance patients prior to their scheduled visit.
- Review documents for billable encounters and procedure to ensure requirements met to bill as required by insurance. Prepare insurance and Medicaid superbills for reimbursement and submits in a timely manner. Ensure billing is accurate and complete. Track payments and posts reimbursements in the billing record.
- Collect patient fees, provide receipts, and maintain patient account records, including payment requests as necessary.
- Send out monthly patient balance statements for those with balance due and on payment plan. Follow procedure for sending unpaid bills to collections.
- Process all receivables from the clinic revenue from NHP bank account and process weekly accounting to move to SWCAP.
- Counsel patients on payment plan options to help recoup payments owed.
- Balance NHP bank account and submit to finance team. Submit monthly NHP financial reports to finance team including all claims billed and balances paid.
- Actively participates in staff meetings and committees as needed.
- Attend conferences, training, and workshops related to the position.
- Adhere to confidentiality standards set forth by HIPAA.
- Understand, appreciate, and interact with people from all cultures or belief systems.

Supervisory Responsibilities:

None.

Qualified Requirements: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and/or abilities required. Reasonable accommodation may be made to ensure individuals with disabilities perform the essential functions.

Education and/or Experience:

- Minimum of high school diploma or equivalent. At least one-year previous work experience in a professional office setting.
- Certification in Medical Billing preferred
- CPR/Basic Life Support Certification
- 2 step TB skin test or QuantiFERON Gold within 6 months of hire date
- Proof of Hepatitis B vaccination or signed declination form within 2 weeks of hire date
- Proof of CPR certification or enrollment in class within 2 months of hire

Required Licenses or Certifications:

Access to reliable, licensed, insured driver and transportation.

Other Skills and Abilities:

- Telephone and computer skills.
- Ability to add, subtract, multiply and divide in all units of measure, using whole numbers, common fractions, and decimals.
- Ability to work effectively with socially and/or medically challenged clients, persons of diverse education, income, culture, and age.
- Ability to read and comprehend instruction of moderate complexity, write correspondence, and memos, and effectively communicate information one-on-one and in small groups.
- Ability to understand and carry out instructions furnished in written, oral or diagram form.
- Ability to work through problems involving concrete variables in standardized situations.

Work Environment and Physical Requirements:

The physical demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

The employee frequently is required to walk and sit. The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, and the ability to adjust focus.

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee will work in an office setting. The noise level in the work environment is usually moderate due to computer printers, telephones, and other office equipment.

The above statements are intended to describe the general nature and minimum level of work being performed. These statements are not intended to be construed as exhaustive of all duties, responsibilities, and skills required for this position. The employee will be required to perform any other job-related duties as required by the job objectives, the leadership and mission and core values of SWCAP. This description does not modify any employees at will status and is not a contract for continued employment of any duration.

