



Memorandum

To: Mayor Nelson and Members of the City Council
From: Douglas M. Ebeltoft, Director of Public Safety/Police Chief
Date: May 5, 2021
Re: Spring Lake Park Police" Power" Program

Mayor and City Council,

Since the beginning of the Law Enforcement Profession as early as the 1830's, those that have chosen this profession have been exposed to traumatic situations and its related stress. Police officers face dangers every day on the job that the general public will not encounter in their lifetimes. Whether duty calls for officers to pursue suspected criminals at high rates of speed, being involved in a shootout, or if they are simply the first to arrive at the scene of a horrific crime, police officers see some of the worst scenes in our society on a daily basis.

It is not until recent years, studies of this type of trauma for police officers been talked about or even acknowledged. Due to repeated exposure to such traumatic situations, it has been shown to have contributed to one of the most under-covered issues when it comes to law enforcement. This issue being Post Traumatic Stress Disorder.

Police officers suffer symptoms indicative of PTSD at a similar rate as veterans of the military. Between 7% to 19% of police officers exhibit symptoms of PTSD, compared to 3.5% of the general public. Studies have documented that by large, police officers suffer from "Cumulative" PTSD, as opposed to the traditional definition of post-traumatic stress disorder. Cumulative PTSD is caused by prolonged and repeated exposure to trauma and extreme stress rather than one particular incident, such as a shooting. The effects, however, are no less devastating for the officers affected.

The National Alliance of Mental Illness (NAMI) has reported that 1 in 4 police officers have had thoughts of suicide at least once in their lives, and unfortunately, some of those brave officers have acted on those thoughts. Indeed, statistics have shown more police officers have committed suicide than are killed in the "Line of Duty" in the United States, according to NAMI.

It is very obvious that if our Law Enforcement Profession as a whole is to endure the continued traumatic and stressful situations that they can be exposed to on daily basis, our men and women will need the abilities to be able to address and cope with traumatic exposures.

It has been my personal quest for several years to try and find a program that would help assist our officers with this issue. In 2019, I was made aware of a program from a neighboring community called "Police Officer Wellness by Enhancing Resiliency", offered by Marie Ridgeway "MSW".

This program is quite in depth and provides many levels of engagement for the officers, including but not limited to:

- New Officer Hire Mental Health Check-ins
- New Officer Hire Healthy Family Workshop
- Up to 6 therapy sessions with a licensed therapist
- Annual Mental health Check-ins
- Critical Incident Check-ins
- Ongoing Mental Health Support and Information

The Spring Lake Park Police Department did utilize this program for one of our officers involved in a critical incident, and was informed that the program was very beneficial for helping the officer work through the critical incident and its related trauma/stressing effects.

I have attached a copy of the neighboring communities "POWER" Program for your review and the proposed contract for the City of Spring Lake Park. It is my personal opinion that this program would provide invaluable benefits to our officers and the city to combat the potential of our officers suffering from "Cumulative PTSD".

This program has been presented to Administrator Buchholtz and Attorney Thames for review. The "SPRING LAKE PARK POWER PROGRAM" and its contract has received both Administrator Buchholtz and Attorney Thames' approval.

Therefore, I am asking the Mayor and City Council to authorize this program to be effective immediately and to utilize access budgetary funds for the year 2021 to pay for the program, and then the funding for this program would become a budgetary item for the year 2022 and beyond.

The Blaine Police Department



Police Officer Wellness by Enhancing Resiliency

Need a place to talk?

Want someone who can relate?

All contacts are held in the strictest of confidence. When you meet with one of these professionals, no names are released to the agency. You are eligible to up to 6 free visits. This program is open to all department members, sworn and civilian, as well as family members or significant others.

If you wish to speak with someone, contact Marie Ridgeway and she will connect you with the appropriate person based on your need.

Be STRONG enough to stand alone.

Be SMART enough to know when you need help.

Be BRAVE enough to ask for it.

Contact:

Marie Ridgeway MSW


LICSW, CCTP, RYT

612-314-9169

marieridgeway@gmail.com



The Blaine Police Department


Police Officer Wellness by Enhancing Resiliency

POWER Program Components/Facets

The Blaine Police Department partnered with Marie Ridgeway in 2019, to become the department's therapist and provide mental wellness services. The POWER Program was developed and implemented with the following components:

- New hire mental health check-ins
- New hire healthy family workshop
- Up to 6 therapy sessions with a licensed therapist (includes household members)
- Annual mental health check-ins
- Critical incident check-ins
- Ongoing mental health support and information
- All sessions are confidential and there is no diagnosis
- Our clinicians do not complete fit for duty evaluations

PAR: Preparation, Action, Response

Pre-Employment-Preparation

- **Culture Establishment-** accountability and compassion are imperative. Tone of openness and normalcy of psychological wellness must be established.
- **Recruiting-** ensure technical requirements in postings, but additionally desired traits and agency culture, including overview of the wellness program. Ensure legal compliance as well.
- **Interviewing-** discuss mental wellness and openness to it with potential candidates in pre-employment interview. Include thoughts and previous experiences. Avoid asking about protected information.
- **Psychological Testing/Backgrounding-** pay attention to psychological health and resilience, coping mechanisms, and background/coping with adversity. Also focus on matters of ethics and life experience vs. technicalities and minor life mistakes.

Post Hire-Action

- **New Officers-** new officers go through a presentation with the therapist and their family is strongly encouraged to attend. During field training, officers will schedule an appointment with the therapist for a mental health check-in.
- **Healthy Families Workshop-** new officers and their support system (i.e. family, friends) attend a family workshop in which they learn about the department, our mission/core values, as well as the wellness program. They also learn about stressors, indicators of PTSD, resilience, emotional health and what to expect.

- **Other Wellness Options-** are introduced such as:
 - Wills for Heroes
 - Safe Call Now coins/hotline and
 - Public Safety Peer Counseling Program/Critical Incident Stress Debriefing

Ongoing-Response

- **Annual Wellness Check-Ins-** (i.e. 'Check-up from the neck up'.) All personnel within the department will have a mental health wellness check in on a yearly basis (on the anniversary month of their hire date), as part of their work day. They will schedule the appointment during work hours (if possible) and be out of uniform during the appointment.
- **Therapy Sessions-** If an officer or family member wishes to use the therapy sessions, they will be given a number by the therapist and will be billed to the department with the corresponding number only. No one will know who is assigned the number and anything you say in your appointment is confidential. There is no fit for duty evaluations or diagnosis by the therapist. The department has no access to what is said or written in the appointments. Furthermore, note taking by the therapist is at a minimum.
- **Critical Incidents-** The therapist is also used for critical incidents where they can be called to the police department for defusing or speak with officers involved at a later date. Supervisors can also direct an officer showing signs of weakening mental health to make an appointment. These appointments are also confidential other than making sure the officer attended the appointment.

Marie Ridgeway & Associates

Marie Ridgeway MSW, LICSW, CCTP, RYT is a Masters Level mental health clinician with a specialty in treating stress injuries (PTSD) and the secondary challenges that commonly occur (anxiety, depression, panic attacks, substance abuse, relationship challenges). Marie and her staff of five occupationally competent clinicians focus on working with Public Safety personnel.

- **Therapist-** are interviewed and backgrounded prior to having a contract. They will schedule ride-alongs with officers so that officers get used to seeing them around the department.
- **Retainer/Fee Schedule-** the monthly retainer fee for the Blaine Police Department wellness program is \$500. The new hire mental health check-ins and therapy sessions are \$150/per session, and the annual mental health check-ins are \$110/per session.

Contact Information:

Police Chief Brian Podany
Blaine Police Department
10801 Town Square Drive NE
Blaine, MN 55449
763-785-6196

Captain Mark Boerboom
Blaine Police Department
Administrative Services Division
POWER Program Coordinator
763-785-6129

Marie Ridgeway & Associates
3550 Lexington Ave. N., #303
Shoreview, MN 55126
612-314-9169
www.marieridgeway.com

MARIE RIDGEWAY LICSW LLC

THERAPY AND CONSULTING SERVICES AGREEMENT

This Agreement is made this [REDACTED] day of [REDACTED], 2021 (“Effective Date”) by and between **MARIE RIDGEWAY LICSW LLC, d/b/a Marie Ridgeway & Associates and Ridgeway & Associates**, a Minnesota limited liability company (“Service Provider”) and **The City of Spring Lake Park**, a Minnesota municipal corporation of the State of Minnesota (“Customer”).

RECITALS

- A. Service Provider is engaged in the business of providing professional mental health services to law enforcement officers and consulting with law enforcement agencies on mental health wellness topics.
- B. Customer, for the benefit of its licensed peace officers, their families, and the community, desires to obtain mental health services for its law enforcement officers.
- C. Customer desires to engage Service Provider to provide the mental health services described in this Agreement to its law enforcement officers and Service Provider is willing to provide such mental health services on the terms and conditions in this Agreement.

NOW, THEREFORE, in consideration of the terms and conditions expressed in this Agreement, the Service Provider and Customer agree as follows:

AGREEMENT

1. **Services to be Provided.** Service Provider agrees to provide Customer with professional mental health and consulting services for Customer’s law enforcement officers as described in Exhibit A attached hereto (the “Services”). Service Provider, and any subcontractor utilized as contemplated herein, will provide all Services in a manner consistent with the level of care and skill ordinarily exercised by professionals providing similar services. Service Provider will at all times be free to exercise professional judgment and discretion regarding the provision of professional mental health services. Service Provider agrees to indemnify, hold harmless, and defend Customer and its elected officials and employees for any claims, liabilities, costs and fees, including reasonable attorneys’ fees, which are directly attributable to Service Provider’s negligence or willful misconduct, or the negligence or willful misconduct of a subcontractor utilized by Service Provider, in providing the Services, except to the extent directly caused by the negligence or willful misconduct of Customer. Customer agrees to indemnify, hold harmless, and defend Service Provider and its agents for any claims, liabilities, costs and fees, including reasonable attorneys’ fees, which are directly attributable to Customer’s negligence or willful misconduct, in complying with Customer’s obligations within this Agreement, except to the extent directly caused by the negligence or willful misconduct of Service Provider and/or its agents.
2. **Qualifications.** Service Provider's owner, Marie Ridgeway, LICSW, is licensed as a Licensed Independent Clinical Social Worker in the State of Minnesota. Ms. Ridgeway also holds an

Advanced Certification in Accelerated Resolution Therapy and may use this type of eye movement therapy for the treatment of trauma, anxiety, panic attacks, depression, and other mental health challenges.

3. **Compensation.** As compensation for the Services, Customer will pay Service Provider the compensation set forth in Exhibit B attached hereto ("**Compensation**"). Service Provider will provide Customer with at least 90 days' written notice prior to the effective date of any fee changes.
4. **Invoices and Payment.** Service Provider will provide invoices to Customer by e-mail on the last day of each month or the first business day of the following month for payment. Service Provider's invoices will contain a description of the services provided, hours, rates, and amounts undertaken by the Service Provider during that billing period. Invoices for therapy will use a unique anonymous code known only to Service Provider for each officer to protect individual officers' identity. Customer shall promptly notify Service Provider if additional documentation is necessary or if any portion of an invoice is disputed, however, Service Provider will maintain client confidentiality at all times and nothing in this paragraph mandates disclosure of confidential or private data.

Customer will make payment to Service Provider on all undisputed invoices via direct deposit within fifteen (15) days of receipt of the invoice. If Customer fails to pay any undisputed invoice within thirty-five (35) days of the date the invoice is issued, Service Provider may impose an eight percent (8%) late fee.

5. **Term.** The term of this Agreement will begin on the Effective Date and last for a period of one (1) year. This Agreement will automatically renew for subsequent one (1) year terms unless either party gives the other party sixty (60) days' notice of nonrenewal.
6. **Termination.** This Agreement may be terminated as follows:
 - a. Service Provider may terminate this Agreement in the event Customer fails to comply with any material term of this Agreement effective thirty (30) days after notice by Service Provider that Customer is not in compliance with such material term.
 - b. Customer may terminate this Agreement in the event Service Provider fails to comply with any material term of this Agreement effective thirty (30) days after notice by Customer that Service Provider is not in compliance with such material term.
 - c. Either party may terminate this Agreement without cause upon sixty (60) days prior written notice to the other party.

In the event of a termination, Customer shall pay Service Provider for Services performed to the date of termination and for all costs or other expenses incurred prior to the date of termination.

7. **Work Products and Ownership of Documents.** All records, information, materials and other work products, including, but not limited to completed reports, drawings, plans, and specifications prepared and developed specifically at the request of Customer in direct connection with the provision of Services pursuant to this Agreement will become the property of Customer, but reproductions of such records, information, materials and other work products

in whole or in part may be retained by Service Provider. Any and all records, information, materials and other work products, including, but not limited to reports, drawings, plans, and specifications developed by Service Provider for general use with Service Provider's clients or in Service Provider's business shall be and remain the property of Service Provider, regardless of whether they are used by Service Provider in fulfilling Service Provider's obligations under this Agreement. Further, nothing in this paragraph shall cause any professional therapy records, notes, or other related documents to become the property of Customer and all such documents shall remain the property of Service Provider or individual Clients. These obligations survive the termination of this Agreement.

8. **Publicity.** Each party must not use the other party's logo publicly or state that the other party endorses its services without the other party's advanced written approval. If one party wishes to use the other party's logo or state that the other party endorses its services, Customer and Service Provider will develop mutually agreed upon language to use when discussing the Services. Both parties agree that any publicity including, but not limited to, press releases, social media postings, and written or oral statements to members of the news media, regarding the Services or the subject matter of this Agreement must not be released unless they comply with this mutually agreed upon language. However, the provisions of this paragraph shall not apply to valid requests and responses mandated by Minnesota Statutes Chapter 13. Both parties acknowledge and agree that due to the nature of the Services, unnecessary publicity associated with the Services may have a detrimental effect on Service Provider's ability to effectively provide Services and achieve the desired officer wellness goals. These obligations survive the termination of this Agreement.
9. **Records/Inspection.** Pursuant to Minnesota Statute § 16C.05, subd. 5, Service Provider agrees that the books, financial records, financial documents, and accounting procedures and practices of Service Provider that are relevant to the contract or transaction are subject to examination by the Customer and the state auditor or legislative auditor for a minimum of six years. Service Provider shall maintain such records for a minimum of six years after final payment. These obligations survive the termination of this Agreement.
10. **Data Practices Act and Data Privacy Compliance.** Customer does not intend by this Agreement to delegate a government function to Service Provider and Service Provider agrees that it is not performing a government function. Service Provider agrees to administer any and all data provided to the Service Provider or created, collected, received, stored, used, maintained, or disseminated by Service Provider in fulfillment of this Agreement in accordance with all applicable laws, which may include the Minnesota Government Data Practices Act, Minnesota Statutes, Chapter 13 ("**MGDPA**"), the Health Insurance Portability and Accountability Act ("**HIPAA**"), and the mandatory reporting obligations of Service Provider's licensed mental health professionals. Service Provider agrees to notify the Customer within five (5) business days if it receives a request for data under the MGDPA. This paragraph does not create a duty on the part of Service Provider to provide public access to data unless required under the provisions of an applicable law. Service Provider acknowledges that Customer is a public entity required to comply with the terms of the MGDPA and Service Provider agrees to cooperate with Customer in fulfilling its obligations under the same. Service Provider will not release or disclose any data classified as not public to any person except at the written direction of Customer, or as required by court order. Service Provider agrees to defend and indemnify Customer, its elected officials and employees, from any claim, liability, damage or loss, costs, fees, including reasonable

attorneys' fees, asserted against Customer, its elected officials and employees, as a result of Service Provider's failure to comply with the requirements of the MGDPA or HIPAA. These obligations survive the termination of this Agreement.

11. **Insurance.** Service Provider will maintain commercially reasonable insurance coverage, including commercial general liability insurance and professional liability insurance throughout this Agreement. Service Provider will provide Customer with copies of current certificates of insurance upon request. Service Provider's failure to maintain the insurance contemplated herein shall permit Customer to immediately terminate this Agreement.
12. **Subcontracting.** Customer acknowledges and agrees that Service Provider may provide Services through such independent consultants, associates, and subcontractors as it may deem appropriate to assist it in the performance of Services required by this Agreement. Service Provider will ensure that all professional mental health services are provided by individuals holding appropriate professional licenses in the State of Minnesota. Customer shall not be charged in excess of the rates set forth in paragraph 3 herein, as may be updated from time to time, after the contemplated prior notice.
13. **Payment of Subcontractors.** Service Provider agrees that it must pay any subcontractor within ten (10) days of its receipt of payment from the Customer for undisputed services provided by the subcontractor. Service Provider agrees that it must pay interest of 1-1/2 percent per month or any part of a month to the subcontractor on any undisputed amount not paid on time to the subcontractor. The minimum monthly interest penalty payment for an unpaid balance of \$100 or more is \$10. For an unpaid balance of less than \$100, the prime contractor shall pay the actual penalty due to the subcontractor. A subcontractor who prevails in a civil action to collect interest penalties from Service Provider must be awarded its costs and disbursements, including attorney's fees, incurred in bringing the action.
14. **Compliance with Laws.** Service Provider will exercise due professional care to provide Services in accordance with applicable federal, state and local laws, rules, ordinances and regulations in effect from time to time.
15. **No Discrimination.** Service Provider agrees not to discriminate in providing products and services under this Agreement on the basis of race, color, sex, creed, national origin, disability, age, sexual orientation, status with regard to public assistance, or religion.
16. **Exclusive Agreement.** Customer agrees that it is retaining Service Provider as the sole mental health care provider for its law enforcement officers for the duration of this Agreement. All employer-paid check-ins, therapy sessions, and mental health care will be provided by Service Provider. Any and all fitness for duty or other evaluations will be sought elsewhere as Service Provider is a care provider and consultant only and does not provide fitness for duty evaluations. Any officer who was receiving therapy from an outside entity prior to starting Wellness Programming with Service Provider can continue.
17. **Relationship of the Parties.** For the purpose of this Agreement, the relationship of a party and its employees, agents and servants to the other party and its respective employees, agents and servants will be that of independent contractors. Nothing in this Agreement will be construed, implied, or deemed to create any other relationship between the parties, including

one of employment, agency, joint venture, association, partnership, or any other form of separate legal entity or organization.

18. **Authority.** The parties represent and warrant that, upon its execution, this Agreement will be binding upon each of them and enforceable in accordance with its terms.
19. **No Third Party Beneficiaries.** Nothing in this Agreement, express or implied, is intended to confer any rights or remedies under, or by reason of, this Agreement on any person or entities other than the signatories hereto.
20. **Entire Agreement.** This Agreement, including any schedules, exhibits, amendments or attachments thereto, constitutes the entire agreement between the parties with respect to the subject matter hereof.
21. **Severability.** If any term, provision or condition contained in this Agreement is deemed or declared unenforceable, invalid or void, the same will not impair or invalidate any of the other provisions contained herein, which will remain in full force and effect.
22. **Governing Law.** This Agreement and the rights of the parties hereunder will be governed and interpreted in accordance with the laws of the State of Minnesota.
23. **Notices.** Any notices required to be given hereunder will be in writing and may be either delivered personally, emailed to marie@marieridgeway.com or sent by first class mail, postage prepaid, return receipt requested, and properly addressed to the address of the other party stated below. Notices will be deemed received on the date of receipt verification provided by the U.S. Postal Service. Notices will be addressed as follows, or to such succeeding address as one party shall provide to the other in writing:

Service Provider: Marie Ridgeway LICSW, LLC
Attn: Marie Ridgeway, LICSW
3550 Lexington Avenue N, Suite 303,
Shoreview, MN 55126
marieridgeway@gmail.com

Customer: City of Spring Lake Park
Attn: City Administrator, Clerk/Treasurer
1301 81st Ave NE
Spring Lake Park, MN 55432

24. **Waiver.** Waiver by a party of a breach of any provision of this Agreement will not operate as or be construed to be a waiver of any subsequent breach.
25. **Amendment.** This Agreement may be amended only by mutual agreement in writing executed by the parties.
26. **Headings.** The headings contained in this Agreement have been inserted for convenience of reference only and will in no way define, limit or affect the scope and intent of this Agreement.

27. **Counterparts.** This Agreement may be executed in multiple counterparts, each of which shall be deemed to be an original and all of which taken together shall constitute a single instrument.

[Signatures on the following page]

IN WITNESS WHEREOF, Service Provider and Customer have caused this Agreement to be executed by their duly authorized representatives on the respective dates indicated below.

SERVICE PROVIDER
Marie Ridgeway LICSW, LLC

CUSTOMER
City of Spring Lake Park, MN

By: _____
Marie Ridgeway, LICSW

By: _____

Its: Lead Clinician/Owner

Its: _____

Date: _____

Date: _____

By: _____

Date: _____

EXHIBIT A

SCOPE OF SERVICES

1. **Services.** Service Provider and Customer agree that the primary purpose and spirit of these Services are to address law enforcement personnel mental wellness and to reduce barriers, including lack of access to culturally competent care providers, to mental health care for law enforcement officers. In furtherance of this goal, Service Provider will provide the following Services:
 - a. Therapy Sessions. Service Provider will provide individual mental health therapy sessions ("**Therapy Sessions**") to law enforcement officers employed by Customer ("**Clients**").
 - i. *Number of Sessions.* Clients are eligible to receive up to six (6) Therapy Sessions per calendar year. If authorized by the Customer, Service Provider may provide more than six (6) Therapy Sessions when doing so will provide a significant benefit to the Client. Service Provider will request authorization for additional Therapy Sessions from Customer without sharing any identifying Client information.
 - ii. *Couples/Family Therapy Sessions.* If Service Provider and Client determine that it would be helpful to the Client to include the Client's significant other and/or household family members in a Therapy Session, Service Provider may invite such individuals to join Client in the Therapy Session. In Service Provider's sole discretion, Service Provider may speak with Client's significant other individually as part of the Therapy Session.
 - b. Individual Critical Incident Sessions. Upon request of Customer, Service Provider will provide individual mental health therapy to Clients following critical incidents ("**CI Sessions**"). Customer will notify Service Provider of all Clients required to complete a CI Session. Service Provider will confirm Client attendance at CI Session but CI Sessions are otherwise strictly confidential and Service Provider will not share any substantive information with Customer. CI Sessions are not fitness for duty evaluations.
 - c. Mandatory Mental Health Check-Ins. Service Provider will provide a mental health check-in ("**MH Check-Ins**") for each member of Customer's staff on an **annual** basis. Service Provider will also provide a mental health check-in to each of Customer's new hires. MH Check-Ins are opportunities for one-on-one consultation and education and are not mental health therapy. Service Provider will confirm Client attendance at MH Check-Ins but MH Check-Ins are otherwise strictly confidential and Service Provider will not share any substantive information with Customer. Mandatory reporting guidelines will be followed.
 - d. On-Site and Consulting Services. Service Provider will provide the following services as requested by Customer:
 - i. Telephone or in-person consultation services regarding mental health and wellness.

- ii. Attendance at roll calls at the start of the program and as needed to introduce the program, answer questions, and provide information.
- iii. Participation in ride-alongs as appropriate to be a familiar resource and support to the Customer and Clients.
- iv. Attendance at critical incident defusings or debriefings, when possible.
- v. In-person or remote presentations on mental health and wellness topics.
- e. Therapy Dog. Service Provider owns a therapy dog in training (a male German Shepherd) and may bring the dog on-site when appropriate (unless Customer opts out of this service for any reason).

2. Logistics.

- a. Contact Information. Customer will e-mail Service Provider's contact information to all Clients. Customer will also post Service Provider's contact information in conspicuous locations within the department.
- b. Appointment Scheduling. Customer will inform all Clients that they may call, text, or e-mail Service Provider directly to schedule appointments. Appointments will be scheduled during normal business hours as mutually agreed by Service Provider and Clients. For purposes of this Agreement, normal business hours shall mean between the hours of 9:00 a.m. and 5:00 p.m., Monday to Friday. Appointments are available after hours and on weekends, as service provider and associates' schedules allow.
- c. Location. Unless otherwise agreed by Service Provider and Customer, Therapy Sessions, CI Sessions, and MH Check-Ins will occur at Service Provider's office.
- d. Urgent Requests. Service Provider will use best efforts to accommodate urgent requests for appointments and other services provided under this Agreement as necessary to serve Client needs and the costs of this availability and service is included in agency's retainer services.

EXHIBIT B

2021 FEES

<u>Service</u>	<u>Fee</u>
Therapy Sessions (Individual or Couple/Family)	\$150/session
Critical Incident Follow Up Sessions	\$150/session
Annual Mental Health Check-Ins	
<ul style="list-style-type: none">• 50 minute• 30 minute	\$110/session \$75
Wellness Program Retainer (less than 50 staff) <ul style="list-style-type: none">• Healthy Family Meetings (2 hour max, as often as quarterly)• Clinical Consultation as needed• Peer Support Consultation, as applicable• Familiarity Building Services (occasional)• Urgent availability for appointments (within 5 days) with no extra cost• No fees for late cancel/no shows• 24/7 availability for urgent needs	\$350/month

